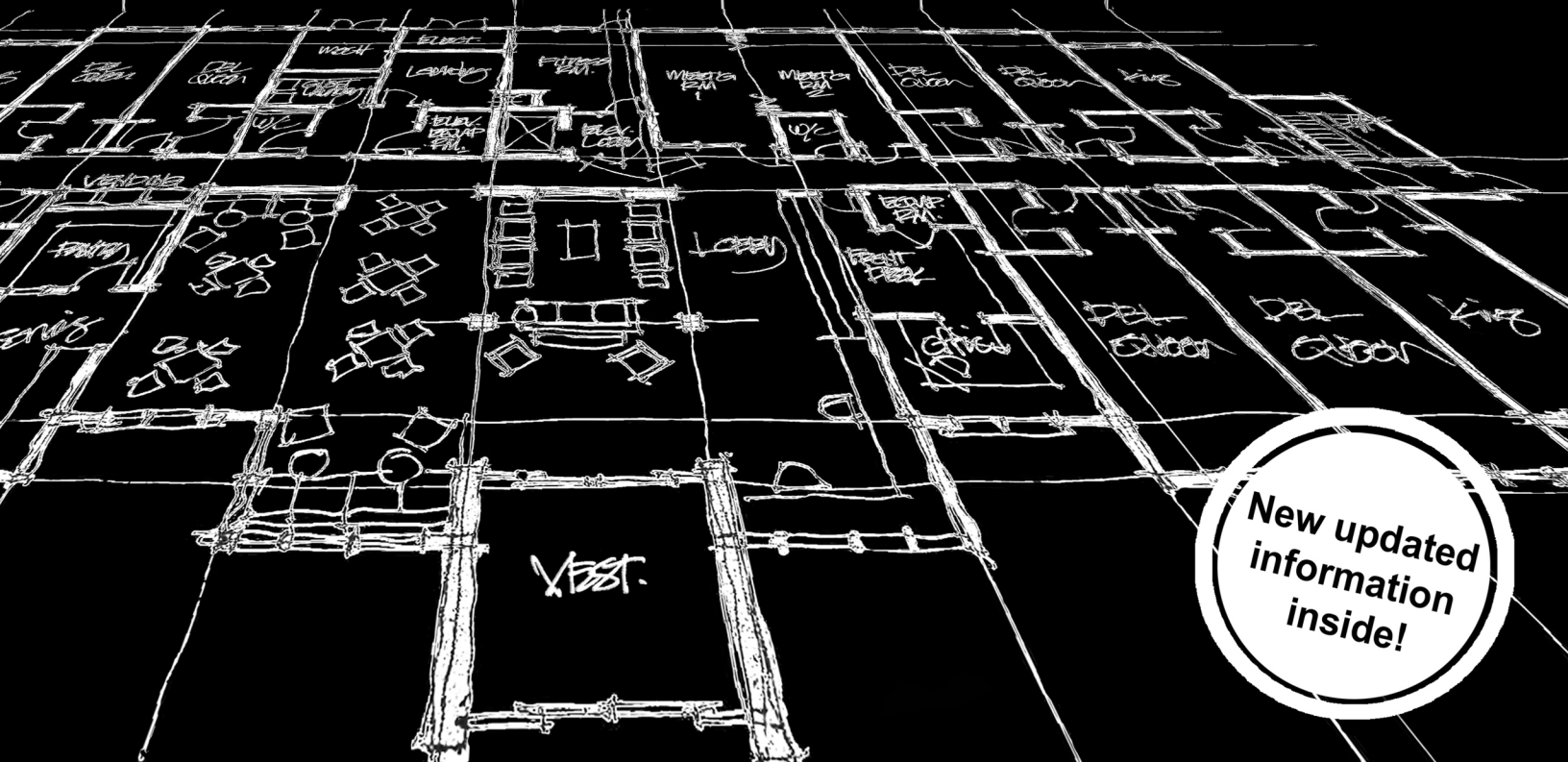


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HOTEL COST ESTIMATING GUIDE 2012



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HOTEL COST ESTIMATING GUIDE 2012



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HOTEL COST ESTIMATING GUIDE 2012

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INTRODUCTION

by **Dennis Nessler** | Editor, *Hotel Business*

Over the course of the past few years, performance in the lodging industry has risen steadily, if not sharply, with overall nationwide RevPAR increases generally ranging from 5% to 7% and going as high as 8.2% in 2011. However, this spike in performance has not necessarily translated into a flood of renovation or new build projects, at least not yet.

Performance in the lodging industry has risen steadily, if not sharply, with overall nationwide RevPAR increases.

Rather, much like the overall economy, it seems those industry professionals that depend on such activity are going to have to settle for slow and steady increases. For example, Smith Travel Research reported that in December 2011 there were 132 closed projects under renovation representing 14,475 closed rooms compared to December 2010, which had 119 closed projects and 11,070 closed rooms.

In addition, the number of open projects went from 182 in December 2010 representing 61,006 rooms to 243 or 97,796 rooms. (Open projects include all phases from pre-planning, planning, final planning and construction.) Most industry estimates expect activity to grow in 2012 as well. With construction financing still extremely hard to come by, new build projects remain at a virtual standstill. In fact, in 2011 just less than 39,000 new rooms came online—a 75% decrease from 2008, according to Smith Travel Research. As of January 2012, roughly 52,000 U.S. hotel rooms were under construction—up 3.4% from January 2011. The firm also noted that overall supply is forecast to increase a mere 0.8% in 2012 and 1.4% in 2013.

However, the difficulties getting hotels off the ground figures to work in favor of overall renovation activity as hotel companies are compelled to focus on upgrading their existing assets. Another issue that could spur additional renovation

activity in the coming months is the industry's continued struggle to raise rates. Some hoteliers, who do have available capital, may see a renovation or additional CapEx as an opportunity to charge more for their rooms as well as increase guest satisfaction. In addition, in an increasingly competitive battle for market share, newly renovated rooms and public spaces can be a difference maker for many hotels.

One of the downsides to the aforementioned improved performance cited above is the fact that hotels are far less likely to shut the doors for a major overhaul and stop the revenue stream coming in if they are filling the rooms up on a regular basis. Rather, many may opt for small-scale renovations, doing a number of guestrooms at a time and keeping inventory primarily intact.

Meanwhile, there has been much speculation throughout the industry about many of the major brands more strictly enforcing their standards and mandating more property improvement plans or PIPs. Such actions also generally result in additional conversions, which remain the top vehicle of growth for companies these days.



aloft hotels, a Starwood brand, is conducting several conversion projects this year in order to quickly expand the aloft experience to new markets. Pictured above is the construction site of aloft Tucson, Arizona, a former Four Points by Sheraton Hotel. JN+A and HVS Design are providing Architecture and Interior Design Services for the project.

While most brand executives acknowledge that they have tightened standards up to some degree in the past 12-24 months, there still seems to be some leniency as they try to work with cash-strapped franchisees. However, as performance continues to improve, the franchisors are likely to be less forgiving.

The brands also continue to introduce next generation design prototypes, which will also result in additional renovation projects. While most give a grace period for compliance, the franchisee will ultimately have to accommodate the new design and adjust their hotels accordingly. New brand introductions will also net additional conversion opportunities and significant repositioning projects.

Adaptive reuse projects—which are particularly popular within the boutique/lifestyle segment—also represent opportunity for those on the project side of the business. Many cities and states are offering tax credits for companies repositioning these properties, particularly in high barrier-to-entry locations.

Other ongoing issues that are likely to lead to at least small-scale renovations, or additional CapEx on the part of hotel owners, include the continued evolution of technology, as well as the momentum of the sustainability movement.

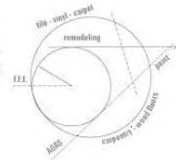
This marks the fourth consecutive year that JN+A has produced the annual Cost Estimating Guide to help provide the industry with specific guidelines of what to expect when embarking on renovation projects. The guide examines each segment of hotels with a specific prototype and provides a range of costs by product. From current trends in FF&E to the latest developments in sustainability, this comprehensive report provides data as well as anecdotal information on the many facets of the industry. With renovation activity on the upswing and expected to continue to grow this year, this guide figures to be a valuable resource for anyone interested in more information on CapEx spending. ■

2012 COST GUIDE SPONSORS

The 2012 Hotel Cost Estimating Guide was made possible this year by the following sponsoring companies. JN+A and HVS Design sincerely appreciate their contributions, commitment and support in making this year's Guide another great success.



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2012 COST GUIDE CONTRACTORS AND PURCHASING AGENTS

Our Team wishes to thank the following General Contractors and Purchasing Agents 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 has successfully worked with each of these contractors 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.

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PURCHASING AGENTS

Carver & Associates
Neil Locke & Associates Hospitality Procurement
Ramsey Purchasing
The Stroud Group

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 MARKET TIERS: MODEL HOTEL CRITERIA FOR 2012 GUIDE

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 w/ F&B 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.

-  Guestrooms, Guest Bathrooms, Guestroom Corridors
-  Public Spaces
-  Food & Beverage Outlets
-  Function Spaces
-  Recreational Facilities
-  Infrastructure
-  Common Additives

2012 HOTEL COST ESTIMATING GUIDE SUMMARY

		Economy		Extended Stay		Midscale with F&B				
Guestrooms & Corridors										
Guestroom Only	Softgoods Reno.	\$1,424	to	\$2,572 Per Guestroom	\$4,375	to	\$8,061 Per Guestroom	\$3,692	to	\$7,419 Per Guestroom
	Add for Full Reno.	\$1,815	to	\$3,529 Per Guestroom	\$6,788	to	\$13,119 Per Guestroom	\$3,523	to	\$6,835 Per Guestroom
Bathroom	(1) Softgoods Reno.	\$432	to	\$926 Per Guestroom	\$1,128	to	\$2,237 Per Guestroom	\$1,177	to	\$2,474 Per Guestroom
	(2) Add for Full Reno.	\$3,011	to	\$7,107 Per Guestroom	\$4,358	to	\$8,714 Per Guestroom	\$4,790	to	\$9,318 Per Guestroom
Guestroom Corridors	(3,4)	\$453	to	\$950 Per Guestroom	\$1,073	to	\$2,881 Per Guestroom	\$898	to	\$2,422 Per Guestroom

Public Spaces

Lobby	(5) Softgoods Reno.	\$16	to \$39 Per SF (180)	\$7	to \$17 Per SF (1400)	\$4	to \$10 Per SF (2500)
	Add for Full Reno.	\$84	to \$125 Per SF (180)	\$65	to \$111 Per SF (1400)	\$55	to \$94 Per SF (2500)
Public Restrooms	Softgoods Reno.	\$4	to \$5 Per SF (80)	\$5	to \$17 Per SF (480)	\$5	to \$17 Per SF (480)
	Add for Full Reno.	\$48	to \$76 Per SF (80)	\$65	to \$106 Per SF (480)	\$65	to \$106 Per SF (480)

Food & Beverage Facilities

Restaurant (Economy: Breakfast Bar Only)	Softgoods Reno.	\$12	to \$25 Per SF (400)	\$21	to \$38 Per SF (1400)	\$21	to \$39 Per SF (1296)
		\$384	to \$821 Per Seat (12)	\$388	to \$695 Per Seat (76)	\$403	to \$739 Per Seat (68)
	Add for Full Reno.	\$34	to \$60 Per SF (400)	\$47	to \$92 Per SF (1400)	\$65	to \$135 Per SF (1296)
		\$1,118	to \$2,014 Per Seat (12)	\$871	to \$1,691 Per Seat (76)	\$1,243	to \$2,566 Per Seat (68)
Bar & Lounge	Softgoods Reno.	N/A		N/A		\$22	to \$40 Per SF (720)
		N/A		N/A		\$287	to \$528 Per Seat (54)
	Add for Full Reno.	N/A		N/A		\$105	to \$194 Per SF (720)
		N/A		N/A		\$1,394	to \$2,589 Per Seat (54)
Kitchen (Economy: Storage Pantry Only)	(6) Excl. Equipment	N/A		\$262	to \$474 Per SF (80)	\$26	to \$45 Per SF (1600)
	Select Kitchen Equipment	N/A		\$20	to \$28 Per SF (80)	\$13	to \$18 Per SF (1600)

Function Spaces

Prefunction	Softgoods Reno.	N/A		N/A		\$12	to \$23 Per SF (750)
	Add for Full Reno.	N/A		N/A		\$38	to \$80 Per SF (750)
Ballroom	Softgoods Reno.	N/A		N/A		N/A	
	Add for Full Reno.	N/A		N/A		N/A	
Meeting Rooms	Softgoods Reno.	N/A		\$9	to \$18 Per SF (552)	\$8	to \$16 Per SF (2964)
	Add for Full Reno.	N/A		\$52	to \$87 Per SF (552)	\$48	to \$86 Per SF (2964)
Board Rooms	Softgoods Reno.	N/A		N/A		N/A	
	Add for Full Reno.	N/A		N/A		N/A	

Guest Amenities

Fitness Rooms	Softgoods Reno.	N/A		\$12	to \$27 Per SF (400)	\$16	to \$35 Per SF (728)
	(7) Add for Full Reno.	N/A		\$86	to \$146 Per SF (400)	\$89	to \$154 Per SF (728)
Spas	Softgoods Reno.	N/A		N/A		N/A	
	Add for Full Reno.	N/A		N/A		N/A	
Outdoor Swimming Pool	(8)	N/A		\$16	to \$37 Per SF (2,106)	\$16	to \$37 Per SF (2,106)
Indoor Swimming Pool	(8,9)	N/A		\$50	to \$81 Per SF (2,106)	\$50	to \$81 Per SF (2,106)
Outdoor Amenities		N/A		\$32,875	to \$60,688 Allowance	\$36,625	to \$67,063 Allowance

Infrastructure

Outdoor Parking (Seal Lot & Stripe Spaces)		\$67	to	\$213 Per Space (100)		\$67	to	\$213 Per Space (175)		\$67	to	\$213 Per Space (150)
Indoor Parking Structure Renovation				N/A				N/A				N/A
Landscaping	(10)	\$10,000	to	\$20,500 Allowance		\$20,000	to	\$30,500 Allowance		\$20,000	to	\$30,500 Allowance

Common Additives (11)

New RFID Key System	\$375	to \$480 Per Key	\$365	to \$470 Per Key	\$370	to \$475 Per Key
New RFID Key System	N/A		N/A		N/A	
Tub to Stall Shower Conversion	\$1,000	to \$4,150 Per Key	\$1,500	to \$4,650 Per Key	\$1,500	to \$4,650 Per Key
Elevator Cab Finishes	\$6,000	to \$9,500 Per Cab	\$8,500	to \$15,150 Per Cab	\$8,500	to \$15,150 Per Cab
Elevator Modernization						
Hydraulic, per Cab	\$36,000	to \$45,450 Per Cab (3 Stops)	\$48,000	to \$60,600 Per Cab (4 Stops)	\$60,000	to \$75,750 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		\$10,000	to \$15,250 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	\$750	to \$960 Each	\$850	to \$1,200 Each	\$850	to \$1,200 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	\$20,000	to \$30,500 Each	\$20,000	to \$30,500 Each	\$20,000	to \$30,500 Each
125# Dryer	\$30,000	to \$40,500 Each	\$30,000	to \$40,500 Each	\$30,000	to \$40,500 Each
Ironer / Folder	\$100,000	to \$114,000 Each	\$100,000	to \$114,000 Each	\$100,000	to \$114,000 Each
Porte Cochere - Re-image: Demolish and Replace	N/A		\$10,000	to \$62,500 Allowance	\$10,000	to \$62,500 Allowance
Guestroom ADA Modifications						
Bathtub room	\$12,500	to \$22,900 Per Key	\$14,500	to \$24,900 Per Key	\$16,000	to \$26,400 Per Key
Roll-in Shower room	\$15,000	to \$30,000 Per Key	\$17,000	to \$32,000 Per Key	\$18,500	to \$33,500 Per Key
Exterior Signage - Monument	\$5,000	to \$8,500 Each	\$10,000	to \$17,000 Each	\$10,000	to \$17,000 Each
Exterior Signage - Highway	\$20,000	to \$30,500 Each	\$25,000	to \$35,500 Each	\$25,000	to \$35,500 Each
Exterior Signage - New Exterior Brand sign in existing location	\$20,000	to \$25,250 Each	\$30,000	to \$40,500 Each	\$30,000	to \$40,500 Each
Dumpster enclosure - CMU walls, Wood Gate, Bollards, Concrete pad)	\$10,000	to \$18,000 Each	\$10,000	to \$18,000 Each	\$10,000	to \$18,000 Each
Power operated bi-parting Entrance doors (inner and outer at a vestibule)	\$20,000	to \$35,000 Per Pair	\$20,000	to \$35,000 Per Pair	\$20,000	to \$35,000 Per Pair
Fireplace, natural gas with stone hearth and surrounding wall, public area	N/A		\$6,500	to \$30,000 Allowance	\$6,500	to \$30,000 Allowance

Cost Per Key / Per Restaurant Seat / Per Square Foot

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 INCLUDE the contractor's General Conditions, Overhead and Profit. Cost for Performance Bonds and Building Permits are NOT included.

Footnotes

1. Includes vanity (base), vanity top, faucet, vanity light, vinyl wall covering, framed mirror, paint ceiling
2. Adds 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 wall covering, scone lighting, artwork, window treatments, paint ceiling, painted mill-work 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, VWC, lighting, and flooring
8. Resurface pool bottom, resurface pool deck, new pool furniture; includes ADA lift
9. Allowance only; varies geographically
10. Room Mix Assumption: 50% King, 50% Double bedded

Upscale			Upper Upscale			Luxury		
\$4,571 to \$6,563	to	\$9,162 Per Guestroom	\$6,250 to \$9,559	to	\$12,267 Per Guestroom	\$11,527 to \$16,356	to	\$22,677 Per Guestroom
\$1,743 to \$5,710	to	\$3,455 Per Guestroom	\$1,819 to \$10,562	to	\$3,722 Per Guestroom	\$3,718 to \$15,494	to	\$7,767 Per Guestroom
\$1,363 to	to	\$2,959 Per Guestroom	\$1,951 to	to	\$4,225 Per Guestroom	\$2,613 to	to	\$8,001 Per Guestroom
\$8 to \$89	to	\$16 Per SF (3500)	\$11 to \$101	to	\$26 Per SF (4800)	\$25 to \$168	to	\$67 Per SF (4000)
\$9 to \$97	to	\$24 Per SF (1440)	\$12 to \$103	to	\$29 Per SF (1440)	\$16 to \$114	to	\$36 Per SF (1920)
\$23 to \$502	to	\$45 Per SF (3000)	\$27 to \$634	to	\$48 Per SF (4560)	\$45 to \$1,209	to	\$89 Per SF (3200)
\$76 to \$1,639	to	\$969 Per Seat (140)	\$75 to \$1,757	to	\$1,119 Per Seat (195)	\$109 to \$2,918	to	\$2,370 Per Seat (120)
\$22 to \$399	to	\$44 Per SF (1600)	\$33 to \$574	to	\$59 Per SF (1200)	\$41 to \$956	to	\$72 Per SF (1200)
\$115 to \$2,047	to	\$784 Per Seat (90)	\$194 to \$3,326	to	\$1,009 Per Seat (70)	\$231 to \$5,328	to	\$1,651 Per Seat (52)
\$26 to \$14	to	\$47 Per SF (4200)	\$26 to \$15	to	\$46 Per SF (7200)	\$26 to \$17	to	\$47 Per SF (7200)
\$13 to \$57	to	\$22 Per SF (2000)	\$17 to \$70	to	\$30 Per SF (1200)	\$52 to \$137	to	\$115 Per SF (960)
\$8 to \$68	to	\$16 Per SF (8550)	\$10 to \$94	to	\$21 Per SF (4500)	\$11 to \$143	to	\$24 Per SF (4800)
\$10 to \$54	to	\$19 Per SF (11900)	\$12 to \$82	to	\$26 Per SF (8400)	\$25 to \$127	to	\$60 Per SF (3000)
\$24 to \$90	to	\$50 Per SF (728)	\$29 to \$105	to	\$56 Per SF (1456)	\$42 to \$152	to	\$90 Per SF (1456)
\$19 to \$101	to	\$41 Per SF (1092)	\$24 to \$107	to	\$48 Per SF (1456)	\$35 to \$147	to	\$68 Per SF (1820)
\$36 to \$113	to	\$59 Per SF (592)	\$39 to \$131	to	\$63 Per SF (1014)	\$53 to \$142	to	\$104 Per SF (1740)
\$17 to \$63	to	\$35 Per SF (3,500)	\$17 to \$73	to	\$34 Per SF (4,800)	\$13 to \$79	to	\$26 Per SF (10,350)

COMMENTARY ON THE 2012 GUIDE

by **Scott P. Rosenberg**

The hotel business was booming in 2008 until the Lehman Brothers bankruptcy and related economic recession began dramatically in October 2008. By 2009, projects that were under construction were being completed, while financing for new ground up hotels and renovations came to a halt. In 2009, construction costs had peaked across all hotel segments. Brands and Owners reacted by cutting scopes, deferring projects, and finding ways to cut costs while trying to keep the guests and the banks happy.

The JN+A Cost Guide does not reflect the savings achieved by deferring or deleting scope from renovations, but assumes the same scope of work would be completed. Therefore the savings or cost increases listed in the cost guide are generally the result of market fluctuations in construction and FF&E Pricing. In this tight market, developing detailed scopes and full estimates to maintain tight control of the project cost is more vital than ever.

The graphs to the right reflect what the cost would be to complete full renovations of guestrooms and guest bathrooms. Many projects have not completed a full scope over the last few years, but it is informative to look at the general trends.

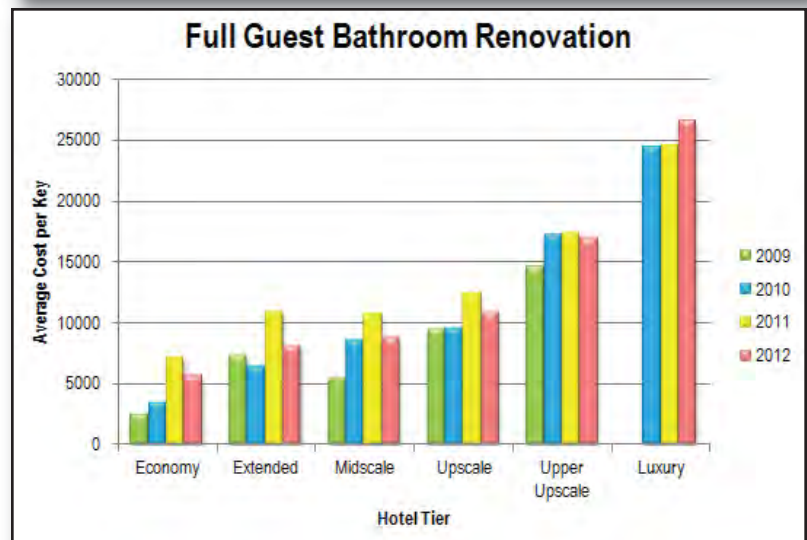
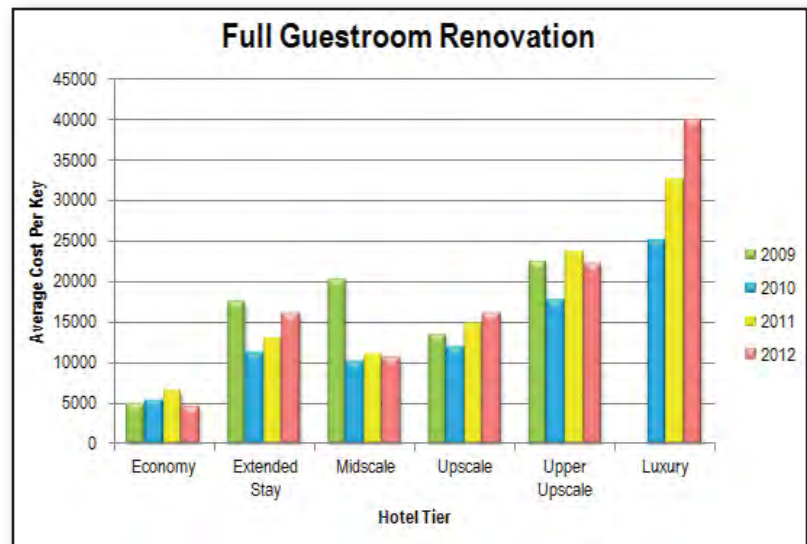
Guestroom Renovations

From 2009 to 2010, guestroom renovation costs generally went down in all segments. Renovation costs for Extended Stay and Midscale properties went down significantly, while Upscale and Upper Upscale renovation costs went down slightly. The economy segment was not able to reduce scopes or the amount of customization as much as higher tiers.

By 2011, while financing remained tight, the Economy brands were reinventing them-

selves and full guestroom renovations costs rose from 2010 to 2011, but leveled off in 2012. From 2010 to 2011, Extended Stay guestroom renovations increased as the number of upscale extended stay projects expanded their market share while the upper segments of the full service brands guestroom renovations grew at a smaller rate.

In 2012, Extended Stay and Upscale segment guestroom renovations rose slightly. Competition and the use of less custom designed items led to Midscale guestroom renovation costs to decrease slightly while Upper Upscale guestroom renovation costs were flat. Luxury full guestroom renovation costs climbed as these properties could again afford to set themselves apart from the competition.



Lobby Renovations

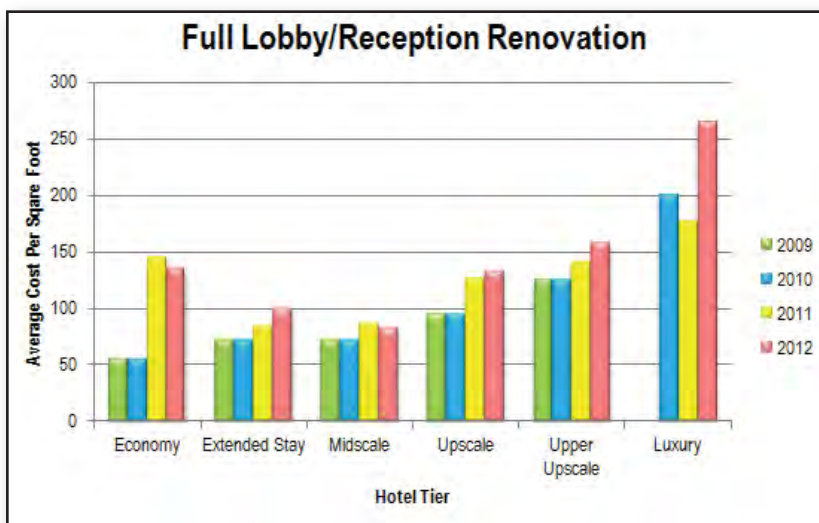
The public areas of hotels have been a focal point of the latest and greatest changes in the hotel design. Brand Initiatives and the searches for new revenue streams have driven hotels to improve their public spaces.

The Economy segment saw some brand initiatives push lobby renovation costs up as economy brands started to compete with the brands above. Extended Stay lobby renovation costs went up appreciably in 2010, and again in 2011. Midscale lobby renovation prices went up significantly in 2010 again due to the brand initiatives, but were down in 2011, as more cost effective solutions were developed. Upscale lobby renovation costs were up dramatically in 2010, and continued up slightly in 2011. Upper Upscale lobby renovations reacted to the lower tier public area changes with notable cost increases in 2010, and in 2011. Luxury trended in a different manor, as renovation costs decreased in 2011 as this segment fell out of favor due to the AIG affect, but rebounded in 2012.

Conclusions

Across all markets, the cost of construction fell from 2009 to 2010. From 2010 to 2011, it increased slightly, and from 2011 to 2012 it continued to rise towards the 2009 levels. However these costs varied drastically by market and region. Across the industry, Owners, Contractors, and Designers are being more cost conscious. This will continue to be the way to do business and it will lead to better value decisions being made as the upturn comes. By spending a little more time and money in the Pre-construction phase on design, estimating, and material sourcing Owners will be able to maximize their return on their Cap-Ex investments. ■

Scott P. Rosenberg, AIA, MRICS, LEED AP is a licensed Architect with more than 23 years of experience in architecture and real estate development-related fields. Mr. Rosenberg is Vice President at JN+A, a leading architecture, interior design, and project management firm serving the hospitality industry for 20 years. He also serves as an adjunct professor at Johns Hopkins University, Carey School of Business, in the Real Estate Masters program.



HOTEL COST ESTIMATING GUIDE 2012



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 typical guestroom area of approximately 12' wide x 19' long, plus 5' x 8' bathroom and 7' x 5' entry area = 303 SF

	RANGE		AVERAGE
Demolition	\$145.00	to \$300.00	\$225.63
Artwork & Accessories (installed)	\$40.00	to \$105.00	\$72.38
Carpet and Pad	\$392.98	to \$637.00	\$510.52
Carpet Base	\$54.89	to \$128.25	\$94.79
Desk Lamp	\$40.00	to \$85.00	\$56.38
Nightstand or Bracket Lamp (2)	\$57.71	to \$127.50	\$85.87
Welcome Light (in existing location)	\$89.80	to \$165.00	\$117.90
Desk Chair (incl Fabric)	\$74.97	to \$121.00	\$97.87
Paint Existing Knockdown-finish Walls	\$173.28	to \$342.00	\$251.94
Paint Textured or Drywall Ceiling	\$100.80	to \$151.20	\$129.47
Paint Entry Doors, Closet Doors, Frames and Grilles	\$55.00	to \$100.00	\$85.16
Window Treatments (Sheer, Blackout, Hardware, installed)	\$200.00	to \$310.00	\$255.00
Guestroom Softgoods Renovation Cost Per Key		\$1,424.43 to \$2,571.95	\$1,982.88

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$145.00	to \$300.00	\$225.63
Casegoods Installation	\$195.00	to \$350.00	\$276.25
Bedsets (Box Spring, Mattress and Frame)	\$450.00	to \$778.13	\$635.44
Headboard	\$165.00	to \$318.94	\$251.02
Nightstands (2)	\$187.50	to \$382.73	\$295.62
Dresser	\$150.00	to \$307.13	\$229.01
Desk	\$127.32	to \$375.00	\$215.16
Closet Rack	\$35.00	to \$149.96	\$68.26
Luggage Rack	\$15.00	to \$27.00	\$20.56
TV & Mount (37" HD LCD, incl. programming, allowance)	\$345.00	to \$540.00	\$436.25
Guestroom Full Renovation Additional Cost Per Key		\$1,814.82 to \$3,528.87	\$2,653.20

Guest Bathroom Softgoods Renovation

	RANGE		AVERAGE
Artwork (installed)	\$32.50	to \$95.00	\$51.26
Plate Glass Mirror	\$60.00	to \$120.00	\$90.00
Vanity Lighting	\$100.00	to \$190.00	\$139.49
Paint Ceiling	\$16.00	to \$34.00	\$22.55
Paint Walls	\$57.60	to \$122.40	\$81.18
Shower Curtain and Hooks	\$14.54	to \$38.00	\$23.00
Curved Shower Rod	\$35.00	to \$62.00	\$49.63
Paint Door & Trim	\$55.00	to \$100.00	\$85.16
Grout Floor Tile	\$61.60	to \$165.00	\$124.25
Guest Bathroom Softgoods Renovation Cost Per Key		\$432.24 to \$926.40	\$666.26

Guest Bathroom - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$262.50	to	\$367.50	\$308.44
Architectural Lighting	\$100.00	to	\$150.00	\$120.00
Replace Bathroom Door & Hardware	\$350.00	to	\$468.00	\$417.00
Electrical Upgrades (GFI)	\$50.00	to	\$78.00	\$67.88
Shower Valve & Head, Tub Diverter, Tub Drain	\$300.00	to	\$375.00	\$331.75
Tub Surround	\$400.00	to	\$500.00	\$443.75
Shower Pan	\$300.00	to	\$3,325.00	\$750.54
Lavatory	\$100.00	to	\$158.00	\$132.25
Faucet (and connections)	\$135.00	to	\$235.00	\$188.13
Vanity Top	\$158.40	to	\$240.00	\$197.80
Toilet Accessories	\$115.00	to	\$200.00	\$161.88
Tile Flooring	\$440.00	to	\$660.00	\$550.00
Toilet	\$300.00	to	\$350.00	\$326.88
Guest Bathroom Full Renovation Additional Cost Per Key	\$3,010.90	to	\$7,106.50	\$3,996.28

Corridors

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

	RANGE			AVERAGE
Demolition	\$41.25	to	\$57.75	\$49.50
Artwork (installed)	\$2.50	to	\$11.83	\$5.09
Carpet and Pad	\$95.00	to	\$145.50	\$119.68
Carpet Base	\$17.97	to	\$30.04	\$25.12
Ceiling Mounted Lighting	\$2.17	to	\$7.50	\$4.17
Elevator Lobby Furniture (allowance)	\$150.00	to	\$322.50	\$240.00
Paint Ceiling	\$15.00	to	\$31.88	\$21.14
Signage (room numbers)	\$40.00	to	\$67.50	\$53.75
Vinyl Wall covering (LY 54")	\$85.86	to	\$263.33	\$174.01
Window Treatments (with hardware and installation)	\$3.33	to	\$12.60	\$7.94
Corridors Renovation Additional Cost Per Key	\$453.08	to	\$950.43	\$700.40

Lobby Softgoods Renovation

The reception area costs and quantities are based on a 180 SF area, ceiling 8'

	RANGE			AVERAGE
Demolition of Vinyl & Carpet	\$180.00	to	\$306.00	\$243.00
Artwork and Artifacts (installed)	\$150.00	to	\$900.00	\$453.32
Carpet & Pad	\$364.80	to	\$558.72	\$459.58
Millwork (refinish)	\$300.00	to	\$650.00	\$475.00
Paint Drywall Ceiling	\$72.00	to	\$153.00	\$101.48
Paint Doors & Trim	\$110.00	to	\$370.00	\$210.06
Vinyl Wall covering (LY 54", 40% openings)	\$255.00	to	\$782.10	\$516.80
Window Treatments (with hardware and installation)	\$150.00	to	\$566.93	\$357.36
Seating Groups	\$750.00	to	\$1,375.00	\$1,103.75
Admin/BOH Office Finishes (Carpet, Paint only)	\$600.00	to	\$1,340.00	\$988.46
Lobby Softgoods Renovation Subtotal	\$2,931.80	to	\$7,001.75	\$4,908.81
Lobby Softgoods Renovation Cost Per SF	\$16.29	to	\$38.90	\$27.27

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	\$720.00	to \$972.00	\$846.00
Decorative Lighting	\$935.20	to \$1,375.00	\$1,159.21
Electrical	\$756.00	to \$1,701.00	\$1,086.75
Hard Surface Flooring	\$360.00	to \$540.00	\$450.00
HVAC	\$360.00	to \$486.00	\$423.00
Life Safety	\$495.00	to \$621.00	\$558.00
Architectural Lighting	\$1,350.00	to \$2,295.00	\$1,822.50
Front Desk (new, in existing location)	\$4,500.00	to \$5,550.00	\$5,025.00
Front Desk Equipment	\$3,000.00	to \$3,700.00	\$3,350.00
New ACT & Grid	\$531.00	to \$900.00	\$709.88
Casegoods	\$600.00	to \$1,150.00	\$875.00
Drywall Partitions	\$1,458.00	to \$3,240.00	\$2,069.55
Lobby Full Renovation Additional Cost Subtotal	\$15,065.20	to \$22,530.00	\$18,374.89
Lobby Full Renovation Additional Cost Per SF	\$83.70	to \$125.17	\$102.08

Public Restrooms Softgoods Renovation

The public restrooms costs and quantities are based on one 80 SF unisex restroom, ceiling 8' AFF

	RANGE		AVERAGE
Demolition of Vinyl	\$42.00	to \$84.00	\$59.85
Artwork and Artifacts (installed)	\$36.00	to \$130.00	\$70.27
Framed Mirrors	\$15.00	to \$55.00	\$26.94
Paint Drywall Ceiling	\$32.00	to \$68.00	\$45.10
Paint Doors & Trim	\$55.00	to \$185.00	\$105.03
Decorative Vanity Lighting	\$100.00	to \$425.00	\$214.59
Public Restrooms Softgoods Renovation Subtotal	\$280.00	to \$947.00	\$521.78
Public Restrooms Softgoods Renovation Cost Per SF	\$3.50	to \$5.26	\$2.90

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$640.00	to \$920.00	\$780.00
Toilet Accessories	\$225.00	to \$370.00	\$285.88
Replace Doors	\$538.00	to \$900.00	\$705.75
Toilets / Urinals	\$800.00	to \$1,045.00	\$922.50
Architectural Lighting	\$504.00	to \$924.00	\$745.50
Tile Flooring	\$800.00	to \$1,200.00	\$1,000.00
Vanity Top, Faucets, Sinks (per position)	\$350.00	to \$525.00	\$437.50
Millwork Vanity Base (per position)	\$0.00	to \$200.00	\$71.88
Public Restrooms Full Renovation Additional Cost Subtotal	\$3,857.00	to \$6,084.00	\$4,949.00
Public Restrooms Full Renovation Additional Cost Per SF	\$48.21	to \$76.05	\$61.86

Restaurant Softgoods Renovation

Assume a 12-seat breakfast bar area of approximately 20' x 20' = 400 SF, Ceiling 8' coffered

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$400.00	to \$680.00	\$540.00
Artwork (installed)	\$49.00	to \$215.00	\$118.82
Carpet & Pad (80% of floor area)	\$891.73	to \$1,365.76	\$1,123.42
Millwork Buffet, Host Station (refinish)	\$400.00	to \$960.00	\$680.00
Acoustical Tile Ceiling (new)	\$1,180.00	to \$2,000.00	\$1,577.50
Paint Doors & Trim	\$55.00	to \$185.00	\$105.03
Vinyl Wall covering (LY 54", 40% openings)	\$302.23	to \$926.93	\$612.51
Window Treatments (with hardware and installation)	\$375.00	to \$1,417.32	\$893.40
Dining Chairs no Arms	\$960.00	to \$2,100.00	\$1,438.50
Restaurant Softgoods Renovation Subtotal	\$4,612.96	to \$9,850.02	\$7,089.17
Restaurant Softgoods Renovation Cost Per SF	\$11.53	to \$24.63	\$17.72
Restaurant Softgoods Renovation Cost Per Seat	\$384.41	to \$820.83	\$590.76

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$400.00	to \$680.00	\$540.00
Buffet Equipment	\$1,000.00	to \$1,700.00	\$1,350.00
Architectural Lighting	\$1,260.00	to \$2,100.00	\$1,732.50
Electrical	\$2,100.00	to \$3,360.00	\$2,730.00
Hard Surface Flooring (20% of floor area)	\$800.00	to \$1,200.00	\$1,000.00
HVAC	\$840.00	to \$1,680.00	\$1,260.00
Life Safety	\$1,260.00	to \$2,100.00	\$1,732.50
Millwork Buffet, Host Station (new, in existing location)	\$3,360.00	to \$5,250.00	\$4,357.50
Tables	\$360.00	to \$790.97	\$517.86
Drywall Partitions	\$936.00	to \$3,840.00	\$2,329.80
TV & Mount (42", incl. programming, allowance)	\$1,100.00	to \$1,469.87	\$1,280.45
Restaurant Full Renovation Additional Cost Subtotal	\$13,416.00	to \$24,170.84	\$18,830.61
Restaurant Full Renovation Additional Cost Per SF	\$33.54	to \$60.43	\$47.08
Restaurant Full Renovation Additional Cost Per Seat	\$1,118.00	to \$2,014.24	\$1,569.22

Bar / Lounge Softgoods Renovation

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 Softgoods Renovation

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

ECONOMY

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

Spa / Exercise Facility Softgoods Renovation

Typically, there are no exercise or spa facilities in hotels of this market segment.

Outdoor Amenities

Typically, there are no outdoor amenities in this market segment.

Outdoor Parking

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

	RANGE			AVERAGE
Clean & Seal Asphalt	\$6,075.00	to	\$20,250.00	\$13,339.69
Stripe Spaces	\$600.00	to	\$1,000.00	\$775.00
Outdoor Parking Subtotal	\$6,675.00	to	\$21,250.00	\$14,114.69
Outdoor Parking Cost Per Space	\$66.75	to	\$212.50	\$141.15

Indoor, Underground Parking

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

Landscaping

	RANGE			AVERAGE
Landscaping Allowance	\$10,000.00	to	\$20,500.00	\$15,250.00
Landscaping Subtotal	\$10,000.00	to	\$20,500.00	\$15,250.00

Common Additives

	RANGE			AVERAGE
New Electronic Key System	\$375.00	to	\$480.00	\$427.50
Tub to Stall Shower Conversion	\$1,000.00	to	\$4,150.00	\$2,575.00
Elevator Cab Finishes	\$6,000.00	to	\$9,500.00	\$7,750.00
Elevator Modernization				
Hydraulic, per Cab	\$36,000.00	to	\$45,450.00	\$40,725.00
PTAC Unit Direct Replacement, NIC finishes	\$750.00	to	\$960.00	\$855.00
Laundry Equipment (Direct equipment replacement with access)				
75# Washer	\$20,000.00	to	\$30,500.00	\$25,250.00
125# Dryer	\$30,000.00	to	\$40,500.00	\$35,250.00
Ironer / Folder	\$100,000.00	to	\$114,000.00	\$107,000.00
Guestroom ADA Modifications				
Bathtub room	\$12,500.00	to	\$22,900.00	\$16,112.50
Roll-in Shower room	\$15,000.00	to	\$30,000.00	\$20,862.50
Exterior Signage - Monument	\$5,000.00	to	\$8,500.00	\$6,750.00
Exterior Signage - Highway	\$20,000.00	to	\$30,500.00	\$25,250.00
Exterior Signage - New Exterior Brand sign in existing location	\$20,000.00	to	\$25,250.00	\$22,625.00
Dumpster enclosure - (CMU walls, Wood Gate, Bollards, Concrete pad)	\$10,000.00	to	\$18,000.00	\$14,243.75
Power operated bi-parting Entrance doors (inner and outer at a vestibule)	\$20,000.00	to	\$35,000.00	\$26,745.00

HOTEL COST ESTIMATING GUIDE 2012



EXTENDED STAY

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 typical guestroom area of approximately 25' wide x 16' long, plus 12' x 8' bathroom and 8' x 6' kitchen area = 548 SF, ceilings 8'-0" AFF, popcorn finish studio

	RANGE			AVERAGE
Demolition	\$155.00	to	\$550.00	\$404.63
Artwork & Accessories (installed)	\$250.00	to	\$457.85	\$365.33
Decorative Framed Mirror	\$95.00	to	\$167.50	\$129.56
Full height Framed Dressing Mirror	\$115.00	to	\$212.50	\$146.65
Bed Scarf	\$52.50	to	\$112.50	\$73.89
Bed Skirt	\$58.12	to	\$112.50	\$78.58
Decorative Pillow	\$22.50	to	\$63.75	\$45.09
Carpet and Pad	\$688.89	to	\$1,006.67	\$846.72
Carpet Base	\$78.97	to	\$184.50	\$138.40
Desk Lamp	\$50.00	to	\$105.00	\$77.50
Floor Lamp	\$57.50	to	\$112.50	\$85.00
End Table Lamp	\$40.00	to	\$95.00	\$67.50
Nightstand or Bracket Lamp (2)	\$64.13	to	\$195.00	\$99.50
Welcome Light (in existing location)	\$106.67	to	\$180.00	\$137.20
Desk Chair (incl Fabric)	\$125.00	to	\$200.00	\$156.25
Lounge Chair (incl Fabric)	\$250.00	to	\$450.00	\$320.44
Dining Chair (incl Fabric)	\$180.00	to	\$441.00	\$330.69
Ottoman (incl Fabric)	\$100.00	to	\$150.00	\$121.06
Sleeper Sofa (incl. Fabric)	\$470.33	to	\$825.00	\$624.35
Paint Existing Knockdown-finish Walls	\$249.28	to	\$492.00	\$362.44
Paint Textured or Drywall Ceiling	\$160.00	to	\$300.00	\$220.50
Paint Entry Doors, Closet Doors, Frames and Grilles	\$300.00	to	\$432.00	\$369.00
Vinyl Kitchen Flooring	\$106.08	to	\$216.00	\$155.76
Window Treatments (Sheer, Blackout, Hardware, installed)	\$600.00	to	\$1,000.00	\$860.00
Guestroom Softgoods Renovation Cost Per Key				\$6,216.05

Guestroom - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$155.00	to	\$550.00	\$404.63
Casegoods Installation	\$400.00	to	\$600.00	\$512.50
Bedsets (Box Spring, Mattress and Frame)	\$622.50	to	\$960.78	\$796.39
Headboard	\$165.00	to	\$600.00	\$342.80
Nightstands (2)	\$300.00	to	\$600.00	\$424.61
Dresser	\$175.00	to	\$500.00	\$337.14
TV Chest of Drawers	\$125.00	to	\$450.00	\$287.14
Desk	\$150.00	to	\$450.00	\$242.29
Side Table	\$180.00	to	\$262.50	\$232.42
Coffee Table	\$125.00	to	\$250.00	\$163.07
Dining Table	\$120.00	to	\$600.00	\$274.11
Closet Shelf Unit	\$40.00	to	\$230.00	\$100.90
Luggage Rack	\$15.00	to	\$25.00	\$19.44
Fireplace Surround & Hearth (tile only)	\$160.00	to	\$400.00	\$278.00
Draperies Valance - Painted wood	\$125.00	to	\$375.00	\$315.38
Kitchen Cabinetry & Appliances	\$2,350.00	to	\$4,025.00	\$3,050.00
TV & Mount (37" HD LCD, incl. programming, allowance)	\$1,290.00	to	\$1,680.00	\$1,473.75
Connection Device (jack pack)	\$290.00	to	\$560.36	\$424.48
Guestroom Full Renovation Additional Cost Per Key				\$9,679.04

Guest Bathroom Softgoods Renovation

	RANGE		AVERAGE
Artwork (installed)	\$35.00	to \$120.00	\$74.46
Framed Mirror	\$135.00	to \$195.00	\$161.13
Vanity Lighting	\$130.00	to \$250.00	\$168.73
Night Light	\$101.75	to \$163.00	\$132.25
Towel Caddy	\$168.00	to \$300.00	\$233.69
Paint Ceiling	\$38.40	to \$81.60	\$54.12
Vinyl Wall covering (LY 54")	\$259.48	to \$599.79	\$398.95
Shower Curtain and Hooks	\$16.15	to \$55.00	\$32.95
Curved Shower Rod	\$50.00	to \$75.00	\$57.75
Paint Door & Trim	\$100.00	to \$144.00	\$123.00
RegROUT Floor Tile	\$24.50	to \$65.63	\$49.42
RegROUT Wall Tile	\$70.00	to \$187.50	\$152.13
Guest Bathroom Softgoods Renovation Cost Per Key			
	\$1,128.28	to \$2,236.52	\$1,638.56

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$367.50	to \$446.25	\$406.88
Architectural Lighting	\$122.00	to \$188.60	\$140.45
Replace Bathroom Door & Hardware	\$400.00	to \$500.00	\$463.88
Electrical Upgrades (GFI)	\$50.00	to \$78.00	\$67.88
Shower Valve & Head, Tub Diverter, Tub Drain	\$350.00	to \$375.00	\$366.13
Tub Surround	\$750.00	to \$1,000.00	\$878.56
Shower Pan	\$525.00	to \$3,550.00	\$975.54
Lavatory	\$150.00	to \$200.00	\$169.75
Faucet (and connections)	\$200.00	to \$300.00	\$243.50
Vanity Top	\$350.00	to \$550.00	\$441.88
Vanity Base	\$350.00	to \$450.00	\$392.50
Toilet Accessories	\$225.00	to \$370.00	\$285.88
Tile Flooring	\$218.75	to \$306.25	\$258.13
Toilet	\$300.00	to \$400.00	\$345.63
Guest Bathroom Full Renovation Additional Cost Per Key			
	\$4,358.25	to \$8,714.10	\$5,436.55

Corridors

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

	RANGE		AVERAGE
Demolition	\$85.94	to \$120.31	\$103.13
Artwork (installed)	\$2.63	to \$17.24	\$8.73
Carpet and Pad	\$197.92	to \$406.19	\$316.58
Carpet Base	\$37.44	to \$75.77	\$60.94
Ceiling Mounted Lighting	\$19.74	to \$61.84	\$34.33
Sconces	\$44.74	to \$110.53	\$71.64
Elevator Lobby Furniture (allowance)	\$350.00	to \$1,250.00	\$718.75
Vending Area Floor Tile	\$8.22	to \$11.51	\$9.70
Ice Machine	\$42.76	to \$75.66	\$59.62
Paint Ceiling	\$31.25	to \$66.41	\$44.04
Signage (room numbers)	\$60.00	to \$87.50	\$73.75
Vinyl Wall covering (LY 54")	\$186.23	to \$585.65	\$377.50
Window Treatments (with hardware and installation)	\$6.58	to \$12.37	\$9.47
Corridors Renovation Cost Per Key			
	\$1,073.44	to \$2,880.98	\$1,888.19

EXTENDED STAY

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

Lobby Softgoods Renovation

The reception area costs and quantities are based on a 1,400 SF area, ceiling 10' AFF

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$1,400.00	to \$2,380.00	\$1,890.00
Artwork and Artifacts (installed)	\$1,000.00	to \$4,850.00	\$2,925.00
Carpet & Pad	\$1,064.00	to \$2,183.69	\$1,701.93
Millwork (refinish)	\$450.00	to \$800.00	\$625.00
Paint Drywall Ceiling	\$560.00	to \$1,190.00	\$789.25
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Vinyl Wall covering (LY 54", 40% openings)	\$884.12	to \$2,465.83	\$1,641.59
Window Treatments (with hardware and installation)	\$750.00	to \$1,410.00	\$1,080.00
Seating Groups	\$2,000.00	to \$3,200.00	\$2,600.83
Admin/BOH Office Finishes (Carpet, Paint only)	\$1,200.00	to \$2,680.00	\$1,976.92
Employee Dining Finishes (VCT, Paint only)	\$500.00	to \$1,025.00	\$762.50
Employee Restroom Finishes (VCT, Paint only)	\$500.00	to \$1,025.00	\$762.50
Lobby Softgoods Renovation Subtotal	\$10,418.12	to \$23,579.53	\$16,965.58
Lobby Softgoods Renovation Cost Per SF	\$7.44	to \$16.84	\$12.12

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$7,000.00	to \$8,960.00	\$7,980.00
Decorative Lighting	\$1,750.00	to \$3,375.00	\$2,562.50
Electrical	\$5,880.00	to \$13,230.00	\$8,452.50
Hard Surface Flooring	\$12,250.00	to \$17,150.00	\$14,455.00
HVAC	\$4,200.00	to \$6,650.00	\$5,425.00
Life Safety	\$5,950.00	to \$8,400.00	\$7,175.00
Architectural Lighting	\$6,300.00	to \$13,650.00	\$9,975.00
Front Desk (new, in existing location)	\$15,000.00	to \$22,000.00	\$18,500.00
Front Desk Equipment	\$3,500.00	to \$4,550.00	\$4,025.00
New ACT & Grid	\$2,800.00	to \$5,250.00	\$3,672.38
Articulated Drywall Ceiling (new)	\$2,800.00	to \$8,120.00	\$4,087.13
Sound System	\$1,500.00	to \$2,025.00	\$1,762.50
Casegoods	\$2,000.00	to \$3,210.00	\$2,605.00
Drywall Partitions	\$4,050.00	to \$9,000.00	\$5,748.75
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$10,000.00	to \$19,487.17	\$14,294.86
Business Center (Millwork/Finishes/Seating)	\$5,735.00	to \$11,003.59	\$8,179.93
Lobby Full Renovation Additional Cost Subtotal	\$90,715.00	to \$156,060.76	\$118,900.54
Lobby Full Renovation Additional Cost Per SF	\$64.80	to \$111.47	\$84.93

Public Restrooms Softgoods Renovation

The public restrooms costs and quantities are based on two 12' x 20' (480 SF total) restrooms, ceiling 10' AFF, Each with 2 lavs, 3 fixtures

	RANGE		AVERAGE
Demolition of Vinyl	\$252.00	to \$504.00	\$359.10
Artwork and Artifacts (installed)	\$114.00	to \$410.00	\$227.21
Framed Mirrors	\$360.00	to \$960.00	\$627.75
Paint Drywall Ceiling	\$192.00	to \$408.00	\$270.60
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Vinyl Wall covering (LY 54")	\$986.54	to \$3,625.60	\$2,282.53
Decorative Vanity Lighting	\$600.00	to \$2,040.00	\$1,125.95
Public Restrooms Softgoods Renovation Subtotal	\$2,614.54	to \$8,317.60	\$5,103.20
Public Restrooms Softgoods Renovation Cost Per SF	\$5.45	to \$17.33	\$10.63

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$2,640.00	to \$4,320.00	\$3,480.00
Toilet Partitions	\$3,000.00	to \$7,200.00	\$5,100.00
Toilet Accessories	\$900.00	to \$1,480.00	\$1,143.50
Replace Doors	\$1,076.00	to \$1,800.00	\$1,411.50
Toilets / Urinals	\$4,800.00	to \$7,950.00	\$6,375.00
Architectural Lighting	\$3,024.00	to \$5,544.00	\$4,473.00
Tile Flooring	\$6,000.00	to \$8,400.00	\$7,080.00
Tile Walls	\$5,580.00	to \$7,380.00	\$6,390.00
Vanity Top, Faucets, Sinks (per position)	\$2,200.00	to \$2,900.00	\$2,550.00
Millwork Vanity Base (per position)	\$2,000.00	to \$4,100.00	\$3,050.00
Public Restrooms Full Renovation Additional Cost Subtotal	\$31,220.00	to \$51,074.00	\$41,053.00
Public Restrooms Full Renovation Additional Cost Per SF	\$65.04	to \$106.40	\$85.53

Restaurant Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$1,400.00	to \$2,380.00	\$1,890.00
Artwork (installed)	\$256.00	to \$817.87	\$511.87
Carpet & Pad (80% of floor area)	\$3,121.07	to \$6,405.50	\$4,992.32
Millwork Buffet, Host Station (refinish)	\$1,250.00	to \$3,000.00	\$2,125.00
Reupholster Banquettes	\$6,750.00	to \$9,720.00	\$8,235.00
Acoustical Tile Ceiling (new)	\$5,600.00	to \$10,500.00	\$7,344.75
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Vinyl Wall covering (LY 54", 40% openings)	\$884.12	to \$2,465.83	\$1,641.59
Window Treatments (with hardware and installation)	\$1,406.25	to \$2,643.75	\$2,025.00
Dining Chairs no Arms	\$8,700.00	to \$14,500.00	\$11,165.00
Restaurant Softgoods Renovation Subtotal	\$29,477.43	to \$52,802.95	\$40,140.59
Restaurant Softgoods Renovation Cost Per SF	\$21.06	to \$37.72	\$28.67
Restaurant Softgoods Renovation Cost Per Seat	\$387.86	to \$694.78	\$528.17

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,200.00	to \$6,650.00	\$5,425.00
Banquettes	\$5,400.00	to \$18,900.00	\$14,242.50
Buffet Equipment	\$5,000.00	to \$15,500.00	\$10,250.00
Decorative Lighting	\$1,050.00	to \$2,325.00	\$1,687.50
Architectural Lighting	\$7,350.00	to \$11,760.00	\$9,738.75
Electrical	\$11,760.00	to \$16,170.00	\$13,413.75
Hard Surface Flooring (20% of floor area)	\$3,500.00	to \$4,900.00	\$4,130.00
HVAC	\$2,940.00	to \$5,880.00	\$4,410.00
Life Safety	\$7,350.00	to \$11,760.00	\$9,738.75
Millwork Buffet, Host Station (new, in existing location)	\$10,500.00	to \$16,406.25	\$13,617.19
Sound System	\$1,500.00	to \$2,025.00	\$1,762.50
Tables	\$2,280.00	to \$5,700.00	\$3,934.90
Drywall Partitions	\$2,193.75	to \$9,000.00	\$5,460.47
TV & Mount (42", incl. programming, allowance)	\$1,150.00	to \$1,567.31	\$1,351.92
Restaurant Full Renovation Additional Cost Subtotal	\$66,173.75	to \$128,543.56	\$99,163.23
Restaurant Full Renovation Additional Cost Per SF	\$47.27	to \$91.82	\$70.83
Restaurant Full Renovation Additional Cost Per Seat	\$870.71	to \$1,691.36	\$1,304.78

EXTENDED STAY

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

Bar / Lounge Softgoods Renovation

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	\$4,200.00	to \$6,720.00	\$5,460.00
Vinyl-coated Tile Ceiling (2' x 4' tiles & new grid)	\$3,200.00	to \$8,000.00	\$5,500.00
Fluorescent Lighting (2' x 4')	\$2,100.00	to \$4,200.00	\$3,045.00
Paint Door Frames & Trim	\$110.00	to \$370.00	\$210.06
Paint Walls	\$23.04	to \$48.96	\$32.47
Quarry Tile Flooring	\$10,000.00	to \$14,200.00	\$12,100.00
Replace Doors	\$1,200.00	to \$4,000.00	\$2,025.00
Kydex-paneled Walls	\$144.00	to \$345.60	\$244.80
Kitchen Renovation Subtotal	\$20,977.04	to \$37,884.56	\$28,617.33
Kitchen Renovation Cost Per SF	\$262.21	to \$473.56	\$357.72

Kitchen Equipment

	RANGE		AVERAGE
Select Kitchen Equipment	\$1,600.00	to \$2,272.00	\$1,936.00
Kitchen Equipment Subtotal	\$1,600.00	to \$2,272.00	\$1,936.00
Kitchen Equipment Cost Per SF	\$20.00	to \$28.40	\$24.20

Ballroom & Prefunction Softgoods Renovation

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 & Carpet	\$552.00	to \$938.40	\$745.20
Carpet & Pad	\$1,867.98	to \$3,103.47	\$2,402.09
Paint Articulated Drywall Ceiling	\$220.80	to \$469.20	\$311.19
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$239.70	to \$437.10	\$338.40
Protect / Remove / Reinstall All Light Fixtures	\$37.50	to \$160.00	\$98.75
Vinyl Wall covering (LY 54")	\$1,489.88	to \$3,545.47	\$2,550.25
Window Treatments (with hardware and installation)	\$468.75	to \$881.25	\$675.00
Meeting Rooms Softgoods Renovation Subtotal	\$4,986.61	to \$9,904.89	\$7,330.94
Meeting Rooms Softgoods Renovation Cost Per SF	\$9.03	to \$17.94	\$13.28

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$2,760.00	to \$3,532.80	\$3,146.40
Banquet Chairs	\$5,914.29	to \$10,251.43	\$8,082.86
Artwork, Accessories, & Mirrors (installed)	\$164.00	to \$380.00	\$261.69
Acoustical Tile Ceiling (new)	\$2,208.00	to \$4,140.00	\$2,895.93
Decorative Lighting	\$575.00	to \$2,470.00	\$1,522.50
Electrical	\$4,636.80	to \$6,375.60	\$5,288.85
HVAC	\$1,159.20	to \$2,318.40	\$1,738.80
Life Safety	\$2,898.00	to \$4,636.80	\$3,839.85
Architectural Lighting	\$2,898.00	to \$4,636.80	\$3,839.85
Millwork Running Trim (stained hardwood crown, chair, & base)	\$1,404.36	to \$2,820.00	\$1,938.05
Millwork Serving Stations	\$3,360.00	to \$5,250.00	\$4,357.50
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSIA. Projection screens built in to ceiling.	\$500.00	to \$1,375.00	\$937.50
Meeting Rooms Full Renovation Additional Cost Subtotal	\$28,477.65	to \$48,186.83	\$37,849.77
Meeting Rooms Full Renovation Additional Cost Per SF	\$51.59	to \$87.29	\$68.57

Board Room Renovation

Typically, hotels in this market do not have Boardrooms.

Exercise Facility Softgoods Renovation

Assume a one-bay facility of approximately 25 x 16, 400 SF, ceiling 10' AFF

	RANGE		AVERAGE
Demolition of Vinyl & floor finish	\$400.00	to \$680.00	\$540.00
Artwork (installed)	\$89.00	to \$305.00	\$186.69
Clock	\$34.00	to \$130.00	\$68.85
Hamper	\$25.00	to \$200.00	\$94.90
Towel Caddy	\$200.00	to \$310.00	\$255.00
Carpet & Pad	\$1,124.44	to \$2,077.78	\$1,601.11
Mirrors	\$1,500.00	to \$3,250.00	\$2,375.00
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Remove & Reinstall Exercise Equipment	\$500.00	to \$2,250.00	\$1,375.00
Paint Walls	\$328.00	to \$697.00	\$462.28
Window Treatments (with hardware and installation)	\$300.00	to \$465.00	\$382.50
Exercise Facility Softgoods Renovation Subtotal	\$4,610.44	to \$10,734.78	\$7,551.39
Exercise Facility Softgoods Renovation Cost Per SF	\$11.53	to \$26.84	\$18.88

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$2,000.00	to \$2,560.00	\$2,280.00
Acoustical Tile Ceiling (new)	\$1,600.00	to \$3,000.00	\$2,098.50
Exercise Equipment (installed)	\$20,000.00	to \$36,500.00	\$28,250.00
Electrical	\$3,360.00	to \$4,620.00	\$3,832.50
HVAC	\$840.00	to \$1,680.00	\$1,260.00
Life Safety	\$2,100.00	to \$3,360.00	\$2,782.50
Architectural Lighting	\$2,100.00	to \$3,360.00	\$2,782.50
TVs & Mounts (42", incl. programming, allowance)	\$1,150.00	to \$1,567.31	\$1,351.92
Water Fountain	\$400.00	to \$645.00	\$522.50
Sound System	\$750.00	to \$1,012.50	\$881.25
Exercise Facility Full Renovation Additional Cost Subtotal	\$34,300.00	to \$58,304.81	\$46,041.67
Exercise Facility Full Renovation Additional Cost Per SF	\$85.75	to \$145.76	\$115.10

EXTENDED STAY

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

Outdoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,500.00	to \$14,500.00	\$11,000.00
Pool Furniture	\$10,000.00	to \$15,500.00	\$12,750.00
Pool Equipment	\$5,000.00	to \$15,500.00	\$10,250.00
Resurface Pool Bottom	\$1,800.00	to \$6,525.00	\$4,162.50
Resurface Pool Deck (Kool Deck or tile)	\$4,968.00	to \$14,904.00	\$9,936.00
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Outdoor Pool Renovation Subtotal	\$34,268.00	to \$77,179.00	\$55,723.50
Outdoor Pool Renovation Cost Per SF	\$16.27	to \$36.65	\$26.46

Indoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,500.00	to \$14,500.00	\$11,000.00
Architectural Lighting	\$11,229.75	to \$20,213.55	\$17,125.37
Acoustical Tile Ceiling with Aluminum Grid (new)	\$7,130.00	to \$10,124.60	\$8,627.30
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Pool Deck Tile	\$12,200.00	to \$17,080.00	\$14,396.00
Pool Equipment	\$5,000.00	to \$15,500.00	\$10,250.00
Pool Furniture	\$10,000.00	to \$15,500.00	\$12,750.00
Pool Pak HVAC	\$42,780.00	to \$57,753.00	\$50,266.50
Replace Doors (storefront)	\$1,500.00	to \$2,550.00	\$2,025.00
Resurface Pool Bottom	\$1,800.00	to \$6,525.00	\$4,162.50
Paint Walls (assume two walls are storefront, two are drywall)	\$308.00	to \$654.50	\$434.09
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Indoor Pool Renovation Subtotal	\$104,557.75	to \$171,020.65	\$138,871.82
Indoor Pool Renovation Cost Per SF	\$49.65	to \$81.21	\$65.94

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete @ Arrivals	\$9,375.00	to \$15,937.50	\$12,656.25
Outdoor Furniture	\$7,500.00	to \$13,000.00	\$10,250.00
Portable or permanent Grill	\$5,000.00	to \$10,250.00	\$7,625.00
Outdoor Lighting	\$6,500.00	to \$11,750.00	\$9,125.00
Patio Landscaping	\$4,500.00	to \$9,750.00	\$7,125.00
Outdoor Amenities Subtotal	\$32,875.00	to \$60,687.50	\$46,781.25

Outdoor Parking

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

	RANGE		AVERAGE
Clean & Seal Asphalt	\$10,631.25	to \$35,437.50	\$23,344.45
Stripe Spaces	\$1,050.00	to \$1,750.00	\$1,356.25
Outdoor Parking Subtotal	\$11,681.25	to \$37,187.50	\$24,700.70
Outdoor Parking Cost Per Space	\$66.75	to \$212.50	\$141.15

Indoor, Underground Parking

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

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$20,000.00	to \$30,500.00	\$25,250.00
Landscaping Subtotal	\$20,000.00	to \$30,500.00	\$25,250.00

Common Additives

	RANGE		AVERAGE
New Electronic Key System	\$365.00	to \$470.00	\$417.50
Tub to Stall Shower Conversion	\$1,500.00	to \$4,650.00	\$3,075.00
Elevator Cab Finishes	\$8,500.00	to \$15,150.00	\$11,825.00
Elevator Modernization			
Hydraulic, per Cab	\$48,000.00	to \$60,600.00	\$54,300.00
PTAC Unit Direct Replacement, NIC finishes	\$850.00	to \$1,200.00	\$1,025.00
Laundry Equipment (Direct equipment replacement with access)			
75# Washer	\$20,000.00	to \$30,500.00	\$25,250.00
125# Dryer	\$30,000.00	to \$40,500.00	\$35,250.00
Ironer / Folder	\$100,000.00	to \$114,000.00	\$107,000.00
Porte Cochere - Re-image: Demolish and Replace	\$10,000.00	to \$62,500.00	\$36,250.00
Guestroom ADA Modifications			
Bathtub room	\$14,500.00	to \$24,900.00	\$18,112.50
Roll-in Shower room	\$17,000.00	to \$32,000.00	\$22,862.50
Exterior Signage - Monument	\$10,000.00	to \$17,000.00	\$13,500.00
Exterior Signage - Highway	\$25,000.00	to \$35,500.00	\$30,250.00
Exterior Signage - New Exterior Brand sign in existing location	\$30,000.00	to \$40,500.00	\$35,250.00
Dumpster enclosure - (CMU walls, Wood Gate, Bollards, Concrete pad)	\$10,000.00	to \$18,000.00	\$14,243.75
Power operated bi-parting Entrance doors (inner and outer at a vestibule)	\$20,000.00	to \$35,000.00	\$26,745.00
Fireplace, natural gas with stone hearth and surrounding wall, public area	\$6,500.00	to \$30,000.00	\$15,100.00

HOTEL COST ESTIMATING GUIDE 2012



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Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor

Other assumptions and allowances are listed in each section below

Guestroom Softgoods Renovation

Assume typical guestroom area of approximately 13' wide x 21'-6" long, plus 6' x 8" bathroom and 6' x 7" entry / closet area = 370 SF, ceilings 8'-0" AFF, painted ceiling

	RANGE			AVERAGE
Demolition	\$175.00	to	\$350.00	\$284.38
Artwork & Accessories (installed)	\$210.00	to	\$540.93	\$401.41
Decorative Framed Mirror	\$95.00	to	\$167.50	\$129.56
Full height Framed Dressing Mirror	\$115.00	to	\$287.50	\$154.98
Bed Scarf	\$52.50	to	\$112.50	\$76.00
Bed Skirt	\$64.10	to	\$150.00	\$86.54
Decorative Pillow	\$24.19	to	\$63.75	\$46.02
Carpet and Pad	\$553.69	to	\$824.04	\$689.76
Carpet Base	\$91.55	to	\$200.25	\$155.58
Desk Lamp	\$65.00	to	\$120.00	\$92.50
Floor Lamp	\$72.50	to	\$127.50	\$100.00
End Table Lamp	\$55.00	to	\$110.00	\$82.50
Nightstand or Bracket Lamp (2)	\$64.13	to	\$195.00	\$99.50
Welcome Light (in existing location)	\$120.00	to	\$210.00	\$163.13
Desk Chair (incl Fabric)	\$125.00	to	\$208.37	\$168.78
Lounge Chair (incl Fabric)	\$268.75	to	\$525.00	\$347.10
Ottoman (incl Fabric)	\$50.00	to	\$75.00	\$61.65
Sleeper Sofa (incl. Fabric)	\$293.79	to	\$425.00	\$332.35
Paint Textured or Drywall Ceiling	\$128.60	to	\$241.13	\$171.20
Paint Entry Doors, Closet Doors, Frames and Grilles	\$210.00	to	\$370.00	\$281.00
Vinyl Wall covering (LY 54")	\$535.85	to	\$1,615.19	\$1,106.38
Window Treatments (Sheer, Blackout, Hardware, installed)	\$322.50	to	\$500.00	\$437.73

Guestroom Softgoods Renovation Cost Per Key **\$3,692.14** to **\$7,418.65** **\$5,468.05**

Guestroom - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$175.00	to	\$350.00	\$284.38
Casegoods Installation	\$210.00	to	\$450.00	\$320.63
Bedsets (Box Spring, Mattress and Frame)	\$669.19	to	\$1,069.65	\$870.66
Headboard	\$177.38	to	\$750.00	\$464.92
Nightstands (2)	\$322.50	to	\$675.00	\$492.18
Dresser	\$188.13	to	\$500.00	\$349.34
Desk	\$150.00	to	\$450.00	\$242.29
Coffee Table	\$67.19	to	\$125.00	\$86.35
Closet Shelf Unit	\$41.88	to	\$230.00	\$107.65
Luggage Rack	\$15.00	to	\$25.00	\$20.00
Refrigerator Cabinet (case piece only)	\$165.00	to	\$300.00	\$212.03
Mini Refrigerator	\$180.00	to	\$300.00	\$218.75
Welcome Center / Coffee Niche	\$451.50	to	\$550.00	\$500.56
Drapery Valance - Painted wood	\$65.00	to	\$195.00	\$164.00
TV & Mount (37" HD LCD, incl. programming, allowance)	\$645.00	to	\$865.00	\$743.13

Guestroom Full Renovation Additional Cost Per Key **\$3,522.75** to **\$6,834.65** **\$5,076.85**

Guest Bathroom Softgoods Renovation

	RANGE		AVERAGE
Artwork (installed)	\$85.00	to \$205.00	\$144.88
Framed Mirror	\$135.00	to \$195.00	\$161.13
Makeup Mirror	\$48.79	to \$173.06	\$123.96
Vanity Lighting	\$130.00	to \$300.00	\$173.89
Night Light	\$116.19	to \$181.90	\$147.74
Towel Caddy	\$168.00	to \$300.00	\$233.69
Paint Ceiling	\$19.20	to \$40.80	\$27.06
Vinyl Wall covering (LY 54")	\$159.04	to \$367.61	\$244.52
Shower Curtain and Hooks	\$17.77	to \$68.30	\$39.02
Curved Shower Rod	\$50.00	to \$75.00	\$57.75
Paint Door & Trim	\$105.00	to \$185.00	\$140.50
RegROUT Floor Tile	\$72.80	to \$195.00	\$146.84
RegROUT Wall Tile	\$70.00	to \$187.50	\$152.13
Guest Bathroom Softgoods Renovation Cost Per Key			
	\$1,176.78	to \$2,474.17	\$1,793.08

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$367.50	to \$446.25	\$406.88
Architectural Lighting	\$122.00	to \$188.60	\$140.45
Replace Bathroom Door & Hardware	\$400.00	to \$500.00	\$463.88
Electrical Upgrades (GFI)	\$50.00	to \$78.00	\$67.88
Shower Valve & Head, Tub Diverter, Tub Drain	\$350.00	to \$400.00	\$369.25
Tub Surround	\$750.00	to \$1,000.00	\$878.56
Shower Pan	\$525.00	to \$3,550.00	\$975.54
Lavatory	\$150.00	to \$200.00	\$169.75
Faucet (and connections)	\$200.00	to \$275.00	\$237.25
Vanity Top	\$350.00	to \$550.00	\$441.88
Vanity Base	\$350.00	to \$450.00	\$392.50
Toilet Accessories	\$225.00	to \$370.00	\$285.88
Tile Flooring	\$650.00	to \$910.00	\$767.00
Toilet	\$300.00	to \$400.00	\$345.63
Guest Bathroom Full Renovation Additional Cost Per Key			
	\$4,789.50	to \$9,317.85	\$5,942.30

Corridors

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

	RANGE		AVERAGE
Demolition	\$53.63	to \$75.08	\$64.35
Artwork (installed)	\$3.70	to \$24.26	\$12.29
Carpet and Pad	\$128.38	to \$258.78	\$208.63
Carpet Base	\$19.99	to \$39.97	\$32.87
Ceiling Mounted Lighting	\$22.62	to \$63.52	\$36.72
Sconces	\$50.81	to \$127.04	\$81.68
Elevator Lobby Furniture (allowance)	\$350.00	to \$1,250.00	\$718.75
Vending Area Floor Tile	\$18.52	to \$25.93	\$21.85
Ice Machine	\$60.19	to \$106.48	\$83.91
Paint Ceiling	\$19.50	to \$41.44	\$27.48
Signage (room numbers)	\$60.00	to \$87.50	\$73.75
Vinyl Wall covering (LY 54")	\$101.21	to \$304.54	\$198.84
Window Treatments (with hardware and installation)	\$9.26	to \$17.41	\$13.33
Corridors Renovation Cost Per Key			
	\$897.80	to \$2,421.93	\$1,574.46

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

Lobby Softgoods Renovation

The reception area costs and quantities are based on a 2,500 SF area, ceiling 10' AFF

	RANGE			AVERAGE
Demolition of Vinyl & Carpet	\$2,500.00	to	\$4,250.00	\$3,375.00
Artwork and Artifacts (installed)	\$1,000.00	to	\$4,850.00	\$2,925.00
Millwork (refinish)	\$500.00	to	\$850.00	\$675.00
Millwork Screen Walls (refinish)	\$350.00	to	\$700.00	\$525.00
Paint Drywall Ceiling	\$1,000.00	to	\$2,125.00	\$1,409.38
Paint Doors & Trim	\$275.00	to	\$925.00	\$525.16
Vinyl Wall covering (LY 54", 40% openings)	\$917.40	to	\$2,465.83	\$1,660.92
Window Treatments (with hardware and installation)	\$1,500.00	to	\$2,820.00	\$2,160.00
Seating Groups	\$1,000.00	to	\$1,600.00	\$1,300.42
Admin/BOH Office Finishes (Carpet, Paint only)	\$1,200.00	to	\$2,680.00	\$1,976.92
Employee Dining Finishes (VCT, Paint only)	\$500.00	to	\$1,025.00	\$762.50
Employee Restroom Finishes (VCT, Paint only)	\$500.00	to	\$1,025.00	\$762.50
Lobby Softgoods Renovation Subtotal	\$11,242.40	to	\$25,315.83	\$18,057.79
Lobby Softgoods Renovation Cost Per SF	\$4.50	to	\$10.13	\$7.22

Lobby - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$12,500.00	to	\$16,000.00	\$14,250.00
Decorative Lighting	\$1,750.00	to	\$3,375.00	\$2,562.50
Electrical	\$10,500.00	to	\$23,625.00	\$15,093.75
Hard Surface Flooring	\$31,250.00	to	\$43,750.00	\$36,875.00
HVAC	\$7,500.00	to	\$11,875.00	\$9,687.50
Life Safety	\$10,625.00	to	\$15,000.00	\$12,812.50
Architectural Lighting	\$11,250.00	to	\$24,375.00	\$17,812.50
Front Desk (new, in existing location)	\$15,000.00	to	\$22,000.00	\$18,500.00
Front Desk Equipment	\$3,500.00	to	\$4,550.00	\$4,025.00
Millwork Screen Walls (new)	\$5,250.00	to	\$9,800.00	\$7,525.00
New ACT & Grid	\$5,000.00	to	\$9,375.00	\$6,557.81
Articulated Drywall Ceiling (new)	\$5,000.00	to	\$14,500.00	\$7,298.44
Sound System	\$1,500.00	to	\$2,025.00	\$1,762.50
Casegoods	\$1,000.00	to	\$1,605.00	\$1,302.50
Drywall Partitions	\$4,050.00	to	\$9,000.00	\$5,748.75
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$6,500.00	to	\$12,666.66	\$9,291.66
Business Center (Millwork/Finishes/Seating)	\$6,181.25	to	\$11,633.59	\$8,696.18
Lobby Full Renovation Additional Cost Subtotal	\$138,356.25	to	\$235,155.25	\$179,801.59
Lobby Full Renovation Additional Cost Per SF	\$55.34	to	\$94.06	\$71.92

Public Restrooms Softgoods Renovation

The public restrooms costs and quantities are based on two 12' x 20' (480 SF total) restrooms, ceiling 10' AFF, each with 2 lavs, 3 fixtures

	RANGE			AVERAGE
Demolition of Vinyl	\$252.00	to	\$504.00	\$359.10
Artwork and Artifacts (installed)	\$114.00	to	\$410.00	\$227.21
Framed Mirrors	\$360.00	to	\$960.00	\$627.75
Paint Drywall Ceiling	\$192.00	to	\$408.00	\$270.60
Paint Doors & Trim	\$110.00	to	\$370.00	\$210.06
Vinyl Wall covering (LY 54")	\$986.54	to	\$3,625.60	\$2,282.53
Decorative Vanity Lighting	\$600.00	to	\$2,040.00	\$1,125.95
Public Restrooms Softgoods Renovation Subtotal	\$2,614.54	to	\$8,317.60	\$5,103.20
Public Restrooms Softgoods Renovation Cost Per SF	\$5.45	to	\$17.33	\$10.63

Public Restrooms - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$2,640.00	to	\$4,320.00	\$3,480.00
Toilet Partitions	\$3,000.00	to	\$7,200.00	\$5,100.00
Toilet Accessories	\$900.00	to	\$1,480.00	\$1,143.50
Replace Doors	\$1,076.00	to	\$1,800.00	\$1,411.50
Toilets / Urinals	\$4,800.00	to	\$7,950.00	\$6,375.00
Architectural Lighting	\$3,024.00	to	\$5,544.00	\$4,473.00
Tile Flooring	\$6,000.00	to	\$8,400.00	\$7,080.00
Tile Walls	\$5,580.00	to	\$7,380.00	\$6,390.00
Vanity Top, Faucets, Sinks (per position)	\$2,200.00	to	\$2,900.00	\$2,550.00
Millwork Vanity Base (per position)	\$2,000.00	to	\$4,100.00	\$3,050.00
Public Restrooms Full Renovation Additional Cost Subtotal	\$31,220.00	to	\$51,074.00	\$41,053.00
Public Restrooms Full Renovation Additional Cost Per SF	\$65.04	to	\$106.40	\$85.53

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 & Carpet	\$1,296.00	to	\$2,203.20	\$1,749.60
Artwork (installed)	\$512.00	to	\$1,909.15	\$1,121.92
Carpet & Pad (80% of floor area)	\$2,889.22	to	\$5,929.67	\$4,621.46
Millwork Buffet, Host Station (refinish)	\$2,000.00	to	\$4,800.00	\$3,400.00
Millwork Screen Walls (refinish)	\$750.00	to	\$1,275.00	\$1,012.50
Millwork Running Trim (refinish - hardwood crown, chair, & base)	\$367.20	to	\$669.60	\$518.40
Reupholster Banquettes	\$6,750.00	to	\$9,720.00	\$8,235.00
Paint Drywall Ceiling	\$518.40	to	\$1,101.60	\$730.62
Paint Doors & Trim	\$220.00	to	\$740.00	\$420.13
Vinyl Wall covering (LY 54", 40% openings)	\$880.70	to	\$2,367.20	\$1,594.49
Window Treatments (with hardware and installation)	\$3,750.00	to	\$7,050.00	\$5,400.00
Dining Chairs no Arms	\$7,500.00	to	\$12,500.00	\$9,937.50
Restaurant Softgoods Renovation Subtotal	\$27,433.52	to	\$50,265.42	\$38,741.61
Restaurant Softgoods Renovation Cost Per SF	\$21.17	to	\$38.79	\$29.89
Restaurant Softgoods Renovation Cost Per Seat	\$403.43	to	\$739.20	\$569.73

Restaurant - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$3,888.00	to	\$6,156.00	\$5,022.00
Banquettes	\$5,400.00	to	\$18,900.00	\$14,242.50
Buffet Equipment	\$5,000.00	to	\$20,000.00	\$10,812.50
Decorative Lighting	\$1,050.00	to	\$2,325.00	\$1,687.50
Architectural Lighting	\$6,804.00	to	\$12,247.20	\$10,376.10
Electrical	\$10,886.40	to	\$14,968.80	\$12,417.30
Hard Surface Flooring (20% of floor area)	\$3,240.00	to	\$4,536.00	\$3,823.20
HVAC	\$2,721.60	to	\$5,443.20	\$4,082.40
Life Safety	\$6,804.00	to	\$12,247.20	\$10,376.10
Millwork Buffet, Host Station (new, in existing location)	\$16,800.00	to	\$26,250.00	\$21,787.50
Millwork Screen Walls (new)	\$3,500.00	to	\$6,650.00	\$5,075.00
Millwork Running Trim (hardwood crown, chair, & base)	\$2,151.36	to	\$4,320.00	\$2,968.92
Articulated Drywall Ceiling (new)	\$5,184.00	to	\$15,033.60	\$7,567.02
Sound System	\$1,500.00	to	\$2,025.00	\$1,762.50
Tables	\$2,160.00	to	\$5,400.00	\$3,727.80
Communal Dining Tables, Chef's Table (6 seats)	\$3,000.00	to	\$5,846.15	\$4,288.46
Communal Table Stools	\$1,200.00	to	\$1,919.25	\$1,570.88
Drywall Partitions	\$2,106.00	to	\$8,640.00	\$5,242.05
TV & Mount (42", incl. programming, allowance)	\$1,150.00	to	\$1,567.31	\$1,351.92
Restaurant Full Renovation Additional Cost Subtotal	\$84,545.36	to	\$174,474.71	\$128,181.64
Restaurant Full Renovation Additional Cost Per SF	\$65.24	to	\$134.63	\$98.91
Restaurant Full Renovation Additional Cost Per Seat	\$1,243.31	to	\$2,565.80	\$1,885.02

MIDSCALE

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

Bar / Lounge Softgoods Renovation

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$720.00	to \$1,224.00	\$972.00
Artwork, Accessories, & Mirrors (installed)	\$256.00	to \$954.58	\$560.96
Bar / Back Bar (refinish)	\$1,250.00	to \$3,000.00	\$2,125.00
Carpet and Pad (60%)	\$1,203.84	to \$2,470.69	\$1,925.61
Millwork Running Trim (refinish)	\$275.40	to \$502.20	\$388.80
Paint Drywall Ceiling	\$288.00	to \$612.00	\$405.90
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Vinyl Wall covering (LY 54")	\$1,100.88	to \$2,959.00	\$1,993.11
Reupholster Banquettes	\$2,500.00	to \$3,600.00	\$3,050.00
Dining Chairs no Arms	\$5,400.00	to \$9,000.00	\$7,155.00
Bar Stools	\$2,400.00	to \$3,838.50	\$3,141.75
Bar / Lounge Softgoods Renovation Subtotal	\$15,504.12	to \$28,530.97	\$21,928.19
Bar / Lounge Softgoods Renovation Cost Per SF	\$21.53	to \$39.63	\$30.46
Bar / Lounge Softgoods Renovation Cost Per Seat	\$287.11	to \$528.35	\$406.08

Bar / Lounge - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$2,160.00	to \$3,420.00	\$2,790.00
Bar / Back Bar (new in existing location)	\$13,125.00	to \$20,507.81	\$17,021.48
Bar Equipment	\$25,000.00	to \$38,125.00	\$31,562.50
Articulated Drywall Ceiling (new)	\$2,880.00	to \$8,352.00	\$4,203.90
Banquettes	\$2,000.00	to \$7,000.00	\$5,275.00
Decorative Lighting	\$1,500.00	to \$9,525.00	\$5,512.50
Electrical	\$6,048.00	to \$8,316.00	\$6,898.50
Hard Surface Flooring (40%)	\$3,600.00	to \$5,040.00	\$4,248.00
HVAC	\$1,512.00	to \$3,024.00	\$2,268.00
Life Safety	\$3,780.00	to \$6,804.00	\$5,764.50
Architectural Lighting	\$3,780.00	to \$6,804.00	\$5,764.50
Millwork Running Trim (stained hardwood crown, chair, & base)	\$1,613.52	to \$3,240.00	\$2,226.69
Sound System	\$2,250.00	to \$3,037.50	\$2,643.75
TV's - 42" LCD HD	\$2,300.00	to \$3,134.62	\$2,703.85
Tables	\$1,080.00	to \$2,700.00	\$1,863.90
Drywall Partitions	\$2,632.50	to \$10,800.00	\$6,552.56
Bar / Lounge Full Renovation Additional Cost Subtotal	\$75,261.02	to \$139,829.93	\$107,299.63
Bar / Lounge Full Renovation Additional Cost Per SF	\$104.53	to \$194.21	\$149.03
Bar / Lounge Full Renovation Additional Cost Per Seat	\$1,393.72	to \$2,589.44	\$1,987.03

Kitchen

Assume a kitchen area of approximately 40' x 40' = 1,600 SF

	RANGE		AVERAGE
Selective Demolition	\$8,400.00	to \$13,440.00	\$10,920.00
Vinyl-coated Tile Ceiling (2' x 4' tiles & new grid)	\$6,400.00	to \$16,000.00	\$11,000.00
Fluorescent Lighting (2' x 4')	\$4,200.00	to \$8,400.00	\$6,090.00
Paint Door Frames & Trim	\$110.00	to \$370.00	\$210.06
Paint Walls	\$128.00	to \$272.00	\$180.40
Quarry Tile Flooring	\$20,000.00	to \$28,400.00	\$24,200.00
Replace Doors	\$1,200.00	to \$4,000.00	\$2,025.00
Kydex-paneled Walls	\$640.00	to \$1,536.00	\$1,088.00
Kitchen Renovation Subtotal	\$41,078.00	to \$72,418.00	\$55,713.46
Kitchen Renovation Cost Per SF	\$25.67	to \$45.26	\$34.82

Kitchen Equipment

	RANGE		AVERAGE
Select Kitchen Equipment	\$20,000.00	to \$28,960.00	\$24,480.00
Kitchen Equipment Subtotal	\$20,000.00	to \$28,960.00	\$24,480.00
Kitchen Equipment Cost Per SF	\$12.50	to \$18.10	\$15.30

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 15' x 50' = 750 SF, ceiling 12' AFF

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$750.00	to \$1,275.00	\$1,012.50
Paint Articulated Drywall Ceiling	\$300.00	to \$637.50	\$422.81
Carpet & Pad	\$2,750.00	to \$4,179.29	\$3,373.22
Paint Doors & Trim (Service Doors and Exits)	\$110.00	to \$370.00	\$210.06
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$331.50	to \$604.50	\$468.00
Protect / Remove / Reinstall All Light Fixtures	\$250.00	to \$950.00	\$600.00
Vinyl Wall covering (LY 54")	\$1,346.32	to \$4,245.91	\$2,834.23
Window Treatments (with hardware and installation)	\$2,812.50	to \$5,287.50	\$4,050.00
Prefunction Softgoods Renovation Subtotal	\$8,650.32	to \$17,549.70	\$12,970.83
Prefunction Softgoods Renovation Cost Per SF	\$11.53	to \$23.40	\$17.29

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$3,750.00	to \$4,800.00	\$4,275.00
Artwork, Accessories, & Mirrors (allowance, installed)	\$500.00	to \$1,050.00	\$775.00
Articulated Drywall Ceiling (new)	\$3,000.00	to \$8,700.00	\$4,379.06
Decorative Lighting	\$2,468.75	to \$4,350.00	\$3,431.25
Electrical	\$3,150.00	to \$7,087.50	\$4,528.13
HVAC	\$2,250.00	to \$3,562.50	\$2,906.25
Life Safety	\$3,187.50	to \$4,500.00	\$3,843.75
Architectural Lighting	\$3,375.00	to \$7,312.50	\$5,343.75
Millwork Running Trim (stained hardwood crown, chair, & base)	\$1,942.20	to \$3,900.00	\$2,680.28
Portable Bars	\$4,987.50	to \$15,000.00	\$6,500.00
Prefunction Full Renovation Additional Cost Subtotal	\$28,610.95	to \$60,262.50	\$38,662.46
Prefunction Full Renovation Additional Cost Per SF	\$38.15	to \$80.35	\$51.55

Ballroom Softgoods Renovation

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

MIDSCALE

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

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 & Carpet	\$2,964.00	to \$5,038.80	\$4,001.40
Carpet & Pad	\$10,030.26	to \$16,664.27	\$12,898.20
Paint Articulated Drywall Ceiling	\$1,185.60	to \$2,519.40	\$1,670.96
Paint Doors & Trim	\$330.00	to \$1,110.00	\$630.19
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$979.20	to \$1,785.60	\$1,382.40
Protect / Remove / Reinstall All Light Fixtures	\$112.50	to \$480.00	\$296.25
Vinyl Wall covering (LY 54")	\$6,086.31	to \$14,483.63	\$10,418.03
Window Treatments (with hardware and installation)	\$2,812.50	to \$5,287.50	\$4,050.00
Meeting Rooms Softgoods Renovation Subtotal	\$24,500.37	to \$47,369.19	\$35,347.42
Meeting Rooms Softgoods Renovation Cost Per SF	\$8.27	to \$15.98	\$11.93

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$14,820.00	to \$18,969.60	\$16,894.80
Banquet Chairs	\$31,757.14	to \$55,045.71	\$43,401.43
Artwork, Accessories, & Mirrors (installed)	\$492.00	to \$1,140.00	\$785.06
Articulated Drywall Ceiling (new)	\$11,856.00	to \$34,382.40	\$17,306.06
Decorative Lighting	\$1,725.00	to \$7,410.00	\$4,567.50
Electrical	\$24,897.60	to \$34,234.20	\$28,398.83
HVAC	\$6,224.40	to \$12,448.80	\$9,336.60
Life Safety	\$15,561.00	to \$28,009.80	\$23,730.53
Architectural Lighting	\$15,561.00	to \$28,009.80	\$23,730.53
Millwork Running Trim (stained hardwood crown, chair, & base)	\$5,736.96	to \$11,520.00	\$7,917.12
Millwork Serving Stations	\$12,600.00	to \$19,687.50	\$16,340.63
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSIA. Projection screens built in to ceiling.	\$1,500.00	to \$4,125.00	\$2,812.50
Meeting Rooms Full Renovation Additional Cost Subtotal	\$142,731.10	to \$254,982.81	\$195,221.57
Meeting Rooms Full Renovation Additional Cost Per SF	\$48.15	to \$86.03	\$65.86

Exercise Facility Renovation

Assume a two-bay facility of approximately 26' x 28' = 728 SF, ceiling 10' AFF

	RANGE		AVERAGE
Demolition of Vinyl & floor finish	\$728.00	to \$1,237.60	\$982.80
Artwork (installed)	\$89.00	to \$305.00	\$186.69
Clock	\$34.00	to \$130.00	\$68.85
Hamper	\$32.25	to \$200.00	\$98.61
Towel Caddy	\$200.00	to \$310.00	\$255.00
Sport Flooring	\$7,280.00	to \$14,560.00	\$10,659.74
Mirrors	\$1,500.00	to \$3,250.00	\$2,375.00
Paint Doors & Trim	\$220.00	to \$740.00	\$420.13
Remove & Reinstall Exercise Equipment	\$750.00	to \$2,500.00	\$1,625.00
Paint Walls	\$518.40	to \$1,101.60	\$730.62
Window Treatments (with hardware and installation)	\$600.00	to \$930.00	\$765.00
Exercise Facility Softgoods Renovation Subtotal	\$11,951.65	to \$25,264.20	\$18,167.44
Exercise Facility Softgoods Renovation Cost Per SF	\$16.42	to \$34.70	\$24.96

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$3,640.00	to \$4,659.20	\$4,149.60
Acoustical Tile Ceiling (new)	\$2,912.00	to \$5,460.00	\$3,819.27
Exercise Equipment (installed)	\$40,000.00	to \$73,000.00	\$56,500.00
Electrical	\$6,115.20	to \$8,408.40	\$6,975.15
HVAC	\$1,528.80	to \$3,057.60	\$2,293.20
Life Safety	\$3,822.00	to \$6,879.60	\$5,828.55
Architectural Lighting	\$3,822.00	to \$6,879.60	\$5,828.55
TVs & Mounts (42", incl. programming, allowance)	\$1,150.00	to \$1,567.31	\$1,351.92
Water Fountain	\$800.00	to \$1,290.00	\$1,045.00
Sound System	\$750.00	to \$1,012.50	\$881.25
Exercise Facility Full Renovation Additional Cost Subtotal	\$64,540.00	to \$112,214.21	\$88,672.49
Exercise Facility Full Renovation Additional Cost Per SF	\$88.65	to \$154.14	\$121.80

Outdoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,500.00	to \$14,500.00	\$11,000.00
Pool Furniture	\$10,000.00	to \$15,500.00	\$12,750.00
Pool Equipment	\$5,000.00	to \$15,500.00	\$10,250.00
Resurface Pool Bottom	\$1,800.00	to \$6,525.00	\$4,162.50
Resurface Pool Deck (Kool Deck or tile)	\$4,968.00	to \$14,904.00	\$9,936.00
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Outdoor Pool Renovation Subtotal	\$34,268.00	to \$77,179.00	\$55,723.50
Outdoor Pool Renovation Cost Per SF	\$16.27	to \$36.65	\$26.46

Indoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,500.00	to \$14,500.00	\$11,000.00
Architectural Lighting	\$11,229.75	to \$20,213.55	\$17,125.37
Acoustical Tile Ceiling with Aluminum Grid (new)	\$7,130.00	to \$10,124.60	\$8,627.30
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Pool Deck Tile	\$12,200.00	to \$17,080.00	\$14,396.00
Pool Equipment	\$5,000.00	to \$15,500.00	\$10,250.00
Pool Furniture	\$10,000.00	to \$15,500.00	\$12,750.00
Pool Pak HVAC	\$42,780.00	to \$57,753.00	\$50,266.50
Replace Doors (storefront)	\$1,500.00	to \$2,550.00	\$2,025.00
Resurface Pool Bottom	\$1,800.00	to \$6,525.00	\$4,162.50
Paint Walls (assume two walls are storefront, two are drywall)	\$308.00	to \$654.50	\$434.09
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Indoor Pool Renovation Subtotal	\$104,557.75	to \$171,020.65	\$138,871.82
Indoor Pool Renovation Cost Per SF	\$49.65	to \$81.21	\$65.94

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete @ Arrivals	\$13,125.00	to \$22,312.50	\$17,718.75
Outdoor Furniture	\$7,500.00	to \$13,000.00	\$10,250.00
Portable or permanent Grill	\$5,000.00	to \$10,250.00	\$7,625.00
Outdoor Lighting	\$6,500.00	to \$11,750.00	\$9,125.00
Patio Landscaping	\$4,500.00	to \$9,750.00	\$7,125.00
Outdoor Amenities Renovation Subtotal	\$36,625.00	to \$67,062.50	\$51,843.75

Outdoor Parking

Assume 150 spaces, 9' x 18', and 25'-wide aisles

	RANGE			AVERAGE
Clean & Seal Asphalt	\$9,112.50	to	\$30,375.00	\$20,009.53
Stripe Spaces	\$900.00	to	\$1,500.00	\$1,162.50
Outdoor Parking Subtotal	\$10,012.50	to	\$31,875.00	\$21,172.03
Outdoor Parking Cost Per Space	\$66.75	to	\$212.50	\$141.15

Indoor, Underground Parking

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

Landscaping

	RANGE			AVERAGE
Landscaping Allowance	\$20,000.00	to	\$30,500.00	\$25,250.00
Landscaping Subtotal	\$20,000.00	to	\$30,500.00	\$25,250.00

Common Additives

	RANGE			AVERAGE
New Electronic Key System	\$370.00	to	\$475.00	\$422.50
Tub to Stall Shower Conversion	\$1,500.00	to	\$4,650.00	\$3,075.00
Elevator Cab Finishes	\$8,500.00	to	\$15,150.00	\$11,825.00
Elevator Modernization				
Hydraulic, per Cab	\$60,000.00	to	\$75,750.00	\$67,875.00
Electronic Signage Boards				
Basic System - one Lobby Screen 42" diag.	\$10,000.00	to	\$15,250.00	\$12,625.00
PTAC Unit Direct Replacement, NIC finishes	\$850.00	to	\$1,200.00	\$1,025.00
Laundry Equipment (Direct equipment replacement with access)				
75# Washer	\$20,000.00	to	\$30,500.00	\$25,250.00
125# Dryer	\$30,000.00	to	\$40,500.00	\$35,250.00
Ironer / Folder	\$100,000.00	to	\$114,000.00	\$107,000.00
Porte Cochere - Re-image: Demolish and Replace	\$10,000.00	to	\$62,500.00	\$36,250.00
Guestroom ADA Modifications				
Bathtub room	\$16,000.00	to	\$26,400.00	\$19,612.50
Roll-in Shower room	\$18,500.00	to	\$33,500.00	\$24,362.50
Exterior Signage - Monument	\$10,000.00	to	\$17,000.00	\$13,500.00
Exterior Signage - Highway	\$25,000.00	to	\$35,500.00	\$30,250.00
Exterior Signage - New Exterior Brand sign in existing location	\$30,000.00	to	\$40,500.00	\$35,250.00
Dumpster enclosure - (CMU walls, Wood Gate, Bollards, Concrete pad)	\$10,000.00	to	\$18,000.00	\$14,243.75
Power operated bi-parting Entrance doors (inner and outer at a vestibule)	\$20,000.00	to	\$35,000.00	\$26,745.00
Fireplace, natural gas with stone hearth and surrounding wall, public area	\$6,500.00	to	\$30,000.00	\$15,100.00

HOTEL COST ESTIMATING GUIDE 2012



UPSCALE

Guestroom Softgoods Renovation

Assume typical guestroom area of approximately 13' wide x 24' long, plus 6' x 8' bathroom and 5' x 7' entry / closet area = 389 SF, ceilings 8'-6" AFF, painted drywall

	RANGE			AVERAGE
Demolition	\$200.00	to	\$400.00	\$325.00
Artwork & Accessories (installed)	\$310.00	to	\$570.00	\$418.18
Decorative Framed Mirror	\$134.00	to	\$337.50	\$207.00
Full height Framed Dressing Mirror	\$140.00	to	\$287.50	\$199.81
Bed Scarf	\$94.33	to	\$180.00	\$139.80
Bed Skirt	\$104.81	to	\$199.50	\$146.83
Decorative Pillow	\$31.44	to	\$112.50	\$65.97
Carpet and Pad	\$634.40	to	\$925.33	\$798.27
Desk Lamp	\$115.00	to	\$197.50	\$156.25
Floor Lamp	\$122.50	to	\$205.00	\$163.75
End Table Lamp	\$105.00	to	\$187.50	\$146.25
Nightstand or Bracket Lamp (2)	\$125.78	to	\$285.00	\$202.52
Welcome Light (in existing location)	\$140.00	to	\$285.00	\$210.63
Desk Chair (incl Fabric)	\$175.00	to	\$257.50	\$216.25
Lounge Chair (incl Fabric)	\$141.00	to	\$600.00	\$385.32
Ottoman (incl Fabric)	\$62.50	to	\$137.50	\$91.03
Sleeper Sofa (incl. Fabric)	\$350.00	to	\$508.25	\$414.57
Paint Textured or Drywall Ceiling	\$208.20	to	\$347.00	\$275.43
Paint Trim (base & crown)	\$84.60	to	\$188.00	\$150.28
Paint Entry Doors, Closet Doors, Frames and Grilles	\$210.00	to	\$370.00	\$281.00
Vinyl Wall covering (LY 54")	\$663.47	to	\$1,901.32	\$1,332.33
Window Treatments (Sheer, Blackout, Hardware, installed)	\$419.25	to	\$680.00	\$601.32

Guestroom Softgoods Renovation Cost Per Key **\$4,571.28** to **\$9,161.91** **\$6,927.80**

Guestroom - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$200.00	to	\$400.00	\$325.00
Casegoods Installation	\$400.00	to	\$600.00	\$512.50
Bedsets (Box Spring, Mattress and Frame)	\$567.00	to	\$1,157.40	\$956.16
Headboard	\$375.00	to	\$907.74	\$696.06
Nightstands (2)	\$419.25	to	\$711.00	\$602.45
Dresser	\$450.00	to	\$800.00	\$604.84
Desk	\$225.00	to	\$525.00	\$317.29
Side Table	\$100.00	to	\$200.00	\$145.56
Coffee Table	\$72.50	to	\$162.50	\$110.88
Closet Shelf Unit	\$150.00	to	\$450.00	\$275.00
Luggage Rack	\$125.00	to	\$250.00	\$197.92
Refrigerator Cabinet (case piece only)	\$300.00	to	\$520.00	\$410.00
Mini Refrigerator	\$180.00	to	\$300.00	\$218.75
Welcome Center / Coffee Niche	\$525.00	to	\$700.00	\$618.75
Crown Molding	\$444.00	to	\$888.00	\$612.35
Draperly Valance - Painted wood	\$195.00	to	\$325.00	\$224.48
Wall Base	\$470.00	to	\$940.00	\$696.07
Entry Area Stone Tile	\$525.00	to	\$707.00	\$614.25
TV & Mount (37" HD LCD, incl. programming, allowance)	\$645.00	to	\$890.00	\$755.63
Connection Device (jack pack)	\$195.00	to	\$415.00	\$299.38

Guestroom Full Renovation Additional Cost Per Key **\$6,562.75** to **\$11,848.64** **\$9,193.31**

Guest Bathroom Softgoods Renovation

	RANGE		AVERAGE
Artwork (installed)	\$110.00	to \$230.00	\$169.88
Framed Mirror	\$210.00	to \$385.00	\$297.38
Makeup Mirror	\$140.00	to \$300.00	\$215.64
Vanity Lighting	\$380.00	to \$670.00	\$521.25
Night Light	\$124.06	to \$241.75	\$164.63
Towel Caddy	\$224.00	to \$360.00	\$292.69
Paint Ceiling	\$19.20	to \$40.80	\$27.06
Vinyl Wall covering (LY 54")	\$180.94	to \$402.55	\$271.76
Shower Curtain and Hooks	\$25.16	to \$125.00	\$60.46
Curved Shower Rod	\$75.00	to \$114.00	\$94.25
Paint Door & Trim	\$105.00	to \$185.00	\$140.50
RegROUT Floor Tile	\$72.80	to \$195.00	\$146.84
RegROUT Wall Tile	\$77.00	to \$206.25	\$167.34
Guest Bathroom Softgoods Renovation Cost Per Key		\$1,743.16 to \$3,455.35	\$2,569.66

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$393.75	to \$472.50	\$433.13
Architectural Lighting	\$122.00	to \$250.00	\$184.20
Replace Bathroom Door & Hardware	\$500.00	to \$600.00	\$540.75
Electrical Upgrades (GFI)	\$50.00	to \$78.00	\$67.88
Shower Valve & Head, Tub Diverter, Tub Drain	\$400.00	to \$500.00	\$446.88
Tub Surround	\$950.00	to \$1,250.00	\$1,106.25
Shower Pan	\$585.00	to \$3,610.00	\$1,035.54
Lavatory	\$100.00	to \$340.00	\$193.81
Faucet (and connections)	\$300.00	to \$400.00	\$346.88
Vanity Top	\$450.00	to \$750.00	\$659.38
Vanity Base	\$390.00	to \$550.00	\$478.13
Toilet Accessories	\$299.25	to \$492.10	\$380.21
Tile Flooring	\$780.00	to \$1,040.00	\$910.00
Toilet	\$390.00	to \$517.50	\$459.56
Guest Bathroom Full Renovation Additional Cost Per Key		\$5,710.00 to \$10,850.10	\$7,242.58

Corridors

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

	RANGE		AVERAGE
Demolition	\$53.63	to \$75.08	\$64.35
Artwork (installed)	\$16.01	to \$66.91	\$43.64
Carpet and Pad	\$189.58	to \$314.17	\$255.71
Carpet Base	\$25.36	to \$44.72	\$36.74
Ceiling Mounted Lighting	\$37.06	to \$70.15	\$53.60
Sconces	\$87.35	to \$148.24	\$109.66
Elevator Lobby Furniture (allowance)	\$600.00	to \$1,500.00	\$937.50
Vending Area Floor Tile	\$21.18	to \$28.24	\$24.71
Ice Machine	\$55.15	to \$108.09	\$82.08
Millwork (allowance for elevator lobby)	\$14.71	to \$25.00	\$19.85
Paint Ceiling	\$39.00	to \$82.88	\$54.97
Signage (room numbers)	\$90.00	to \$128.50	\$109.25
Vinyl Wall covering (LY 54")	\$120.73	to \$344.03	\$227.88
Window Treatments (with hardware and installation)	\$13.24	to \$22.94	\$18.09
Corridors Renovation Cost Per Key		\$1,362.99 to \$2,958.93	\$2,038.02

UPSCALE

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

Lobby Softgoods Renovation

The reception area costs and quantities are based on a 3,500 SF area, ceiling 12' AFF

	RANGE			AVERAGE
Demolition of Vinyl & Carpet	\$3,500.00	to	\$5,950.00	\$4,725.00
Artwork and Artifacts (installed)	\$2,000.00	to	\$7,500.00	\$4,750.00
Millwork (refinish)	\$1,500.00	to	\$1,850.00	\$1,675.00
Millwork Screen Walls (refinish)	\$1,000.00	to	\$1,350.00	\$1,175.00
Paint Drywall Ceiling	\$2,800.00	to	\$5,950.00	\$3,946.25
Paint Doors & Trim	\$550.00	to	\$1,850.00	\$1,050.31
Vinyl Wall covering (LY 54", 40% openings)	\$1,971.20	to	\$4,532.00	\$3,199.91
Window Treatments (with hardware and installation)	\$5,400.00	to	\$9,360.00	\$7,380.00
Seating Groups	\$2,500.00	to	\$4,066.03	\$3,214.68
Admin/BOH Office Finishes (Carpet, Paint only)	\$2,500.00	to	\$5,675.00	\$4,179.79
Employee Dining Finishes (VCT, Paint only)	\$1,000.00	to	\$2,050.00	\$1,525.00
Employee Restroom Finishes (VCT, Paint only)	\$2,500.00	to	\$4,600.00	\$3,550.00
Lobby Softgoods Renovation Subtotal	\$27,221.20	to	\$54,733.03	\$40,370.95
Lobby Softgoods Renovation Cost Per SF	\$7.78	to	\$15.64	\$11.53

Lobby - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$21,000.00	to	\$25,900.00	\$23,450.00
Decorative Lighting	\$11,000.00	to	\$22,700.00	\$16,850.00
Electrical	\$26,250.00	to	\$38,500.00	\$32,375.00
Hard Surface Flooring	\$52,500.00	to	\$70,000.00	\$61,250.00
HVAC	\$15,750.00	to	\$34,125.00	\$24,937.50
Life Safety	\$21,000.00	to	\$39,375.00	\$30,187.50
Architectural Lighting	\$26,250.00	to	\$50,750.00	\$38,500.00
Front Desk (new, in existing location)	\$40,000.00	to	\$64,500.00	\$52,250.00
Front Desk Equipment	\$8,000.00	to	\$10,100.00	\$9,050.00
Concierge Desk	\$10,000.00	to	\$17,000.00	\$13,500.00
Bell Stand	\$6,500.00	to	\$11,050.00	\$8,775.00
Millwork Running Trim (stained hardwood crown & base)	\$4,000.00	to	\$8,000.00	\$5,937.50
Millwork Screen Walls (new)	\$16,500.00	to	\$30,000.00	\$22,125.00
Articulated Drywall Ceiling (new)	\$14,000.00	to	\$40,600.00	\$20,435.63
Sound System	\$3,150.00	to	\$6,825.00	\$5,381.25
Casegoods	\$3,000.00	to	\$4,210.00	\$3,605.00
Drywall Partitions	\$6,480.00	to	\$14,400.00	\$9,198.00
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$15,000.00	to	\$29,230.76	\$21,442.29
Business Center (Millwork/Finishes/Seating)	\$10,000.00	to	\$18,215.38	\$13,771.15
Lobby Full Renovation Additional Cost Subtotal	\$310,380.00	to	\$535,481.13	\$413,020.81
Lobby Full Renovation Additional Cost Per SF	\$88.68	to	\$152.99	\$118.01

Public Restrooms Softgoods Renovation

The public restrooms costs and quantities are based on 1,440 SF restrooms, ceiling 12' AFF, 4 restrooms, each with 5 lavs; 7 fixtures

	RANGE			AVERAGE
Demolition of Vinyl	\$756.00	to	\$1,512.00	\$1,077.30
Artwork and Artifacts (installed)	\$460.00	to	\$1,060.00	\$727.75
Framed Mirrors	\$4,300.00	to	\$7,300.00	\$5,638.75
Paint Drywall Ceiling	\$1,152.00	to	\$2,448.00	\$1,623.60
Paint Doors & Trim	\$440.00	to	\$1,480.00	\$840.25
Vinyl Wall covering (LY 54")	\$2,215.25	to	\$7,470.85	\$5,137.23
Decorative Vanity Lighting	\$4,200.00	to	\$12,840.00	\$7,355.70
Public Restrooms Softgoods Renovation Subtotal	\$13,523.25	to	\$34,110.85	\$22,400.58
Public Restrooms Softgoods Renovation Cost Per SF	\$9.39	to	\$23.69	\$15.56

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$7,920.00	to \$12,960.00	\$10,440.00
Toilet Partitions	\$21,000.00	to \$45,500.00	\$33,250.00
Toilet Accessories	\$5,400.00	to \$8,880.00	\$6,861.00
Replace Doors	\$5,520.00	to \$9,600.00	\$6,508.00
Toilets / Urinals	\$28,000.00	to \$42,000.00	\$32,960.73
Architectural Lighting	\$9,072.00	to \$16,632.00	\$13,419.00
Tile Flooring	\$21,600.00	to \$28,800.00	\$25,200.00
Tile Walls	\$12,960.00	to \$16,560.00	\$14,760.00
Vanity Top, Faucets, Sinks (per position)	\$13,750.00	to \$18,125.00	\$15,937.50
Millwork Vanity Base (per position)	\$15,000.00	to \$29,000.00	\$22,000.00
Public Restrooms Full Renovation Additional Cost Subtotal	\$140,222.00	to \$228,057.00	\$181,336.23
Public Restrooms Full Renovation Additional Cost Per SF	\$97.38	to \$158.37	\$125.93

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 & Carpet	\$3,000.00	to \$5,100.00	\$4,050.00
Artwork (installed)	\$1,368.00	to \$3,300.00	\$2,210.25
Carpet & Pad (80% of floor area)	\$10,266.67	to \$15,986.67	\$13,126.67
Millwork Buffet, Host Station (refinish)	\$4,500.00	to \$8,700.00	\$6,600.00
Millwork Screen Walls (refinish)	\$1,000.00	to \$2,050.00	\$1,525.00
Millwork Running Trim (refinish - hardwood crown, chair, & base)	\$561.00	to \$1,023.00	\$792.00
Reupholster Banquettes	\$9,300.00	to \$12,600.00	\$10,950.00
Paint Drywall Ceiling	\$2,400.00	to \$5,100.00	\$3,382.50
Paint Doors & Trim	\$330.00	to \$1,110.00	\$630.19
Vinyl Wall covering (LY 54", 40% openings)	\$2,168.32	to \$4,985.20	\$3,519.90
Window Treatments (with hardware and installation)	\$10,125.00	to \$17,550.00	\$13,837.50
Dining Chairs with Arms	\$6,000.00	to \$12,600.00	\$9,300.00
Dining Chairs no Arms	\$19,200.00	to \$45,600.00	\$32,400.00
Restaurant Softgoods Renovation Subtotal	\$70,218.99	to \$135,704.87	\$102,324.01
Restaurant Softgoods Renovation Cost Per SF	\$23.41	to \$45.23	\$34.11
Restaurant Softgoods Renovation Cost Per Seat	\$501.56	to \$969.32	\$730.89

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$9,000.00	to \$14,250.00	\$11,625.00
Banquettes	\$17,100.00	to \$30,000.00	\$23,887.50
Buffet Equipment	\$25,000.00	to \$60,000.00	\$42,500.00
Decorative Lighting	\$3,250.00	to \$8,325.00	\$5,787.50
Architectural Lighting	\$22,500.00	to \$34,650.00	\$29,981.25
Electrical	\$25,200.00	to \$34,650.00	\$28,743.75
Hard Surface Flooring (20% of floor area)	\$9,000.00	to \$12,000.00	\$10,500.00
HVAC	\$9,450.00	to \$22,050.00	\$13,781.25
Life Safety	\$15,750.00	to \$34,650.00	\$29,137.50
Millwork Buffet, Host Station (new, in existing location)	\$37,170.00	to \$56,700.00	\$45,990.00
Millwork Screen Walls (new)	\$12,500.00	to \$17,050.00	\$14,775.00
Millwork Running Trim (hardwood crown, chair, & base)	\$3,286.80	to \$6,600.00	\$4,535.85
Articulated Drywall Ceiling (new)	\$12,000.00	to \$34,800.00	\$17,516.25
Sound System	\$3,150.00	to \$9,450.00	\$6,103.13
Tables	\$8,225.00	to \$18,565.00	\$13,395.00
Communal Dining Tables, Chef's Table (6 seats)	\$10,000.00	to \$19,487.17	\$14,294.86
Communal Table Stools	\$3,000.00	to \$4,320.00	\$3,660.00
Drywall Partitions	\$3,861.00	to \$15,840.00	\$9,610.43
Restaurant Full Renovation Additional Cost Subtotal	\$229,442.80	to \$433,387.17	\$325,824.26
Restaurant Full Renovation Additional Cost Per SF	\$76.48	to \$144.46	\$108.61
Restaurant Full Renovation Additional Cost Per Seat	\$1,638.88	to \$3,095.62	\$2,327.32

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 Softgoods Renovation

Assume an 90-seat bar / lounge area of approximately 40' x 40' = 1,600 SF, ceiling 12' AFF

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$1,600.00	to \$2,720.00	\$2,160.00
Artwork, Accessories, & Mirrors (installed)	\$1,140.00	to \$2,750.00	\$1,841.88
Bar / Back Bar (refinish)	\$3,000.00	to \$5,800.00	\$4,400.00
Carpet and Pad (60%)	\$4,106.67	to \$6,394.67	\$5,250.67
Millwork Running Trim (refinish)	\$408.00	to \$744.00	\$576.00
Paint Drywall Ceiling	\$1,280.00	to \$2,720.00	\$1,804.00
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Vinyl Wall covering (LY 54")	\$2,628.27	to \$6,042.67	\$4,266.55
Reupholster Banquettes	\$4,650.00	to \$6,300.00	\$5,475.00
Dining Chairs with Arms	\$1,500.00	to \$3,150.00	\$2,325.00
Dining Chairs no Arms	\$12,000.00	to \$28,500.00	\$20,250.00
Bar Stools	\$3,500.00	to \$5,040.00	\$4,270.00
Bar / Lounge Softgoods Renovation Subtotal	\$35,922.93	to \$70,531.33	\$52,829.15
Bar / Lounge Softgoods Renovation Cost Per SF	\$22.45	to \$44.08	\$33.02
Bar / Lounge Softgoods Renovation Cost Per Seat	\$399.14	to \$783.68	\$586.99

Bar / Lounge - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,800.00	to \$7,600.00	\$6,200.00
Bar / Back Bar (new in existing location)	\$30,975.00	to \$47,250.00	\$38,325.00
Bar Equipment	\$40,000.00	to \$61,000.00	\$50,500.00
Articulated Drywall Ceiling (new)	\$6,400.00	to \$18,560.00	\$9,342.00
Banquettes	\$8,550.00	to \$15,000.00	\$11,943.75
Chef's Table	\$10,000.00	to \$19,487.17	\$14,294.86
Decorative Lighting	\$10,000.00	to \$28,300.00	\$19,150.00
Electrical	\$13,440.00	to \$18,480.00	\$15,330.00
Hard Surface Flooring (40%)	\$9,600.00	to \$12,800.00	\$11,200.00
HVAC	\$5,040.00	to \$11,760.00	\$7,350.00
Life Safety	\$8,400.00	to \$18,480.00	\$15,540.00
Architectural Lighting	\$12,000.00	to \$18,480.00	\$15,990.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$2,390.40	to \$4,800.00	\$3,298.80
Other Seating & Tables (allowance)	\$5,830.00	to \$7,910.00	\$6,819.68
Sound System	\$4,725.00	to \$14,175.00	\$9,154.69
TV's - 42" LCD HD	\$4,600.00	to \$6,269.23	\$5,407.69
Tables	\$2,800.00	to \$6,320.00	\$4,560.00
Drywall Partitions	\$4,680.00	to \$19,200.00	\$11,649.00
Bar / Lounge Full Renovation Additional Cost Subtotal	\$184,230.40	to \$335,871.40	\$256,055.47
Bar / Lounge Full Renovation Additional Cost Per SF	\$115.14	to \$209.92	\$160.03
Bar / Lounge Full Renovation Additional Cost Per Seat	\$2,047.00	to \$3,731.90	\$2,845.06

Kitchen

Assume a kitchen area of approximately 60' x 70' = 4,200 SF, including banquet prep

	RANGE		AVERAGE
Selective Demolition	\$22,050.00	to \$35,280.00	\$28,665.00
Vinyl-coated Tile Ceiling (2' x 4' tiles & new grid)	\$16,800.00	to \$42,000.00	\$28,875.00
Fluorescent Lighting (2' x 4')	\$11,025.00	to \$22,050.00	\$15,986.25
Paint Door Frames & Trim	\$550.00	to \$1,850.00	\$1,050.31
Paint Walls	\$208.00	to \$442.00	\$293.15
Quarry Tile Flooring	\$52,500.00	to \$74,550.00	\$63,525.00
Replace Doors	\$6,000.00	to \$20,000.00	\$10,125.00
Kydex-paneled Walls	\$1,040.00	to \$2,496.00	\$1,768.00
Kitchen Renovation Subtotal	\$110,173.00	to \$198,668.00	\$150,287.71
Kitchen Renovation Cost Per SF	\$26.23	to \$47.30	\$35.78

Kitchen Equipment

	RANGE		AVERAGE
Equipment Allowance	\$57,750.00	to \$83,622.00	\$70,686.00
Kitchen Equipment Subtotal	\$57,750.00	to \$83,622.00	\$70,686.00
Kitchen Equipment Cost Per SF	\$13.75	to \$19.91	\$16.83

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 40'x50', 2000 SF, ceiling 12' AFF coffered

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$2,000.00	to \$3,400.00	\$2,700.00
Paint Articulated Drywall Ceiling	\$1,600.00	to \$3,400.00	\$2,255.00
Carpet & Pad	\$13,333.33	to \$19,333.33	\$15,741.11
Paint Doors & Trim (Service Doors and Exits)	\$330.00	to \$1,110.00	\$630.19
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$459.00	to \$837.00	\$648.00
Protect / Remove / Reinstall All Light Fixtures	\$750.00	to \$1,800.00	\$1,275.00
Vinyl Wall covering (LY 54")	\$3,328.45	to \$9,163.00	\$6,318.49
Window Treatments (with hardware and installation)	\$3,375.00	to \$5,850.00	\$4,612.50
Prefunction Softgoods Renovation Subtotal	\$25,175.79	to \$44,893.33	\$34,180.29
Prefunction Softgoods Renovation Cost Per SF	\$12.59	to \$22.45	\$17.09

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$12,000.00	to \$14,800.00	\$13,400.00
Artwork, Accessories, & Mirrors (allowance, installed)	\$1,000.00	to \$5,950.00	\$3,475.00
Articulated Drywall Ceiling (new)	\$8,000.00	to \$23,200.00	\$11,677.50
Decorative Lighting	\$10,000.00	to \$18,100.00	\$14,050.00
Electrical	\$15,000.00	to \$22,000.00	\$18,500.00
HVAC	\$9,000.00	to \$19,500.00	\$14,250.00
Life Safety	\$12,000.00	to \$22,500.00	\$17,250.00
Architectural Lighting	\$15,000.00	to \$29,000.00	\$22,000.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$2,689.20	to \$5,400.00	\$3,711.15
Portable Bars	\$30,000.00	to \$48,900.00	\$39,375.00
Prefunction Full Renovation Additional Cost Subtotal	\$114,689.20	to \$209,350.00	\$157,688.65
Prefunction Full Renovation Additional Cost Per SF	\$57.34	to \$104.68	\$78.84

UPSCALE

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

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 & Carpet	\$8,550.00	to	\$14,535.00	\$11,542.50
Paint Articulated Drywall Ceiling	\$6,840.00	to	\$14,535.00	\$9,640.13
Carpet & Pad	\$41,310.16	to	\$65,835.00	\$53,918.19
Paint Doors & Trim	\$1,100.00	to	\$3,700.00	\$2,100.63
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$963.90	to	\$1,757.70	\$1,360.80
Protect / Remove / Reinstall All Light Fixtures	\$1,500.00	to	\$3,600.00	\$2,550.00
Vinyl Wall covering (LY 54")	\$9,991.67	to	\$28,814.94	\$17,744.27
Operable Wall Covering	\$1,982.48	to	\$5,717.25	\$3,520.69
Ballroom Softgoods Renovation Subtotal	\$72,238.21	to	\$138,494.89	\$102,377.19
Ballroom Softgoods Renovation Cost Per SF	\$8.45	to	\$16.20	\$11.97

Ballroom - Add for Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$51,300.00	to	\$63,270.00	\$57,285.00
Artwork, Accessories, & Mirrors (allowance, installed)	\$0.00	to	\$9,450.00	\$5,118.75
Banquet Chairs	\$91,875.00	to	\$159,250.00	\$125,562.50
Articulated Drywall Ceiling (new)	\$35,482.50	to	\$344,137.50	\$91,912.50
Decorative Lighting	\$42,500.00	to	\$79,450.00	\$60,975.00
Electrical	\$64,125.00	to	\$94,050.00	\$79,087.50
HVAC	\$38,475.00	to	\$83,362.50	\$60,918.75
Life Safety	\$51,300.00	to	\$96,187.50	\$73,743.75
Architectural Lighting	\$64,125.00	to	\$123,975.00	\$94,050.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$5,647.32	to	\$11,340.00	\$7,793.42
Operable Walls (new, manual)	\$67,500.00	to	\$148,500.00	\$95,993.44
Portable Bars	\$5,000.00	to	\$8,150.00	\$6,479.17
Tables (14" x 72", incl. Meeting Rooms)	\$18,000.00	to	\$34,500.00	\$26,250.00
Tables (72" rounds, incl. Meeting Rooms)	\$12,000.00	to	\$18,600.00	\$15,300.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSA. Projection screens by others	\$35,000.00	to	\$100,000.00	\$57,500.00
Ballroom Full Renovation Additional Cost Subtotal	\$582,329.82	to	\$1,374,222.50	\$857,969.77
Ballroom Full Renovation Additional Cost Per SF	\$68.11	to	\$160.73	\$100.35

Meeting Rooms Softgoods Renovation

Assume 7 meeting rooms with areas approximately 34' x 50' each = 1,700 each; 11,900 SF total, ceiling 12' AFF coffered

	RANGE			AVERAGE
Demolition of Vinyl & Carpet	\$11,900.00	to	\$20,230.00	\$16,065.00
Carpet & Pad	\$54,587.12	to	\$88,721.11	\$72,135.14
Paint Articulated Drywall Ceiling	\$9,520.00	to	\$20,230.00	\$13,417.25
Paint Doors & Trim	\$1,155.00	to	\$3,885.00	\$2,205.66
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$2,998.80	to	\$5,468.40	\$4,233.60
Protect / Remove / Reinstall All Light Fixtures	\$1,050.00	to	\$2,887.50	\$1,968.75
Vinyl Wall covering (LY 54")	\$20,723.47	to	\$59,764.32	\$36,802.92
Window Treatments (with hardware and installation)	\$16,031.25	to	\$27,787.50	\$21,909.38
Meeting Rooms Softgoods Renovation Subtotal	\$117,965.64	to	\$228,973.83	\$168,737.69
Meeting Rooms Softgoods Renovation Cost Per SF	\$9.91	to	\$19.24	\$14.18

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$71,400.00	to \$88,060.00	\$79,730.00
Banquet Chairs	\$127,500.00	to \$221,000.00	\$174,250.00
Artwork, Accessories, & Mirrors (installed)	\$1,848.00	to \$4,130.00	\$2,916.81
Articulated Drywall Ceiling (new)	\$47,600.00	to \$138,040.00	\$69,481.13
Decorative Lighting	\$30,100.00	to \$45,325.00	\$37,712.50
Electrical	\$99,960.00	to \$137,445.00	\$114,016.88
HVAC	\$37,485.00	to \$87,465.00	\$54,665.63
Life Safety	\$62,475.00	to \$137,445.00	\$115,578.75
Architectural Lighting	\$89,250.00	to \$137,445.00	\$118,925.63
Millwork Running Trim (stained hardwood crown, chair, & base)	\$17,569.44	to \$35,280.00	\$24,246.18
Millwork Serving Stations	\$43,365.00	to \$66,150.00	\$53,655.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSIA. Projection screens built in to ceiling.	\$17,500.00	to \$34,650.00	\$26,075.00
Meeting Rooms Full Renovation Additional Cost Subtotal	\$646,052.44	to \$1,132,435.00	\$871,253.49
Meeting Rooms Full Renovation Additional Cost Per SF	\$54.29	to \$95.16	\$73.21

Board Room Softgoods Renovation

Assume a single 2-bay Board Room, approximately 26' x 28' or 728 SF, ceiling 12' AFF coffered

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$728.00	to \$1,237.60	\$982.80
Carpet & Pad	\$3,339.45	to \$5,427.64	\$4,412.97
Paint Articulated Drywall Ceiling	\$509.60	to \$1,048.32	\$795.34
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$275.40	to \$502.20	\$388.80
Protect / Remove / Reinstall All Light Fixtures	\$75.00	to \$206.25	\$140.63
Vinyl Wall covering (LY 54")	\$1,903.18	to \$5,488.56	\$3,379.86
Window Treatments (with hardware and installation)	\$843.75	to \$1,462.50	\$1,153.13
Executive Chairs	\$10,000.00	to \$21,000.00	\$15,500.00
Board Room Softgoods Renovation Subtotal	\$17,784.37	to \$36,743.07	\$26,963.59
Board Room Softgoods Renovation Cost Per SF	\$24.43	to \$50.47	\$37.04

Board Room - Add For Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,368.00	to \$5,387.20	\$4,877.60
Artwork, Accessories, & Mirrors (installed)	\$514.00	to \$1,115.00	\$804.19
Articulated Drywall Ceiling (new)	\$2,912.00	to \$8,444.80	\$4,250.61
Decorative Lighting	\$2,850.00	to \$5,375.00	\$4,112.50
Electrical	\$7,338.24	to \$10,090.08	\$8,370.18
HVAC	\$2,293.20	to \$5,350.80	\$3,344.25
Life Safety	\$3,822.00	to \$8,408.40	\$7,070.70
Architectural Lighting	\$7,371.00	to \$11,351.34	\$9,821.86
Millwork Running Trim (stained hardwood crown, chair, & base)	\$1,613.52	to \$3,240.00	\$2,226.69
Millwork Serving Stations	\$7,434.00	to \$11,340.00	\$9,198.00
Board Room Conference Table	\$15,000.00	to \$19,950.00	\$17,475.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, HSIA, CAT 5e to conf. table floor outlet, 120V power. Projection screens built into ceiling. Video conference capable.	\$10,000.00	to \$17,000.00	\$13,500.00
Board Room Full Renovation Additional Cost Subtotal	\$65,515.96	to \$107,052.62	\$85,051.58
Board Room Full Renovation Additional Cost Per SF	\$89.99	to \$147.05	\$116.83

UPSCALE

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

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 & floor finish	\$1,092.00	to \$1,856.40	\$1,474.20
Artwork (installed)	\$139.00	to \$575.00	\$346.69
Clock	\$64.00	to \$315.00	\$138.35
Hamper	\$250.00	to \$415.00	\$332.50
Towel Caddy	\$400.00	to \$675.00	\$537.50
Sport Flooring	\$10,920.00	to \$21,840.00	\$15,989.61
Mirrors	\$2,250.00	to \$4,875.00	\$3,562.50
Paint Drywall Ceiling	\$873.60	to \$1,856.40	\$1,231.23
Paint Doors & Trim	\$220.00	to \$740.00	\$420.13
Remove & Reinstall Exercise Equipment	\$1,750.00	to \$4,900.00	\$3,325.00
Vinyl Wall covering (LY 54")	\$1,861.83	to \$5,214.03	\$3,664.40
Window Treatments (with hardware and installation)	\$1,200.00	to \$2,000.00	\$1,658.33
Exercise Facility Softgoods Renovation Subtotal	\$21,020.43	to \$45,261.83	\$32,680.44
Exercise Facility Softgoods Renovation Cost Per SF	\$19.25	to \$41.45	\$29.93

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$6,552.00	to \$8,080.80	\$7,316.40
Articulated Drywall Ceiling (new)	\$4,368.00	to \$12,667.20	\$6,375.92
Exercise Equipment (installed)	\$60,000.00	to \$109,500.00	\$84,750.00
Electrical	\$9,172.80	to \$12,612.60	\$10,462.73
HVAC	\$3,439.80	to \$8,026.20	\$5,016.38
Life Safety	\$5,733.00	to \$12,612.60	\$10,606.05
Architectural Lighting	\$8,190.00	to \$12,612.60	\$10,913.18
Millwork Lockers	\$7,500.00	to \$10,300.00	\$8,900.00
TVs & Mounts (42", incl. programming, allowance)	\$2,300.00	to \$3,134.62	\$2,703.85
Water Fountain	\$1,200.00	to \$2,250.00	\$1,725.00
Sound System	\$1,575.00	to \$4,725.00	\$3,051.56
Exercise Facility Full Renovation Additional Cost Subtotal	\$110,030.60	to \$196,521.62	\$151,821.05
Exercise Facility Full Renovation Additional Cost Per SF	\$100.76	to \$179.96	\$139.03

Spa Softgoods Renovation

Assume a three-bay facility of approximately 592 SF, ceiling 12' AFF, 3 treatment rooms, 12' x 12' with 168 SF reception, steam and sauna separate

	RANGE		AVERAGE
Demolition of Vinyl & Flooring	\$592.00	to \$1,006.40	\$799.20
Artwork (installed)	\$1,056.00	to \$1,700.00	\$1,336.75
Hamper	\$750.00	to \$1,245.00	\$997.50
Towel Caddy	\$1,200.00	to \$2,025.00	\$1,612.50
Stone Tile Flooring	\$3,680.00	to \$5,520.00	\$4,218.02
Wood/Bamboo flooring	\$8,640.00	to \$12,744.00	\$10,057.50
Mirrors	\$642.00	to \$1,125.00	\$852.56
Paint Drywall Ceiling	\$473.60	to \$1,006.40	\$667.48
Paint Doors & Trim	\$220.00	to \$740.00	\$420.13
Vinyl Wall covering (LY 54")	\$1,927.94	to \$4,054.05	\$3,136.52
Window Treatments (with hardware and installation)	\$843.75	to \$1,462.50	\$1,153.13
Reception Area Upholstered seating	\$1,250.00	to \$2,033.01	\$1,607.34
Spa Softgoods Renovation Subtotal	\$21,275.29	to \$34,661.36	\$26,858.62
Spa Softgoods Renovation Cost Per SF	\$35.94	to \$58.55	\$45.37

Spa - Add for Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$3,552.00	to \$4,380.80	\$3,966.40
Articulated Drywall Ceiling (new)	\$2,456.80	to \$23,828.00	\$6,364.00
Massage Tables	\$1,800.00	to \$6,930.00	\$4,761.66
Millwork (treatment room area)	\$9,450.00	to \$36,000.00	\$18,530.63
Millwork (Reception Area)	\$4,500.00	to \$30,000.00	\$14,071.25
Electrical	\$4,972.80	to \$6,837.60	\$5,672.10
HVAC	\$1,864.80	to \$4,351.20	\$2,719.50
Life Safety	\$3,108.00	to \$6,837.60	\$5,749.80
Architectural Lighting	\$4,440.00	to \$6,837.60	\$5,916.30
Millwork Lockers	\$1,125.00	to \$1,545.00	\$1,335.00
Decorative Water Feature	\$25,000.00	to \$49,500.00	\$37,250.00
Sound System	\$4,725.00	to \$14,175.00	\$9,154.69
Spa Full Renovation Additional Cost Subtotal	\$66,994.40	to \$191,222.80	\$115,491.32
Spa Full Renovation Additional Cost Per SF	\$113.17	to \$323.01	\$195.09

Outdoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$15,000.00	to \$29,000.00	\$22,000.00
Pool Furniture	\$18,000.00	to \$25,150.00	\$21,575.00
Pool Equipment	\$10,000.00	to \$20,500.00	\$15,250.00
Resurface Pool Bottom	\$3,200.00	to \$11,600.00	\$7,400.00
Resurface Pool Deck (Kool Deck or tile)	\$8,100.00	to \$24,300.00	\$16,200.00
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Outdoor Pool Renovation Subtotal	\$59,300.00	to \$120,800.00	\$90,050.00
Outdoor Pool Renovation Cost Per SF	\$16.94	to \$34.51	\$25.73

Indoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,500.00	to \$14,500.00	\$11,000.00
Architectural Lighting	\$22,680.00	to \$34,927.20	\$30,221.10
Drywall Ceiling (new, from scaffolding)	\$10,080.00	to \$23,385.60	\$14,996.52
Paint Doors & Trim	\$165.00	to \$555.00	\$315.09
Pool Deck Tile	\$18,240.00	to \$24,320.00	\$21,280.00
Pool Equipment	\$10,000.00	to \$20,500.00	\$15,250.00
Pool Furniture	\$18,000.00	to \$25,150.00	\$21,575.00
Pool Pak HVAC	\$60,480.00	to \$81,648.00	\$71,064.00
Replace Doors (storefront)	\$1,500.00	to \$2,550.00	\$2,025.00
Resurface Pool Bottom	\$3,200.00	to \$11,600.00	\$7,400.00
Wall Tile	\$19,872.00	to \$25,392.00	\$22,632.00
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Indoor Pool Renovation Subtotal	\$176,717.00	to \$274,777.80	\$225,383.71
Indoor Pool Renovation Cost Per SF	\$62.75	to \$97.58	\$80.04

UPSCALE

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

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete @ Arrivals	\$37,500.00	to \$63,750.00	\$50,625.00
Outdoor Furniture	\$10,000.00	to \$18,250.00	\$14,125.00
Fire Pit	\$10,000.00	to \$22,250.00	\$16,125.00
Outdoor Lighting	\$9,500.00	to \$44,500.00	\$27,000.00
Patio Landscaping	\$11,500.00	to \$25,500.00	\$18,500.00
Outdoor Amenities Subtotal	\$78,500.00	to \$174,250.00	\$126,375.00

Outdoor Parking

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

	RANGE		AVERAGE
Clean & Seal Asphalt	\$29,524.50	to \$98,415.00	\$64,830.88
Stripe Spaces	\$2,916.00	to \$4,860.00	\$3,766.50
Outdoor Parking Subtotal	\$32,440.50	to \$103,275.00	\$68,597.38
Outdoor Parking Cost Per Space	\$66.75	to \$212.50	\$141.15

Indoor, Underground Parking

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

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$40,000.00	to \$75,000.00	\$57,500.00
Landscaping Subtotal	\$40,000.00	to \$75,000.00	\$57,500.00

Common Additives

	RANGE		AVERAGE
New RFID Key System	\$600.00	to \$950.00	\$775.00
Tub to Stall Shower Conversion	\$2,500.00	to \$5,650.00	\$4,075.00
Elevator Cab Finishes	\$12,500.00	to \$20,200.00	\$16,350.00
Elevator Modernization			
Traction, per Cab	\$153,000.00	to \$206,550.00	\$179,775.00
Electronic Signage Boards			
Basic System - one Lobby Screen 42" diag.	\$15,000.00	to \$24,800.00	\$19,900.00
Additional Lobby / Prefunction screens	\$5,000.00	to \$8,266.67	\$6,633.33
Additional Meeting Room door screen (18" diag)	\$4,855.00	to \$8,121.67	\$6,488.33
Two Pipe Horizontal Fan Coil Unit Direct Replacement, NIC Finishes	\$3,000.00	to \$4,050.00	\$3,525.00
Laundry Equipment (Direct equipment replacement with access)			
75# Washer	\$20,000.00	to \$30,500.00	\$25,250.00
125# Dryer	\$30,000.00	to \$40,500.00	\$35,250.00
Ironer / Folder	\$100,000.00	to \$114,000.00	\$107,000.00
Porte Cochere - Re-image: Demolish and Replace	\$25,000.00	to \$77,500.00	\$51,250.00
Guestroom ADA Modifications			
Bathtub room	\$17,250.00	to \$27,650.00	\$20,862.50
Roll-in Shower room	\$19,750.00	to \$34,750.00	\$25,612.50
Exterior Signage - Monument	\$15,000.00	to \$22,000.00	\$18,500.00
Exterior Signage - New Exterior Brand sign in existing location	\$40,000.00	to \$50,500.00	\$45,250.00
Power operated bi-parting Entrance doors (inner and outer at a vestibule)	\$20,000.00	to \$35,000.00	\$26,745.00
Fireplace, natural gas with stone hearth and surrounding wall, public area	\$6,500.00	to \$30,000.00	\$15,100.00

HOTEL COST ESTIMATING GUIDE 2012



UPPER UPSCALE

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

Guestroom Softgoods Renovation

192 Rooms and 25 Suites; 7 Floors. Assume typical guestroom area of approximately 15' wide x 24' long, plus 8' x 8' bathroom and 7' x 8' entry / closet area = 472 SF., ceilings 9'-0" AFF, painted ceiling

	RANGE		AVERAGE
Demolition	\$200.00	to \$400.00	\$325.00
Artwork & Accessories (installed)	\$466.87	to \$1,017.05	\$706.33
Decorative Framed Mirror	\$195.00	to \$337.50	\$267.69
Full height Framed Dressing Mirror	\$220.00	to \$397.50	\$315.81
Bed Scarf	\$128.50	to \$231.00	\$183.19
Bed Skirt	\$127.50	to \$226.50	\$169.08
Decorative Pillow	\$67.50	to \$175.50	\$107.63
Carpet and Pad	\$880.00	to \$1,120.00	\$1,021.15
Desk Lamp	\$125.00	to \$225.00	\$167.71
Floor Lamp	\$132.50	to \$232.50	\$175.21
End Table Lamp	\$115.00	to \$215.00	\$157.71
Nightstand or Bracket Lamp (2)	\$171.33	to \$396.90	\$267.01
Welcome Light (in existing location)	\$165.00	to \$310.00	\$235.63
Desk Chair (incl Fabric)	\$150.00	to \$510.00	\$299.74
Lounge Chair (incl Fabric)	\$236.00	to \$716.00	\$498.00
Dining Chair (incl Fabric)	\$250.00	to \$415.00	\$332.50
Ottoman (incl Fabric)	\$200.00	to \$400.00	\$287.11
Sleeper Sofa (incl. Fabric)	\$375.00	to \$633.44	\$492.32
Paint Textured or Drywall Ceiling	\$270.00	to \$360.00	\$342.00
Paint Trim (base & crown)	\$181.80	to \$404.00	\$322.95
Paint Entry Doors, Closet Doors, Frames and Grilles	\$200.00	to \$400.00	\$283.50
Vinyl Wall covering (LY 54")	\$822.14	to \$2,264.08	\$1,579.60
Window Treatments (Sheer, Blackout, Hardware, installed)	\$571.09	to \$880.00	\$787.53
Guestroom Softgoods Renovation Cost Per Key		\$6,250.23 to \$12,266.97	\$9,324.39

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$200.00	to \$400.00	\$325.00
Casegoods Installation	\$400.00	to \$750.00	\$556.25
Bedsets (Box Spring, Mattress and Frame)	\$879.60	to \$1,433.87	\$1,114.94
Headboard	\$450.00	to \$1,364.34	\$906.07
Nightstands (2)	\$571.09	to \$817.50	\$718.15
Dresser	\$550.00	to \$909.56	\$700.47
Desk	\$325.00	to \$625.00	\$417.29
Side Table	\$171.33	to \$350.00	\$257.83
Coffee Table	\$118.98	to \$227.50	\$151.36
Closet Shelf Unit	\$225.00	to \$650.00	\$371.25
Luggage Rack	\$125.00	to \$300.00	\$202.08
Refrigerator Cabinet (case piece only)	\$400.00	to \$620.00	\$510.00
Mini Refrigerator	\$300.00	to \$750.00	\$466.25
Welcome Center / Coffee Niche	\$687.50	to \$787.50	\$750.00
Plant - Live / Potted	\$150.00	to \$315.00	\$232.50
Crown Molding	\$606.00	to \$1,212.00	\$835.78
Draperies Valance - Painted wood	\$300.00	to \$450.00	\$356.25
Wall Base	\$1,010.00	to \$1,515.00	\$1,245.46
Entry Area Stone Tile	\$1,120.00	to \$1,610.00	\$1,252.65
TV & Mount (37" HD LCD, incl. programming, allowance)	\$775.00	to \$1,015.00	\$866.88
Connection Device (jack pack)	\$195.00	to \$415.00	\$299.38
Guestroom Full Renovation Additional Cost Per Key		\$9,559.50 to \$16,517.28	\$12,535.82

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

UPPER UPSCALE

Guest Bathroom Softgoods Renovation

	RANGE		AVERAGE
Artwork (installed)	\$130.00	to \$250.00	\$189.88
Lighted Mirror	\$500.00	to \$950.50	\$638.64
Makeup Mirror	\$160.85	to \$400.00	\$228.72
Night Light	\$215.00	to \$415.00	\$313.13
Towel Caddy	\$274.00	to \$465.00	\$370.19
Paint Ceiling	\$25.60	to \$54.40	\$36.08
Vinyl Wall covering (LY 54")	\$225.75	to \$485.10	\$332.04
Paint Door & Trim	\$100.00	to \$200.00	\$141.75
RegROUT Floor Tile	\$89.60	to \$240.00	\$180.72
RegROUT Wall Tile	\$98.00	to \$262.50	\$212.98

Guest Bathroom Softgoods Renovation Cost Per Key **\$1,818.80** to **\$3,722.50** **\$2,644.11**

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$446.25	to \$525.00	\$485.63
Architectural Lighting	\$244.00	to \$400.00	\$330.90
Replace Bathroom Door & Hardware	\$600.00	to \$750.00	\$679.38
Electrical Upgrades (GFI)	\$100.00	to \$156.00	\$135.75
Glass Shower Enclosure (2 panels, 1 door)	\$900.00	to \$1,500.00	\$1,256.56
Shower Valve & Head, Tub Diverter, Tub Drain	\$500.00	to \$665.00	\$564.38
Tub Surround	\$1,840.00	to \$2,640.00	\$2,160.00
Shower Pan	\$645.00	to \$3,670.00	\$1,095.54
Lavatory	\$400.00	to \$700.00	\$491.25
Faucet (and connections)	\$800.00	to \$1,200.00	\$940.00
Vanity Top	\$1,020.00	to \$1,320.00	\$1,170.00
Vanity Base	\$1,000.00	to \$1,300.00	\$1,112.50
Toilet Accessories	\$344.14	to \$565.92	\$437.25
Tile Flooring	\$960.00	to \$1,280.00	\$1,120.00
TV & Mount (17" HD LCD, incl. programming, allowance)	\$262.50	to \$619.50	\$482.34
Toilet	\$500.00	to \$600.00	\$544.06

Guest Bathroom Full Renovation Additional Cost Per Key **\$10,561.89** to **\$17,891.42** **\$13,005.53**

Corridors

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

	RANGE		AVERAGE
Demolition	\$71.78	to \$96.53	\$81.68
Artwork (installed)	\$19.38	to \$121.77	\$66.06
Carpet and Pad	\$256.25	to \$400.00	\$331.51
Millwork Base	\$97.56	to \$198.00	\$151.29
Ceiling Mounted Lighting	\$103.23	to \$167.74	\$135.48
Sconces	\$200.00	to \$315.00	\$246.23
Elevator Lobby Furniture (allowance)	\$750.00	to \$2,000.00	\$1,116.67
Vending Area Floor Tile	\$30.97	to \$41.29	\$36.13
Ice Machine	\$68.55	to \$135.48	\$102.52
Millwork (allowance for elevator lobby)	\$22.58	to \$33.87	\$28.23
Paint Ceiling	\$45.00	to \$95.63	\$63.42
Signage (room numbers)	\$100.00	to \$149.50	\$124.75
Vinyl Wall covering (LY 54")	\$171.08	to \$445.31	\$307.85
Window Treatments (with hardware and installation)	\$14.52	to \$25.16	\$19.84

Corridors Renovation Cost Per Key **\$1,950.88** to **\$4,225.29** **\$2,811.65**

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 Softgoods Renovation

The reception area costs and quantities are based on a 4,800 SF area, ceiling 12' AFF

	RANGE			AVERAGE
Demolition of Vinyl & Carpet	\$4,800.00	to	\$8,160.00	\$6,480.00
Artwork and Artifacts (installed)	\$10,000.00	to	\$15,500.00	\$12,750.00
Area Rugs	\$9,000.00	to	\$37,800.00	\$26,766.67
Millwork (refinish)	\$2,000.00	to	\$2,700.00	\$2,350.00
Millwork Screen Walls (refinish)	\$3,000.00	to	\$4,400.00	\$3,700.00
Paint Drywall Ceiling	\$3,840.00	to	\$8,160.00	\$5,412.00
Paint Doors & Trim	\$550.00	to	\$1,850.00	\$1,050.31
Vinyl Wall covering (LY 54", 40% openings)	\$2,192.49	to	\$4,766.67	\$3,476.36
Window Treatments (with hardware and installation)	\$6,750.00	to	\$11,700.00	\$9,225.00
Seating Groups	\$6,000.00	to	\$15,000.00	\$7,682.79
Admin/BOH Office Finishes (Carpet, Paint only)	\$2,500.00	to	\$5,675.00	\$4,179.79
Employee Dining Finishes (VCT, Paint only)	\$1,500.00	to	\$3,075.00	\$2,287.50
Employee Restroom Finishes (VCT, Paint only)	\$2,500.00	to	\$4,600.00	\$3,550.00
Lobby Softgoods Renovation Subtotal	\$54,632.49	to	\$123,386.67	\$88,910.42
Lobby Softgoods Renovation Cost Per SF	\$11.38	to	\$25.71	\$18.52

Lobby - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$38,400.00	to	\$45,120.00	\$41,760.00
Decorative Lighting	\$13,800.00	to	\$28,050.00	\$20,925.00
Electrical	\$45,600.00	to	\$70,800.00	\$58,200.00
Hard Surface Flooring	\$72,000.00	to	\$120,000.00	\$90,600.00
HVAC	\$21,600.00	to	\$46,800.00	\$34,200.00
Life Safety	\$28,800.00	to	\$54,000.00	\$41,400.00
Architectural Lighting	\$48,000.00	to	\$90,000.00	\$69,000.00
Front Desk (new, in existing location)	\$65,000.00	to	\$96,500.00	\$80,750.00
Front Desk Equipment	\$9,500.00	to	\$11,950.00	\$10,725.00
Concierge Desk	\$20,000.00	to	\$44,500.00	\$32,250.00
Bell Stand	\$9,750.00	to	\$16,575.00	\$13,162.50
Millwork Running Trim (stained hardwood crown & base)	\$5,600.00	to	\$11,200.00	\$8,312.50
Millwork Screen Walls (new)	\$33,500.00	to	\$58,000.00	\$45,750.00
Articulated Drywall Ceiling (new)	\$19,200.00	to	\$55,680.00	\$28,026.00
Sound System	\$6,300.00	to	\$12,600.00	\$9,843.75
Casegoods	\$7,500.00	to	\$9,975.00	\$8,737.50
Drywall Partitions	\$6,480.00	to	\$14,400.00	\$9,198.00
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$20,000.00	to	\$38,974.34	\$28,589.72
Business Center (Millwork/Finishes/Seating)	\$15,000.00	to	\$25,862.17	\$19,982.36
Lobby Full Renovation Additional Cost Subtotal	\$486,030.00	to	\$850,986.51	\$651,412.33
Lobby Full Renovation Additional Cost Per SF	\$101.26	to	\$177.29	\$135.71

Public Restrooms Softgoods Renovation

The public restrooms costs and quantities are based on 1,440 SF restrooms, ceiling 12' AFF, four restrooms, each with 5 lavs and 7 fixtures

	RANGE			AVERAGE
Demolition of Vinyl	\$756.00	to	\$1,512.00	\$1,077.30
Artwork and Artifacts (installed)	\$560.00	to	\$1,160.00	\$827.75
Framed Mirrors	\$5,300.00	to	\$8,300.00	\$6,638.75
Paint Drywall Ceiling	\$1,152.00	to	\$2,448.00	\$1,623.60
Paint Doors & Trim	\$440.00	to	\$1,480.00	\$840.25
Vinyl Wall covering (LY 54")	\$2,595.33	to	\$10,348.80	\$6,312.01
Decorative Vanity Lighting	\$6,000.00	to	\$15,960.00	\$9,815.70
Public Restrooms Softgoods Renovation Subtotal	\$16,803.33	to	\$41,208.80	\$27,135.36
Public Restrooms Softgoods Renovation Cost Per SF	\$11.67	to	\$28.62	\$18.84

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$7,920.00	to \$12,960.00	\$10,440.00
Toilet Partitions	\$26,600.00	to \$56,000.00	\$41,300.00
Toilet Accessories	\$5,940.00	to \$9,768.00	\$7,547.10
Replace Doors	\$6,000.00	to \$12,000.00	\$6,910.00
Toilets / Urinals	\$28,000.00	to \$42,000.00	\$32,960.73
Architectural Lighting	\$9,072.00	to \$16,632.00	\$13,419.00
Tile Flooring	\$21,600.00	to \$36,000.00	\$27,180.00
Tile Walls	\$12,960.00	to \$20,160.00	\$15,750.00
Vanity Top, Faucets, Sinks (per position)	\$15,125.00	to \$19,937.50	\$17,531.25
Millwork Vanity Base (per position)	\$15,000.00	to \$29,000.00	\$22,000.00
Public Restrooms Full Renovation Additional Cost Subtotal	\$148,217.00	to \$254,457.50	\$195,038.08
Public Restrooms Full Renovation Additional Cost Per SF	\$102.93	to \$176.71	\$135.44

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 & Carpet	\$6,840.00	to \$10,032.00	\$8,436.00
Artwork (installed)	\$2,952.00	to \$5,850.00	\$4,215.38
Carpet & Pad (80% of floor area)	\$18,280.53	to \$26,974.93	\$22,627.73
Millwork Buffet, Host Station (refinish)	\$5,100.00	to \$9,300.00	\$7,200.00
Millwork Screen Walls (refinish)	\$2,000.00	to \$5,500.00	\$3,750.00
Millwork Running Trim (refinish - hardwood crown, chair, & base)	\$1,224.00	to \$2,080.80	\$1,652.40
Reupholster Banquettes	\$14,000.00	to \$18,400.00	\$16,200.00
Paint Drywall Ceiling	\$3,648.00	to \$7,752.00	\$5,141.40
Paint Doors & Trim	\$550.00	to \$1,850.00	\$1,050.31
Vinyl Wall covering (LY 54", 40% openings)	\$2,981.79	to \$6,482.67	\$4,727.85
Window Treatments (with hardware and installation)	\$13,500.00	to \$23,400.00	\$18,450.00
Dining Chairs with Arms	\$52,500.00	to \$100,625.00	\$76,562.50
Restaurant Softgoods Renovation Subtotal	\$123,576.32	to \$218,247.40	\$170,013.57
Restaurant Softgoods Renovation Cost Per SF	\$27.10	to \$47.86	\$37.28
Restaurant Softgoods Renovation Cost Per Seat	\$633.72	to \$1,119.22	\$871.86

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$13,680.00	to \$21,660.00	\$17,670.00
Banquettes	\$22,800.00	to \$40,000.00	\$31,850.00
Buffet Equipment	\$30,000.00	to \$72,000.00	\$51,000.00
Decorative Lighting	\$12,500.00	to \$25,950.00	\$19,225.00
Architectural Lighting	\$47,880.00	to \$71,820.00	\$55,660.50
Electrical	\$38,304.00	to \$52,668.00	\$43,690.50
Hard Surface Flooring (20% of floor area)	\$13,680.00	to \$22,800.00	\$18,240.00
HVAC	\$18,240.00	to \$43,092.00	\$34,171.50
Life Safety	\$23,940.00	to \$57,456.00	\$49,675.50
Millwork Buffet, Host Station (new, in existing location)	\$50,179.50	to \$76,545.00	\$62,086.50
Millwork Screen Walls (new)	\$25,000.00	to \$30,950.00	\$27,975.00
Millwork Running Trim (hardwood crown, chair, & base)	\$4,063.68	to \$11,016.00	\$6,525.96
Articulated Drywall Ceiling (new)	\$18,240.00	to \$52,896.00	\$26,624.70
Sound System	\$4,725.00	to \$14,175.00	\$9,154.69
Tables	\$14,625.00	to \$28,925.00	\$21,775.00
Drywall Partitions	\$4,773.60	to \$19,584.00	\$11,881.98
Restaurant Full Renovation Additional Cost Subtotal	\$342,630.78	to \$641,537.00	\$487,206.83
Restaurant Full Renovation Additional Cost Per SF	\$75.14	to \$140.69	\$106.84
Restaurant Full Renovation Additional Cost Per Seat	\$1,757.08	to \$3,289.93	\$2,498.50

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

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 & Carpet	\$1,800.00	to \$2,640.00	\$2,220.00
Artwork, Accessories, & Mirrors (installed)	\$3,280.00	to \$6,500.00	\$4,683.75
Bar / Back Bar (refinish)	\$4,250.00	to \$7,750.00	\$6,000.00
Carpet and Pad (60%)	\$3,608.00	to \$5,324.00	\$4,466.00
Millwork Running Trim (refinish)	\$630.00	to \$1,071.00	\$850.50
Paint Drywall Ceiling	\$960.00	to \$2,040.00	\$1,353.00
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Vinyl Wall covering (LY 54")	\$2,557.91	to \$5,561.11	\$4,055.75
Reupholster Banquettes	\$7,000.00	to \$9,200.00	\$8,100.00
Dining Chairs with Arms	\$1,800.00	to \$3,450.00	\$2,625.00
Dining Chairs no Arms	\$10,000.00	to \$21,000.00	\$15,500.00
Bar Stools	\$4,200.00	to \$5,740.00	\$4,970.00
Bar / Lounge Softgoods Renovation Subtotal	\$40,195.91	to \$70,646.11	\$55,034.06
Bar / Lounge Softgoods Renovation Cost Per SF	\$33.50	to \$58.87	\$45.86
Bar / Lounge Softgoods Renovation Cost Per Seat	\$574.23	to \$1,009.23	\$786.20

Bar / Lounge - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$3,600.00	to \$5,700.00	\$4,650.00
Bar / Back Bar (new in existing location)	\$52,270.31	to \$79,734.38	\$64,673.44
Bar Equipment	\$50,000.00	to \$76,250.00	\$63,125.00
Articulated Drywall Ceiling (new)	\$4,800.00	to \$13,920.00	\$7,006.50
Banquettes	\$11,400.00	to \$20,000.00	\$15,925.00
Chef's Table	\$20,000.00	to \$38,974.34	\$28,589.72
Decorative Lighting	\$20,000.00	to \$40,750.00	\$30,375.00
Electrical	\$10,080.00	to \$13,860.00	\$11,497.50
Hard Surface Flooring (40%)	\$7,200.00	to \$12,000.00	\$9,060.00
HVAC	\$4,800.00	to \$11,340.00	\$8,992.50
Life Safety	\$6,300.00	to \$15,120.00	\$13,072.50
Architectural Lighting	\$12,600.00	to \$18,900.00	\$14,647.50
Millwork Running Trim (stained hardwood crown, chair, & base)	\$2,091.60	to \$5,670.00	\$3,358.95
Other Seating & Tables (allowance)	\$9,188.01	to \$16,650.00	\$10,946.86
Sound System	\$7,087.50	to \$21,262.50	\$13,732.03
TV's - 42" LCD HD	\$4,600.00	to \$6,269.23	\$5,407.69
Tables	\$2,700.00	to \$5,340.00	\$4,020.00
Drywall Partitions	\$4,095.00	to \$16,800.00	\$10,192.88
Bar / Lounge Full Renovation Additional Cost Subtotal	\$232,812.42	to \$418,540.45	\$319,273.06
Bar / Lounge Full Renovation Additional Cost Per SF	\$194.01	to \$348.78	\$266.06
Bar / Lounge Full Renovation Additional Cost Per Seat	\$3,325.89	to \$5,979.15	\$4,561.04

Kitchen

Assume a kitchen area of approximately 7,200 SF, including banquet prep.

	RANGE		AVERAGE
Selective Demolition	\$37,800.00	to \$60,480.00	\$49,140.00
Vinyl-coated Tile Ceiling (2' x 4' tiles & new grid)	\$28,800.00	to \$72,000.00	\$49,500.00
Fluorescent Lighting (2' x 4')	\$18,900.00	to \$37,800.00	\$27,405.00
Paint Door Frames & Trim	\$770.00	to \$2,590.00	\$1,470.44
Paint Walls	\$330.24	to \$701.76	\$465.43
Quarry Tile Flooring	\$90,000.00	to \$127,800.00	\$108,900.00
Replace Doors	\$8,400.00	to \$28,000.00	\$14,175.00
Kydex-paneled Walls	\$1,376.00	to \$3,302.40	\$2,339.20
Kitchen Renovation Subtotal	\$186,376.24	to \$332,674.16	\$253,395.07
Kitchen Renovation Cost Per SF	\$25.89	to \$46.20	\$35.19

Kitchen Equipment

	RANGE		AVERAGE
Equipment Allowance	\$108,900.00	to \$157,687.20	\$133,293.60
Kitchen Equipment Subtotal	\$108,900.00	to \$157,687.20	\$133,293.60
Kitchen Equipment Cost Per SF	\$15.13	to \$21.90	\$18.51

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 25'x48', 1,200 SF, ceiling 12' AFF coffered

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$1,800.00	to \$2,640.00	\$2,220.00
Paint Articulated Drywall Ceiling	\$960.00	to \$2,040.00	\$1,353.00
Carpet & Pad	\$9,200.00	to \$12,800.00	\$10,537.60
Paint Doors & Trim (Service Doors and Exits)	\$330.00	to \$1,110.00	\$630.19
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$657.00	to \$1,116.90	\$886.95
Protect / Remove / Reinstall All Light Fixtures	\$1,500.00	to \$3,250.00	\$2,375.00
Vinyl Wall covering (LY 54")	\$3,032.84	to \$7,765.31	\$5,458.10
Window Treatments (with hardware and installation)	\$3,375.00	to \$5,850.00	\$4,612.50
Prefunction Softgoods Renovation Subtotal	\$20,854.84	to \$36,572.21	\$28,073.33
Prefunction Softgoods Renovation Cost Per SF	\$17.38	to \$30.48	\$23.39

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$9,600.00	to \$11,280.00	\$10,440.00
Artwork, Accessories, & Mirrors (allowance, installed)	\$1,000.00	to \$5,950.00	\$3,475.00
Articulated Drywall Ceiling (new)	\$4,800.00	to \$13,920.00	\$7,006.50
Decorative Lighting	\$10,000.00	to \$18,100.00	\$14,050.00
Electrical	\$11,400.00	to \$17,700.00	\$14,550.00
HVAC	\$5,400.00	to \$11,700.00	\$8,550.00
Life Safety	\$7,200.00	to \$13,500.00	\$10,350.00
Architectural Lighting	\$12,000.00	to \$22,500.00	\$17,250.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$2,181.24	to \$5,913.00	\$3,502.91
Portable Bars	\$20,000.00	to \$32,600.00	\$26,250.00
Prefunction Full Renovation Additional Cost Subtotal	\$83,581.24	to \$153,163.00	\$115,424.41
Prefunction Full Renovation Additional Cost Per SF	\$69.65	to \$127.64	\$96.19

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

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 & Carpet	\$6,750.00	to \$9,900.00	\$8,325.00
Paint Articulated Drywall Ceiling	\$3,600.00	to \$7,650.00	\$5,073.75
Carpet & Pad	\$19,043.75	to \$38,885.00	\$31,563.13
Paint Doors & Trim	\$1,100.00	to \$3,700.00	\$2,100.63
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$1,260.00	to \$2,142.00	\$1,701.00
Protect / Remove / Reinstall All Light Fixtures	\$3,000.00	to \$6,500.00	\$4,750.00
Vinyl Wall covering (LY 54")	\$9,018.24	to \$22,022.00	\$15,131.78
Operable Wall Covering	\$1,610.40	to \$3,932.50	\$2,702.10

Ballroom Softgoods Renovation Subtotal	\$45,382.39	to	\$94,731.50	\$71,347.39
Ballroom Softgoods Renovation Cost Per SF	\$10.08	to	\$21.05	\$15.85

Ballroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$36,000.00	to \$42,300.00	\$39,150.00
Artwork, Accessories, & Mirrors (allowance, installed)	\$0.00	to \$12,600.00	\$9,056.25
Banquet Chairs	\$51,000.00	to \$84,000.00	\$67,500.00
Articulated Drywall Ceiling (new)	\$18,675.00	to \$181,125.00	\$48,375.00
Decorative Lighting	\$77,500.00	to \$141,950.00	\$109,725.00
Electrical	\$42,750.00	to \$66,375.00	\$54,562.50
HVAC	\$20,250.00	to \$43,875.00	\$32,062.50
Life Safety	\$27,000.00	to \$50,625.00	\$38,812.50
Architectural Lighting	\$45,000.00	to \$84,375.00	\$64,687.50
Millwork Running Trim (stained hardwood crown, chair, & base)	\$4,183.20	to \$11,340.00	\$6,717.90
Operable Walls (new, manual)	\$45,000.00	to \$99,000.00	\$63,995.63
Portable Bars	\$5,000.00	to \$8,150.00	\$6,479.17
Tables (14" x 72", incl. Meeting Rooms)	\$14,400.00	to \$27,600.00	\$21,000.00
Tables (72" rounds, incl. Meeting Rooms)	\$10,000.00	to \$15,500.00	\$12,750.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSIA. Projection screens by others	\$25,000.00	to \$90,000.00	\$48,750.00

Ballroom Full Renovation Additional Cost Subtotal	\$421,758.20	to	\$958,815.00	\$623,623.94
Ballroom Full Renovation Additional Cost Per SF	\$93.72	to	\$213.07	\$138.58

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 & Carpet	\$12,600.00	to \$18,480.00	\$15,540.00
Carpet & Pad	\$33,495.00	to \$70,532.00	\$56,864.50
Paint Articulated Drywall Ceiling	\$6,720.00	to \$14,280.00	\$9,471.00
Paint Doors & Trim	\$1,155.00	to \$3,885.00	\$2,205.66
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$4,410.00	to \$7,497.00	\$5,953.50
Protect / Remove / Reinstall All Light Fixtures	\$1,050.00	to \$2,887.50	\$1,968.75
Vinyl Wall covering (LY 54")	\$21,042.56	to \$51,384.67	\$35,307.49
Window Treatments (with hardware and installation)	\$14,343.75	to \$24,862.50	\$19,603.13
Operable Wall Covering	\$9,018.24	to \$22,022.00	\$15,131.78

Meeting Rooms Softgoods Renovation Subtotal	\$103,834.55	to	\$215,830.67	\$162,045.81
Meeting Rooms Softgoods Renovation Cost Per SF	\$12.36	to	\$25.69	\$19.29

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$67,200.00	to \$78,960.00	\$73,080.00
Banquet Chairs	\$102,000.00	to \$168,000.00	\$135,000.00
Artwork, Accessories, & Mirrors (installed)	\$5,348.00	to \$11,480.00	\$8,341.81
Articulated Drywall Ceiling (new)	\$33,600.00	to \$97,440.00	\$49,045.50
Decorative Lighting	\$37,100.00	to \$56,175.00	\$46,637.50
Electrical	\$70,560.00	to \$97,020.00	\$80,482.50
HVAC	\$33,600.00	to \$79,380.00	\$62,947.50
Life Safety	\$44,100.00	to \$105,840.00	\$91,507.50
Architectural Lighting	\$88,200.00	to \$132,300.00	\$102,532.50
Millwork Running Trim (stained hardwood crown, chair, & base)	\$14,641.20	to \$39,690.00	\$23,512.65
Millwork Serving Stations	\$47,775.00	to \$69,825.00	\$59,489.06
Operable Walls (new, manual)	\$126,000.00	to \$277,200.00	\$179,187.75
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSIA. Projection screens built in to ceiling.	\$17,500.00	to \$34,650.00	\$26,075.00
Meeting Rooms Full Renovation Additional Cost Subtotal	\$687,624.20	to \$1,247,960.00	\$937,839.28
Meeting Rooms Full Renovation Additional Cost Per SF	\$81.86	to \$148.57	\$111.65

Board Room Softgoods Renovation

Assume two 2-bay Board Rooms, each approximately 26' x 28' or 1,456 SF, ceiling 12' AFF coffered

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$2,184.00	to \$3,203.20	\$2,693.60
Carpet & Pad	\$6,161.71	to \$12,581.46	\$10,212.42
Paint Articulated Drywall Ceiling	\$509.60	to \$1,048.32	\$795.34
Paint Doors & Trim	\$220.00	to \$740.00	\$420.13
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$972.00	to \$1,652.40	\$1,312.20
Protect / Remove / Reinstall All Light Fixtures	\$150.00	to \$412.50	\$281.25
Vinyl Wall covering (LY 54")	\$4,637.95	to \$11,325.60	\$7,782.06
Window Treatments (with hardware and installation)	\$1,687.50	to \$2,925.00	\$2,306.25
Executive Chairs	\$26,000.00	to \$48,000.00	\$37,000.00
Board Room Softgoods Renovation Subtotal	\$42,522.76	to \$81,888.48	\$62,803.25
Board Room Softgoods Renovation Cost Per SF	\$29.21	to \$56.24	\$43.13

Board Room - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$11,648.00	to \$13,686.40	\$12,667.20
Artwork, Accessories, & Mirrors (installed)	\$3,028.00	to \$6,430.00	\$4,708.38
Articulated Drywall Ceiling (new)	\$5,824.00	to \$16,889.60	\$8,501.22
Decorative Lighting	\$9,000.00	to \$18,850.00	\$13,925.00
Electrical	\$14,676.48	to \$20,180.16	\$16,740.36
HVAC	\$5,824.00	to \$13,759.20	\$10,910.90
Life Safety	\$7,644.00	to \$18,345.60	\$15,861.30
Architectural Lighting	\$20,638.80	to \$30,958.20	\$23,992.61
Millwork Running Trim (stained hardwood crown, chair, & base)	\$3,227.04	to \$8,748.00	\$5,182.38
Millwork Serving Stations	\$16,380.00	to \$23,940.00	\$20,396.25
Board Room Conference Table	\$35,000.00	to \$49,300.00	\$42,150.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, HSIA, CAT 5e to conf. table floor outlet, 120V power. Projection screens built into ceiling. Video conference capable.	\$20,000.00	to \$34,000.00	\$27,000.00
Board Room Full Renovation Additional Cost Subtotal	\$152,890.32	to \$255,087.16	\$202,035.59
Board Room Full Renovation Additional Cost Per SF	\$105.01	to \$175.20	\$138.76

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

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 & floor finish	\$2,184.00	to \$3,203.20	\$2,693.60
Artwork (installed)	\$314.00	to \$915.00	\$604.19
Clock	\$89.00	to \$465.00	\$190.44
Hamper	\$250.00	to \$415.00	\$332.50
Towel Caddy	\$475.00	to \$750.00	\$612.50
Sport Flooring	\$17,967.04	to \$36,400.00	\$24,777.48
Mirrors	\$4,500.00	to \$9,750.00	\$7,125.00
Paint Drywall Ceiling	\$1,164.80	to \$2,475.20	\$1,641.64
Paint Doors & Trim	\$330.00	to \$1,110.00	\$630.19
Remove & Reinstall Exercise Equipment	\$3,000.00	to \$6,150.00	\$4,575.00
Vinyl Wall covering (LY 54")	\$2,676.36	to \$6,652.80	\$4,665.08
Window Treatments (with hardware and installation)	\$1,600.00	to \$2,260.00	\$1,930.00
Exercise Facility Softgoods Renovation Subtotal	\$34,550.20	to \$70,546.20	\$49,777.61
Exercise Facility Softgoods Renovation Cost Per SF	\$23.73	to \$48.45	\$34.19

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$11,648.00	to \$13,686.40	\$12,667.20
Articulated Drywall Ceiling (new)	\$5,824.00	to \$16,889.60	\$8,501.22
Exercise Equipment (installed)	\$80,000.00	to \$146,000.00	\$113,000.00
Electrical	\$12,230.40	to \$16,816.80	\$13,950.30
HVAC	\$5,824.00	to \$13,759.20	\$10,910.90
Life Safety	\$7,644.00	to \$18,345.60	\$15,861.30
Architectural Lighting	\$15,288.00	to \$22,932.00	\$17,772.30
Millwork Lockers	\$11,400.00	to \$14,760.00	\$13,080.00
TVs & Mounts (42", incl. programming, allowance)	\$2,300.00	to \$3,134.62	\$2,703.85
Water Fountain	\$1,800.00	to \$3,375.00	\$2,587.50
Sound System	\$2,362.50	to \$7,087.50	\$4,577.34
Exercise Facility Full Renovation Additional Cost Subtotal	\$156,320.90	to \$276,786.72	\$215,611.91
Exercise Facility Full Renovation Additional Cost Per SF	\$107.36	to \$190.10	\$148.09

Spa Softgoods Renovation

Assume a three-bay facility of approximately 1,014 SF, Ceiling 12' AFF, 6 treatment rooms 12 x 12, 150 SF reception area, steam and sauna separate

	RANGE		AVERAGE
Demolition of Vinyl & Flooring	\$1,521.00	to \$2,230.80	\$1,875.90
Artwork (installed)	\$2,548.00	to \$3,675.00	\$3,039.31
Hamper	\$1,500.00	to \$2,490.00	\$1,995.00
Towel Caddy	\$2,850.00	to \$4,500.00	\$3,675.00
Stone Tile Flooring	\$3,450.00	to \$5,175.00	\$3,954.39
Wood/Bamboo flooring	\$17,280.00	to \$25,488.00	\$20,115.00
Mirrors	\$1,884.00	to \$2,850.00	\$2,305.13
Paint Drywall Ceiling	\$811.20	to \$1,723.80	\$1,143.29
Paint Doors & Trim	\$385.00	to \$1,295.00	\$735.22
Vinyl Wall covering (LY 54")	\$4,473.79	to \$8,073.84	\$6,143.22
Window Treatments (with hardware and installation)	\$843.75	to \$1,462.50	\$1,153.13
Reception Area Upholstered seating	\$2,000.00	to \$5,000.00	\$2,560.93
Spa Softgoods Renovation Subtotal	\$39,546.74	to \$63,963.94	\$48,695.51
Spa Softgoods Renovation Cost Per SF	\$39.00	to \$63.08	\$48.02

Spa - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$8,112.00	to \$9,531.60	\$8,821.80
Articulated Drywall Ceiling (new)	\$4,208.10	to \$40,813.50	\$10,900.50
Massage Tables	\$3,600.00	to \$18,900.00	\$11,591.24
Millwork (treatment room area)	\$18,900.00	to \$72,000.00	\$37,061.25
Millwork (Reception Area)	\$4,500.00	to \$30,000.00	\$14,071.25
Electrical	\$8,517.60	to \$11,711.70	\$9,715.39
HVAC	\$4,056.00	to \$9,582.30	\$7,598.66
Life Safety	\$5,323.50	to \$12,776.40	\$11,046.26
Architectural Lighting	\$10,647.00	to \$15,970.50	\$12,377.14
Millwork Lockers	\$2,850.00	to \$3,690.00	\$3,270.00
Decorative Water Feature	\$25,000.00	to \$49,500.00	\$37,250.00
Sound System	\$7,087.50	to \$21,262.50	\$13,732.03
Sauna	\$10,000.00	to \$37,000.00	\$23,375.00
Steam Room	\$20,000.00	to \$37,000.00	\$27,575.00
Spa Full Renovation Additional Cost Subtotal	\$132,801.70	to \$369,738.50	\$228,385.52
Spa Full Renovation Additional Cost Per SF	\$130.97	to \$364.63	\$225.23

Outdoor Pool

Assume a 1500 SF (30' x 50') pool and a 15' wide deck, approx. 3,300 SF surface

	RANGE		AVERAGE
ADA Lift	\$15,000.00	to \$29,000.00	\$22,000.00
Pool Furniture	\$30,000.00	to \$45,400.00	\$37,700.00
Pool Equipment	\$15,000.00	to \$29,000.00	\$22,000.00
Resurface Pool Bottom	\$6,000.00	to \$21,750.00	\$13,875.00
Resurface Pool Deck (Kool Deck or tile)	\$9,900.00	to \$29,700.00	\$19,800.00
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Outdoor Pool Renovation Subtotal	\$80,900.00	to \$165,100.00	\$123,000.00
Outdoor Pool Renovation Cost Per SF	\$16.85	to \$34.40	\$25.63

Indoor Pool

Assume a 1500 SF (30' x 50') pool and a 12' wide deck, approx. 2,496 SF surface

	RANGE		AVERAGE
ADA Lift	\$7,500.00	to \$14,500.00	\$11,000.00
Architectural Lighting	\$47,817.00	to \$71,725.50	\$55,587.26
Drywall Ceiling (new, from scaffolding)	\$15,180.00	to \$35,217.60	\$22,584.05
Paint Doors & Trim	\$220.00	to \$740.00	\$420.13
Pool Deck Tile	\$23,040.00	to \$38,400.00	\$28,992.00
Pool Equipment	\$15,000.00	to \$29,000.00	\$22,000.00
Pool Furniture	\$30,000.00	to \$45,400.00	\$37,700.00
Pool Pak HVAC	\$91,080.00	to \$122,958.00	\$107,019.00
Replace Doors (storefront)	\$1,500.00	to \$2,550.00	\$2,025.00
Resurface Pool Bottom	\$6,000.00	to \$21,750.00	\$13,875.00
Wall Tile	\$24,192.00	to \$37,632.00	\$29,400.00
Decorative Water Feature (allowance)	\$25,000.00	to \$49,500.00	\$37,250.00
Signage (life safety, pool rules)	\$5,000.00	to \$10,250.00	\$7,625.00
Indoor Pool Renovation Subtotal	\$291,529.00	to \$479,623.10	\$375,477.43
Indoor Pool Renovation Cost Per SF	\$72.96	to \$120.03	\$93.96

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

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete @ Arrivals	\$48,750.00	to \$82,875.00	\$65,812.50
Outdoor Furniture	\$14,000.00	to \$22,250.00	\$18,125.00
Fire Pit	\$15,000.00	to \$27,250.00	\$21,125.00
Outdoor Lighting	\$10,000.00	to \$45,000.00	\$27,500.00
Patio Landscaping	\$11,500.00	to \$25,500.00	\$18,500.00
Water Feature	\$65,000.00	to \$80,500.00	\$73,312.50
Outdoor Audio System	\$6,300.00	to \$12,600.00	\$9,843.75
Outdoor Amenities Subtotal	\$170,550.00	to \$295,975.00	\$234,218.75

Outdoor Parking

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

Indoor, Underground Parking

Assume 347 parking spaces, 9' x 18'

	RANGE		AVERAGE
Concrete Sealer & Traffic-bearing Membrane	\$281,070.00	to \$404,038.13	\$342,554.06
Lighting Upgrades	\$5,000.00	to \$10,250.00	\$7,625.00
Paint Floors, Columns, etc.	\$10,000.00	to \$20,500.00	\$15,250.00
Stripe Spaces	\$2,088.00	to \$13,920.00	\$5,046.00
Indoor, Underground Parking Subtotal	\$298,158.00	to \$448,708.13	\$370,475.06
Indoor, Underground Parking Cost Per Space	\$859.24	to \$1,293.11	\$1,067.65

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$60,000.00	to \$95,000.00	\$77,500.00
Landscaping Subtotal	\$60,000.00	to \$95,000.00	\$77,500.00

Common Additives

	RANGE		AVERAGE
New RFID Key System	\$700.00	to \$1,050.00	\$875.00
Tub to Stall Shower Conversion	\$3,000.00	to \$6,150.00	\$4,575.00
Elevator Cab Finishes	\$17,500.00	to \$29,400.00	\$23,450.00
Elevator Modernization			
Traction, per Cab	\$126,000.00	to \$167,650.00	\$146,825.00
Escalator Modernization	\$300,000.00	to \$510,000.00	\$405,000.00
Electronic Signage Boards			
Basic System - one Lobby Screen 42" diag.	\$15,000.00	to \$24,800.00	\$19,900.00
Additional Lobby / Prefunction screens	\$5,000.00	to \$8,266.67	\$6,633.33
Additional Meeting Room door screen (18" diag)	\$7,500.00	to \$9,950.00	\$8,725.00
Four Pipe Vertical Fan Coil Unit Direct Replacement with drywall repair	\$4,000.00	to \$5,050.00	\$4,525.00
Laundry Equipment (Direct equipment replacement with access)			
75# Washer	\$20,000.00	to \$30,500.00	\$25,250.00
125# Dryer	\$30,000.00	to \$40,500.00	\$35,250.00
Ironer / Folder	\$100,000.00	to \$114,000.00	\$107,000.00
Porte Cochere - Re-image: Demolish and Replace	\$35,000.00	to \$87,500.00	\$61,250.00
Guestroom ADA Modifications			
Bathtub room	\$23,150.00	to \$33,550.00	\$26,762.50
Roll-in Shower room	\$25,650.00	to \$40,650.00	\$31,512.50
Exterior Signage - Monument	\$15,000.00	to \$22,000.00	\$18,500.00
Exterior Signage - New Exterior Brand sign in existing location	\$40,000.00	to \$50,500.00	\$45,250.00
Power operated bi-parting Entrance doors (inner and outer at a vestibule)	\$20,000.00	to \$35,000.00	\$26,745.00
Fireplace, natural gas with stone hearth and surrounding wall, public area	\$16,500.00	to \$40,000.00	\$25,100.00

HOTEL COST ESTIMATING GUIDE 2012



LUXURY

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 typical guestroom area of approximately 17' wide x 24' long, plus 10' x 10' (5-fixture) bathroom and 7' x 10' entry / closet area = 578 SF, ceilings 9'-0" AFF, painted drywall coffered

	RANGE			AVERAGE
Demolition	\$300.00	to	\$665.00	\$462.88
Artwork & Accessories (installed)	\$912.96	to	\$1,520.00	\$1,137.08
Decorative Framed Mirror	\$370.00	to	\$1,337.50	\$558.73
Full height Framed Dressing Mirror	\$420.00	to	\$837.50	\$562.38
Bed Scarf	\$172.50	to	\$360.00	\$277.51
Decorative Pillow	\$90.00	to	\$195.00	\$133.13
Carpet and Pad	\$1,042.67	to	\$1,314.67	\$1,166.39
Desk Lamp	\$150.00	to	\$260.00	\$205.00
Floor Lamp	\$157.50	to	\$267.50	\$212.50
End Table Lamp	\$280.00	to	\$500.00	\$390.00
Nightstand or Bracket Lamp (2)	\$188.71	to	\$487.50	\$271.50
Welcome Light (in existing location)	\$480.00	to	\$880.00	\$676.25
Desk Chair (incl Fabric)	\$250.00	to	\$700.00	\$412.42
Lounge Chair (incl Fabric)	\$1,300.00	to	\$1,850.00	\$1,575.00
Dining Chair (incl Fabric)	\$400.00	to	\$620.00	\$510.00
Ottoman (incl Fabric)	\$260.98	to	\$650.00	\$416.23
Sleeper Sofa (incl. Fabric)	\$900.00	to	\$1,680.76	\$1,284.53
Paint Textured or Drywall Ceiling	\$326.40	to	\$693.60	\$460.02
Paint Trim (base & crown)	\$392.40	to	\$872.00	\$697.06
Paint Entry Doors, Closet Doors, Frames and Grilles	\$400.00	to	\$800.00	\$567.00
Vinyl Wall covering (LY 54")	\$1,032.59	to	\$3,185.53	\$2,213.01
Window Treatments (Sheer, Blackout, Hardware, installed)	\$1,700.00	to	\$3,000.00	\$2,062.50

Guestroom Softgoods Renovation Cost Per Key **\$11,526.70** to **\$22,676.55** **\$16,251.09**

Guestroom - Add for a Full Renovation

	RANGE			AVERAGE
Additional Demolition	\$300.00	to	\$665.00	\$462.88
Casegoods Installation	\$500.00	to	\$850.00	\$593.75
Bedsets (Box Spring, Mattress and Frame)	\$949.58	to	\$2,400.00	\$1,566.77
Headboard	\$750.00	to	\$1,797.22	\$1,286.32
Nightstands (2)	\$711.75	to	\$1,050.00	\$941.09
Dresser	\$700.00	to	\$1,200.00	\$917.50
TV Chest of Drawers	\$650.00	to	\$1,150.00	\$867.50
Desk	\$475.00	to	\$775.00	\$567.29
Side Table	\$750.00	to	\$1,850.00	\$1,300.00
Coffee Table	\$500.00	to	\$1,050.00	\$775.00
Credenza	\$415.19	to	\$1,698.00	\$988.19
Closet Shelf Unit	\$600.00	to	\$800.00	\$701.25
Luggage Rack	\$350.00	to	\$500.00	\$425.00
Refrigerator Cabinet (case piece only)	\$650.00	to	\$1,200.00	\$925.00
Mini Refrigerator	\$500.00	to	\$1,050.00	\$775.00
Welcome Center / Coffee Niche	\$950.00	to	\$1,100.00	\$1,031.25
Plant - Live / Potted	\$200.00	to	\$420.00	\$310.00
Crown Molding	\$654.00	to	\$1,308.00	\$901.98
Drapery Valance - Painted wood	\$510.00	to	\$680.00	\$590.10
Wall Base	\$1,090.00	to	\$2,180.00	\$1,698.36
Entry Area Stone Tile	\$1,750.00	to	\$2,100.00	\$1,931.56
TV & Mount (37" HD LCD, incl. programming, allowance)	\$1,710.00	to	\$2,230.00	\$1,991.25
Connection Device (jack pack)	\$690.00	to	\$1,350.00	\$1,008.75

Guestroom Full Renovation Additional Cost Per Key **\$16,355.52** to **\$29,403.22** **\$22,555.78**

Guest Bathroom Softgoods Renovation

	RANGE		AVERAGE
Artwork (installed)	\$620.00	to \$1,190.00	\$904.75
Lighted Mirror	\$1,300.00	to \$2,900.00	\$1,970.87
Makeup Mirror	\$315.00	to \$525.00	\$422.29
Night Light	\$265.00	to \$575.00	\$418.13
Towel Caddy	\$425.00	to \$695.00	\$555.63
Paint Ceiling	\$40.00	to \$85.00	\$56.38
Vinyl Wall covering (LY 54")	\$442.75	to \$1,034.00	\$686.95
Paint Door & Trim	\$100.00	to \$200.00	\$141.75
RegROUT Floor Tile	\$112.00	to \$300.00	\$225.90
RegROUT Wall Tile	\$98.00	to \$262.50	\$212.98

Guest Bathroom Softgoods Renovation Cost Per Key \$3,717.75 to \$7,766.50 \$5,595.61

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$472.50	to \$577.50	\$515.16
Architectural Lighting	\$244.00	to \$500.00	\$368.40
Replace Bathroom Door & Hardware	\$720.00	to \$1,000.00	\$830.63
Electrical Upgrades (GFI)	\$100.00	to \$156.00	\$135.75
Glass Shower Enclosure (2 panels, 1 door)	\$1,500.00	to \$3,500.00	\$2,455.00
Shower Valve & Head, Tub Diverter, Tub Drain	\$1,200.00	to \$1,400.00	\$1,303.75
Tub Surround	\$2,400.00	to \$2,800.00	\$2,580.00
Shower Pan	\$705.00	to \$3,730.00	\$1,155.54
Lavatory	\$600.00	to \$800.00	\$653.75
Faucet (and connections)	\$1,200.00	to \$2,000.00	\$1,562.50
Vanity Top	\$1,360.00	to \$1,760.00	\$1,560.00
Vanity Base	\$1,330.00	to \$1,729.00	\$1,479.63
Toilet Accessories	\$387.15	to \$636.65	\$491.90
Tile Flooring	\$2,000.00	to \$3,200.00	\$2,600.00
TV & Mount (17" HD LCD, incl. programming, allowance)	\$275.63	to \$651.00	\$511.00
Toilet	\$600.00	to \$800.00	\$690.63
Bidet	\$400.00	to \$1,000.00	\$631.25

Guest Bathroom Full Renovation Additional Cost Per Key \$15,494.28 to \$26,240.15 \$19,524.87

Corridors

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

	RANGE		AVERAGE
Demolition	\$81.35	to \$109.40	\$92.57
Artwork (installed)	\$38.82	to \$217.57	\$135.01
Carpet and Pad	\$383.07	to \$541.45	\$462.26
Millwork Base	\$159.53	to \$298.86	\$205.20
Ceiling Mounted Lighting	\$138.65	to \$252.97	\$195.81
Sconces	\$235.00	to \$400.00	\$293.33
Elevator Lobby Furniture (allowance)	\$1,000.00	to \$5,000.00	\$1,925.00
Vending Area Floor Tile	\$67.57	to \$108.11	\$87.84
Ice Machine	\$70.95	to \$134.46	\$103.13
Millwork (allowance for elevator lobby)	\$24.32	to \$33.78	\$29.05
Paint Ceiling	\$53.04	to \$112.71	\$74.75
Signage (room numbers)	\$125.00	to \$180.00	\$152.50
Vinyl Wall covering (LY 54")	\$208.39	to \$547.19	\$368.00
Window Treatments (with hardware and installation)	\$27.03	to \$64.19	\$45.61

Corridors Renovation Cost Per Key \$2,612.70 to \$8,000.68 \$4,170.05

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 Softgoods Renovation

The reception area costs and quantities are based on a 4,000 SF area, ceiling 12' AFF coffered

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$4,000.00	to \$6,800.00	\$5,400.00
Artwork and Artifacts (installed)	\$20,000.00	to \$36,500.00	\$28,250.00
Area Rugs	\$22,500.00	to \$94,500.00	\$66,916.67
Millwork (refinish)	\$4,000.00	to \$5,300.00	\$4,612.50
Millwork Screen Walls (refinish)	\$9,000.00	to \$12,900.00	\$10,837.50
Paint Drywall Ceiling	\$3,200.00	to \$6,800.00	\$4,510.00
Paint Doors & Trim	\$825.00	to \$2,775.00	\$1,575.47
Vinyl Wall covering (LY 54", 40% openings)	\$2,264.94	to \$4,650.07	\$3,388.58
Window Treatments (with hardware and installation)	\$18,000.00	to \$42,750.00	\$30,375.00
Seating Groups	\$10,439.03	to \$40,000.00	\$21,087.46
Admin/BOH Office Finishes (Carpet, Paint only)	\$2,500.00	to \$5,675.00	\$4,179.79
Employee Dining Finishes (VCT, Paint only)	\$1,500.00	to \$3,075.00	\$2,287.50
Employee Restroom Finishes (VCT, Paint only)	\$2,500.00	to \$4,600.00	\$3,550.00
Lobby Softgoods Renovation Subtotal	\$100,728.97	to \$266,325.07	\$186,970.47
Lobby Softgoods Renovation Cost Per SF	\$25.18	to \$66.58	\$46.74

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$40,000.00	to \$45,600.00	\$42,800.00
Decorative Lighting	\$21,500.00	to \$39,400.00	\$30,450.00
Electrical	\$50,000.00	to \$78,000.00	\$64,000.00
Hard Surface Flooring	\$100,000.00	to \$160,000.00	\$130,000.00
HVAC	\$40,000.00	to \$61,000.00	\$50,500.00
Life Safety	\$50,000.00	to \$71,000.00	\$60,500.00
Architectural Lighting	\$60,000.00	to \$102,000.00	\$81,000.00
Front Desk (new, in existing location)	\$100,000.00	to \$145,500.00	\$122,750.00
Front Desk Equipment	\$12,500.00	to \$15,650.00	\$14,075.00
Concierge Desk	\$20,000.00	to \$30,500.00	\$25,250.00
Bell Stand	\$14,625.00	to \$24,862.50	\$19,743.75
Millwork Running Trim (stained hardwood crown & base)	\$4,800.00	to \$9,600.00	\$7,125.00
Millwork Screen Walls (new)	\$45,000.00	to \$76,500.00	\$60,750.00
Articulated Drywall Ceiling (new)	\$16,000.00	to \$46,400.00	\$23,355.00
Sound System	\$10,500.00	to \$24,150.00	\$18,801.56
Casegoods	\$18,000.00	to \$22,400.00	\$20,200.00
Drywall Partitions	\$5,508.00	to \$12,240.00	\$7,818.30
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$40,000.00	to \$77,948.68	\$57,179.44
Business Center (Millwork/Finishes/Seating)	\$22,500.00	to \$39,205.76	\$30,179.79
Lobby Full Renovation Additional Cost Subtotal	\$670,933.00	to \$1,081,956.94	\$866,477.84
Lobby Full Renovation Additional Cost Per SF	\$167.73	to \$270.49	\$216.62

Public Restrooms Softgoods Renovation

The public restrooms costs and quantities are based on 1,920 SF restrooms, ceiling 12' AFF coffered, four restrooms, each with 5 lavs and 7 fixtures, upgraded

	RANGE		AVERAGE
Demolition of Vinyl	\$1,008.00	to \$2,016.00	\$1,436.40
Artwork and Artifacts (installed)	\$1,060.00	to \$2,320.00	\$1,657.75
Framed Mirrors	\$7,300.00	to \$12,500.00	\$9,738.75
Paint Drywall Ceiling	\$2,304.00	to \$4,896.00	\$3,247.20
Paint Doors & Trim	\$440.00	to \$1,480.00	\$840.25
Vinyl Wall covering (LY 54")	\$2,947.42	to \$11,531.52	\$6,975.34
Decorative Vanity Lighting	\$15,000.00	to \$33,800.00	\$22,459.50
Public Restrooms Softgoods Renovation Subtotal	\$30,059.42	to \$68,543.52	\$46,355.19
Public Restrooms Softgoods Renovation Cost Per SF	\$15.66	to \$35.70	\$24.14

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$10,560.00	to \$17,280.00	\$13,920.00
Toilet Partitions	\$42,000.00	to \$81,200.00	\$61,600.00
Toilet Accessories	\$7,425.00	to \$12,210.00	\$9,433.88
Replace Doors	\$8,000.00	to \$17,800.00	\$12,900.00
Toilets / Urinals	\$28,000.00	to \$42,000.00	\$32,960.73
Architectural Lighting	\$16,128.00	to \$30,240.00	\$20,160.00
Tile Flooring	\$48,000.00	to \$76,800.00	\$62,400.00
Tile Walls	\$20,160.00	to \$30,960.00	\$25,560.00
Vanity Top, Faucets, Sinks (per position)	\$18,906.25	to \$24,921.88	\$21,914.06
Millwork Vanity Base (per position)	\$20,000.00	to \$34,000.00	\$27,000.00
Public Restrooms Full Renovation Additional Cost Subtotal	\$219,179.25	to \$367,411.88	\$287,848.66
Public Restrooms Full Renovation Additional Cost Per SF	\$114.16	to \$191.36	\$149.92

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 & Carpet	\$6,400.00	to \$8,640.00	\$7,520.00
Artwork (installed)	\$7,536.00	to \$15,360.00	\$11,200.50
Carpet & Pad (80% of floor area)	\$14,705.78	to \$21,432.89	\$18,069.33
Millwork Buffet, Host Station (refinish)	\$6,000.00	to \$10,200.00	\$8,100.00
Millwork Screen Walls (refinish)	\$4,500.00	to \$9,050.00	\$6,775.00
Millwork Running Trim (refinish - hardwood crown, chair, & base)	\$1,188.00	to \$2,019.60	\$1,603.80
Reupholster Banquettes	\$18,000.00	to \$22,400.00	\$20,200.00
Paint Drywall Ceiling	\$2,560.00	to \$5,440.00	\$3,608.00
Paint Doors & Trim	\$660.00	to \$2,220.00	\$1,260.38
Vinyl Wall covering (LY 54", 40% openings)	\$3,517.32	to \$7,221.28	\$5,262.26
Window Treatments (with hardware and installation)	\$45,000.00	to \$106,875.00	\$75,937.50
Dining Chairs with Arms	\$35,000.00	to \$73,500.00	\$54,250.00
Restaurant Softgoods Renovation Subtotal	\$145,067.10	to \$284,358.77	\$213,786.77
Restaurant Softgoods Renovation Cost Per SF	\$45.33	to \$88.86	\$66.81
Restaurant Softgoods Renovation Cost Per Seat	\$1,208.89	to \$2,369.66	\$1,781.56

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$12,800.00	to \$18,400.00	\$15,600.00
Banquettes	\$40,000.00	to \$78,000.00	\$51,250.00
Buffet Equipment	\$25,000.00	to \$60,000.00	\$42,500.00
Decorative Lighting	\$20,000.00	to \$37,750.00	\$28,875.00
Architectural Lighting	\$40,000.00	to \$62,400.00	\$51,200.00
Electrical	\$26,880.00	to \$40,320.00	\$31,500.00
Hard Surface Flooring (20% of floor area)	\$16,000.00	to \$25,600.00	\$20,800.00
HVAC	\$19,200.00	to \$50,400.00	\$27,600.00
Life Safety	\$16,800.00	to \$40,320.00	\$34,860.00
Millwork Buffet, Host Station (new, in existing location)	\$57,706.43	to \$88,026.75	\$71,399.48
Millwork Screen Walls (new)	\$35,000.00	to \$43,750.00	\$39,375.00
Millwork Running Trim (hardwood crown, chair, & base)	\$5,940.00	to \$12,711.60	\$9,269.37
Articulated Drywall Ceiling (new)	\$12,800.00	to \$37,120.00	\$18,684.00
Sound System	\$5,433.75	to \$16,301.25	\$10,527.89
Tables	\$12,000.00	to \$20,800.00	\$16,400.00
Drywall Partitions	\$4,633.20	to \$19,008.00	\$11,532.51
Restaurant Full Renovation Additional Cost Subtotal	\$350,193.38	to \$650,907.60	\$481,373.25
Restaurant Full Renovation Additional Cost Per SF	\$109.44	to \$203.41	\$150.43
Restaurant Full Renovation Additional Cost Per Seat	\$2,918.28	to \$5,424.23	\$4,011.44

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

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 & Carpet	\$2,400.00	to \$3,240.00	\$2,820.00
Artwork, Accessories, & Mirrors (installed)	\$9,420.00	to \$19,200.00	\$14,000.63
Bar / Back Bar (refinish)	\$2,500.00	to \$4,250.00	\$3,375.00
Carpet and Pad (60%)	\$4,136.00	to \$6,028.00	\$5,082.00
Millwork Running Trim (refinish)	\$630.00	to \$1,071.00	\$850.50
Paint Drywall Ceiling	\$960.00	to \$2,040.00	\$1,353.00
Paint Doors & Trim	\$110.00	to \$370.00	\$210.06
Vinyl Wall covering (LY 54")	\$3,108.75	to \$6,382.44	\$4,650.99
Reupholster Banquettes	\$11,250.00	to \$14,000.00	\$12,625.00
Dining Chairs with Arms	\$11,200.00	to \$23,520.00	\$17,360.00
Bar Stools	\$4,000.00	to \$5,760.00	\$4,880.00
Bar / Lounge Softgoods Renovation Subtotal	\$49,714.75	to \$85,861.44	\$67,207.18
Bar / Lounge Softgoods Renovation Cost Per SF	\$41.43	to \$71.55	\$56.01
Bar / Lounge Softgoods Renovation Cost Per Seat	\$956.05	to \$1,651.18	\$1,292.45

Bar / Lounge - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,800.00	to \$6,900.00	\$5,850.00
Bar / Back Bar (new in existing location)	\$30,055.43	to \$45,847.27	\$37,187.23
Bar Equipment	\$25,000.00	to \$38,125.00	\$31,562.50
Articulated Drywall Ceiling (new)	\$4,800.00	to \$13,920.00	\$7,006.50
Banquettes	\$25,000.00	to \$48,750.00	\$32,031.25
Chef's Table	\$60,000.00	to \$116,923.03	\$85,769.16
Decorative Lighting	\$42,500.00	to \$80,500.00	\$61,500.00
Electrical	\$10,080.00	to \$15,120.00	\$11,812.50
Hard Surface Flooring (40%)	\$12,000.00	to \$19,200.00	\$15,600.00
HVAC	\$7,200.00	to \$18,900.00	\$10,350.00
Life Safety	\$6,300.00	to \$15,120.00	\$13,072.50
Architectural Lighting	\$15,000.00	to \$23,400.00	\$19,200.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$3,150.00	to \$6,741.00	\$4,915.58
Other Seating & Tables (allowance)	\$14,219.51	to \$31,200.00	\$20,643.73
Sound System	\$8,150.63	to \$24,451.88	\$15,791.84
TV's - 42" LCD HD	\$2,300.00	to \$3,134.62	\$2,703.85
Tables	\$2,400.00	to \$4,160.00	\$3,280.00
Drywall Partitions	\$4,095.00	to \$16,800.00	\$10,192.88
Bar / Lounge Full Renovation Additional Cost Subtotal	\$277,050.57	to \$529,192.78	\$388,469.50
Bar / Lounge Full Renovation Additional Cost Per SF	\$230.88	to \$440.99	\$323.72
Bar / Lounge Full Renovation Additional Cost Per Seat	\$5,327.90	to \$10,176.78	\$7,470.57

Kitchen

Assume a kitchen area of approximately 60' x 120' = 7,200 SF, including banquet prep and upgraded and increased equipment

	RANGE		AVERAGE
Selective Demolition	\$37,800.00	to \$60,480.00	\$49,140.00
Vinyl-coated Tile Ceiling (2' x 4' tiles & new grid)	\$28,800.00	to \$72,000.00	\$49,500.00
Fluorescent Lighting (2' x 4')	\$18,900.00	to \$37,800.00	\$27,405.00
Paint Door Frames & Trim	\$990.00	to \$3,330.00	\$1,890.56
Paint Walls	\$330.24	to \$701.76	\$465.43
Quarry Tile Flooring	\$90,000.00	to \$127,800.00	\$108,900.00
Replace Doors	\$10,800.00	to \$36,000.00	\$18,225.00
Kydex-paneled Walls	\$1,376.00	to \$3,302.40	\$2,339.20
Kitchen Renovation Subtotal	\$188,996.24	to \$341,414.16	\$257,865.19
Kitchen Renovation Cost Per SF	\$26.25	to \$47.42	\$35.81

Kitchen Equipment

	RANGE		AVERAGE
Equipment Allowance	\$119,790.00	to \$173,455.92	\$146,622.96
Kitchen Equipment Subtotal	\$119,790.00	to \$173,455.92	\$146,622.96
Kitchen Equipment Cost Per SF	\$16.64	to \$24.09	\$20.36

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 30' x 32', 960 SF, ceiling 12' AFF, double coffered

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$1,920.00	to \$2,592.00	\$2,256.00
Paint Articulated Drywall Ceiling	\$768.00	to \$1,632.00	\$1,082.40
Carpet & Pad	\$8,320.00	to \$11,792.00	\$9,737.07
Paint Doors & Trim (Service Doors and Exits)	\$330.00	to \$1,110.00	\$630.19
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$558.00	to \$948.60	\$753.30
Protect / Remove / Reinstall All Light Fixtures	\$1,500.00	to \$3,250.00	\$2,375.00
Vinyl Wall covering (LY 54")	\$3,000.19	to \$9,353.50	\$6,226.98
Window Treatments (with hardware and installation)	\$33,750.00	to \$80,156.25	\$56,953.13
Prefunction Softgoods Renovation Subtotal	\$50,146.19	to \$110,834.35	\$80,014.05
Prefunction Softgoods Renovation Cost Per SF	\$52.24	to \$115.45	\$83.35

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$9,600.00	to \$10,944.00	\$10,272.00
Artwork, Accessories, & Mirrors (allowance, installed)	\$5,000.00	to \$12,150.00	\$8,575.00
Articulated Drywall Ceiling (new)	\$3,840.00	to \$11,136.00	\$5,605.20
Decorative Lighting	\$22,500.00	to \$38,750.00	\$30,625.00
Electrical	\$12,000.00	to \$18,720.00	\$15,360.00
HVAC	\$9,600.00	to \$14,640.00	\$12,120.00
Life Safety	\$12,000.00	to \$17,040.00	\$14,520.00
Architectural Lighting	\$14,400.00	to \$24,480.00	\$19,440.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$2,790.00	to \$5,970.60	\$4,353.80
Portable Bars	\$40,000.00	to \$59,800.00	\$49,900.00
Prefunction Full Renovation Additional Cost Subtotal	\$131,730.00	to \$213,630.60	\$170,771.00
Prefunction Full Renovation Additional Cost Per SF	\$137.22	to \$222.53	\$177.89

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 & Carpet	\$9,600.00	to \$12,960.00	\$11,280.00
Paint Articulated Drywall Ceiling	\$3,840.00	to \$8,160.00	\$5,412.00
Carpet & Pad	\$22,440.00	to \$46,933.33	\$38,023.33
Paint Doors & Trim	\$1,100.00	to \$3,700.00	\$2,100.63
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$1,260.00	to \$2,142.00	\$1,701.00
Protect / Remove / Reinstall All Light Fixtures	\$3,000.00	to \$6,500.00	\$4,750.00
Vinyl Wall covering (LY 54")	\$10,635.24	to \$30,235.33	\$18,886.82
Operable Wall Covering	\$2,278.98	to \$6,479.00	\$4,047.18
Ballroom Softgoods Renovation Subtotal	\$54,154.22	to \$117,109.67	\$86,200.95
Ballroom Softgoods Renovation Cost Per SF	\$11.28	to \$24.40	\$17.96

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	\$48,000.00	to \$54,720.00	\$51,360.00
Artwork, Accessories, & Mirrors (allowance, installed)	\$0.00	to \$25,200.00	\$18,287.50
Banquet Chairs	\$71,250.00	to \$112,500.00	\$91,875.00
Articulated Drywall Ceiling (new)	\$19,920.00	to \$193,200.00	\$51,600.00
Decorative Lighting	\$172,500.00	to \$298,250.00	\$235,375.00
Electrical	\$60,000.00	to \$93,600.00	\$76,800.00
HVAC	\$48,000.00	to \$73,200.00	\$60,600.00
Life Safety	\$60,000.00	to \$85,200.00	\$72,600.00
Architectural Lighting	\$72,000.00	to \$122,400.00	\$97,200.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$6,300.00	to \$13,482.00	\$9,831.15
Operable Walls (new, manual)	\$54,000.00	to \$118,800.00	\$76,794.75
Portable Bars	\$10,000.00	to \$14,950.00	\$12,475.00
Tables (14" x 72", incl. Meeting Rooms)	\$18,000.00	to \$34,500.00	\$26,250.00
Tables (72" rounds, incl. Meeting Rooms)	\$12,000.00	to \$18,600.00	\$15,300.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSIA. Projection screens by others.	\$35,000.00	to \$110,000.00	\$60,000.00
Ballroom Full Renovation Additional Cost Subtotal	\$686,970.00	to \$1,368,602.00	\$956,348.40
Ballroom Full Renovation Additional Cost Per SF	\$143.12	to \$285.13	\$199.24

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 & Carpet	\$6,000.00	to \$8,100.00	\$7,050.00
Carpet & Pad	\$13,291.67	to \$28,600.00	\$23,031.25
Paint Articulated Drywall Ceiling	\$2,400.00	to \$5,100.00	\$3,382.50
Paint Doors & Trim	\$1,155.00	to \$3,885.00	\$2,205.66
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$2,430.00	to \$4,131.00	\$3,280.50
Protect / Remove / Reinstall All Light Fixtures	\$2,250.00	to \$6,975.00	\$4,612.50
Vinyl Wall covering (LY 54")	\$13,673.88	to \$38,874.00	\$24,283.05
Window Treatments (with hardware and installation)	\$28,125.00	to \$66,796.88	\$47,460.94
Operable Wall Covering	\$6,077.28	to \$17,277.33	\$10,792.47
Meeting Rooms Softgoods Renovation Subtotal	\$75,402.83	to \$179,739.21	\$126,098.86
Meeting Rooms Softgoods Renovation Cost Per SF	\$25.13	to \$59.91	\$42.03

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$30,000.00	to \$34,200.00	\$32,100.00
Banquet Chairs	\$40,714.29	to \$64,285.71	\$52,500.00
Artwork, Accessories, & Mirrors (installed)	\$4,584.00	to \$16,440.00	\$10,450.13
Articulated Drywall Ceiling (new)	\$12,000.00	to \$34,800.00	\$17,516.25
Decorative Lighting	\$43,500.00	to \$95,850.00	\$69,675.00
Electrical	\$25,200.00	to \$37,800.00	\$29,531.25
HVAC	\$18,000.00	to \$47,250.00	\$25,875.00
Life Safety	\$15,750.00	to \$37,800.00	\$32,681.25
Architectural Lighting	\$37,500.00	to \$58,500.00	\$48,000.00
Millwork Running Trim (stained hardwood crown, chair, & base)	\$12,150.00	to \$26,001.00	\$18,960.08
Millwork Serving Stations	\$40,950.00	to \$60,000.00	\$48,843.75
Operable Walls (new, manual)	\$72,000.00	to \$158,400.00	\$102,393.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, CAT 5e cable to light bars, 120V power. Equipment by others. HSIA. Projection screens built in to ceiling.	\$30,000.00	to \$93,000.00	\$61,500.00
Meeting Rooms Full Renovation Additional Cost Subtotal	\$382,348.29	to \$764,326.71	\$550,025.70
Meeting Rooms Full Renovation Additional Cost Per SF	\$127.45	to \$254.78	\$183.34

Board Room Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl & Carpet	\$2,912.00	to \$3,931.20	\$3,421.60
Carpet & Pad	\$6,806.80	to \$14,236.44	\$11,533.74
Paint Articulated Drywall Ceiling	\$509.60	to \$1,048.32	\$795.34
Paint Doors & Trim	\$220.00	to \$740.00	\$420.13
Millwork Running Trim (refinish - stained hardwood crown, chair, & base)	\$972.00	to \$1,652.40	\$1,312.20
Protect / Remove / Reinstall All Light Fixtures	\$375.00	to \$1,162.50	\$768.75
Vinyl Wall covering (LY 54")	\$5,469.55	to \$15,549.60	\$9,713.22
Window Treatments (with hardware and installation)	\$3,750.00	to \$8,906.25	\$6,328.13
Executive Chairs	\$40,000.00	to \$84,000.00	\$62,000.00
Board Room Softgoods Renovation Subtotal	\$61,014.95	to \$131,226.71	\$96,293.10
Board Room Softgoods Renovation Cost Per SF	\$41.91	to \$90.13	\$66.14

Board Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$14,560.00	to \$16,598.40	\$15,579.20
Artwork, Accessories, & Mirrors (installed)	\$3,028.00	to \$10,830.00	\$6,908.38
Articulated Drywall Ceiling (new)	\$5,824.00	to \$16,889.60	\$8,501.22
Decorative Lighting	\$25,000.00	to \$59,100.00	\$42,050.00
Electrical	\$14,676.48	to \$22,014.72	\$17,199.00
HVAC	\$8,736.00	to \$22,932.00	\$12,558.00
Life Safety	\$7,644.00	to \$18,345.60	\$15,861.30
Architectural Lighting	\$24,570.00	to \$38,329.20	\$31,449.60
Millwork Running Trim (stained hardwood crown, chair, & base)	\$4,860.00	to \$10,400.40	\$7,584.03
Millwork Serving Stations	\$32,760.00	to \$48,000.00	\$39,075.00
Board Room Conference Table	\$50,000.00	to \$66,500.00	\$58,250.00
AV Infrastructure: Ceiling Speakers and wiring to AV room, HSIA, CAT 5e to conf. table floor outlet, 120V power. Projection screens built into ceiling. Video conference capable.	\$30,000.00	to \$51,000.00	\$40,500.00
Board Room Full Renovation Additional Cost Subtotal	\$221,658.48	to \$380,939.92	\$295,515.73
Board Room Full Renovation Additional Cost Per SF	\$152.24	to \$261.63	\$202.96

Exercise Facility Softgoods Renovation

Assume an exercise facility of approximately 28' x 65' = 1,820 SF, ceiling 12' AFF

	RANGE		AVERAGE
Demolition of Vinyl & floor finish	\$3,640.00	to \$4,914.00	\$4,277.00
Artwork (installed)	\$514.00	to \$1,390.00	\$941.69
Clock	\$278.00	to \$930.00	\$455.88
Hamper	\$650.00	to \$980.00	\$815.00
Towel Caddy	\$1,200.00	to \$1,750.00	\$1,475.00
Sport Flooring	\$22,458.80	to \$45,500.00	\$30,971.85
Mirrors	\$9,000.00	to \$19,500.00	\$14,250.00
Paint Drywall Ceiling	\$1,456.00	to \$3,094.00	\$2,052.05
Paint Doors & Trim	\$330.00	to \$1,110.00	\$630.19
Remove & Reinstall Exercise Equipment	\$4,500.00	to \$7,650.00	\$6,075.00
Vinyl Wall covering (LY 54")	\$3,311.79	to \$8,843.27	\$5,963.89
Window Treatments (with hardware and installation)	\$3,000.00	to \$3,990.00	\$3,495.00
Exercise Facility Softgoods Renovation Subtotal	\$50,338.59	to \$99,651.27	\$71,402.54
Exercise Facility Softgoods Renovation Cost Per SF	\$34.57	to \$68.44	\$49.04

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

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$18,200.00	to \$20,748.00	\$19,474.00
Articulated Drywall Ceiling (new)	\$7,280.00	to \$21,112.00	\$10,626.53
Exercise Equipment (installed)	\$100,000.00	to \$182,500.00	\$141,250.00
Electrical	\$15,288.00	to \$22,932.00	\$17,915.63
HVAC	\$10,920.00	to \$28,665.00	\$15,697.50
Life Safety	\$9,555.00	to \$22,932.00	\$19,826.63
Architectural Lighting	\$22,750.00	to \$35,490.00	\$29,120.00
Millwork Lockers	\$22,500.00	to \$26,700.00	\$24,600.00
TVs & Mounts (42", incl. programming, allowance)	\$2,300.00	to \$3,134.62	\$2,703.85
Water Fountain	\$3,000.00	to \$5,100.00	\$4,050.00
Sound System	\$2,716.88	to \$8,150.63	\$5,263.95
Exercise Facility Full Renovation Additional Cost Subtotal	\$214,509.88	to \$377,464.24	\$290,528.07
Exercise Facility Full Renovation Additional Cost Per SF	\$147.33	to \$259.25	\$199.54

Spa Softgoods Renovation

Assume a spa facility of 10 treatment rooms and associated amenities of 1740 SF, ceiling averages 12' AFF. 10 treatment rooms 12' x 12', reception 15'x 20', steam and sauna separate

	RANGE		AVERAGE
Demolition of Vinyl & Flooring	\$3,480.00	to \$4,698.00	\$4,089.00
Artwork (installed)	\$5,654.00	to \$15,290.00	\$10,358.56
Hamper	\$3,250.00	to \$4,900.00	\$4,075.00
Towel Caddy	\$6,000.00	to \$8,750.00	\$7,375.00
Stone Tile Flooring	\$6,900.00	to \$10,350.00	\$7,908.78
Wood/Bamboo flooring	\$28,800.00	to \$42,480.00	\$33,525.00
Mirrors	\$4,640.00	to \$13,400.00	\$8,916.88
Paint Drywall Ceiling	\$1,392.00	to \$2,958.00	\$1,961.85
Paint Doors & Trim	\$605.00	to \$2,035.00	\$1,155.34
Vinyl Wall covering (LY 54")	\$7,991.38	to \$17,074.44	\$11,915.09
Window Treatments (with hardware and installation)	\$20,625.00	to \$48,984.38	\$34,804.69
Reception Area Upholstered seating	\$2,609.76	to \$10,000.00	\$5,271.86
Spa Softgoods Renovation Subtotal	\$91,947.13	to \$180,919.82	\$131,357.05
Spa Softgoods Renovation Cost Per SF	\$52.84	to \$103.98	\$75.49

Spa - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$17,400.00	to \$19,836.00	\$18,618.00
Articulated Drywall Ceiling (new)	\$7,221.00	to \$70,035.00	\$18,705.00
Massage Tables	\$10,000.00	to \$37,800.00	\$23,938.26
Millwork (treatment room area)	\$31,500.00	to \$120,000.00	\$61,768.75
Millwork (Reception Area)	\$4,500.00	to \$30,000.00	\$14,071.25
Electrical	\$14,616.00	to \$21,924.00	\$17,128.13
HVAC	\$10,440.00	to \$27,405.00	\$15,007.50
Life Safety	\$9,135.00	to \$21,924.00	\$18,955.13
Architectural Lighting	\$21,750.00	to \$33,930.00	\$27,840.00
Millwork Lockers	\$7,500.00	to \$8,900.00	\$8,200.00
Decorative Water Feature	\$70,000.00	to \$161,000.00	\$115,500.00
Sound System	\$8,150.63	to \$24,451.88	\$15,791.84
Sauna	\$12,500.00	to \$46,250.00	\$26,250.00
Steam Room	\$22,000.00	to \$42,000.00	\$31,437.50
Spa Full Renovation Additional Cost Subtotal	\$246,712.63	to \$665,455.88	\$413,211.35
Spa Full Renovation Additional Cost Per SF	\$141.79	to \$382.45	\$237.48

Outdoor Pool

Assume a 3750 SF (50' x 75') pool and a 20' wide deck, approx. 6,600 SF surface

	RANGE			AVERAGE
ADA Lift	\$15,000.00	to	\$29,000.00	\$22,000.00
Pool Furniture	\$60,000.00	to	\$79,800.00	\$69,900.00
Pool Equipment	\$20,000.00	to	\$37,500.00	\$28,750.00
Resurface Pool Bottom	\$15,000.00	to	\$54,375.00	\$34,687.50
Resurface Pool Deck (Kool Deck or tile)	\$19,800.00	to	\$59,400.00	\$39,600.00
Signage (life safety, pool rules)	\$5,000.00	to	\$10,250.00	\$7,625.00
Outdoor Pool Renovation Subtotal	\$134,800.00	to	\$270,325.00	\$202,562.50
Outdoor Pool Renovation Cost Per SF	\$13.02	to	\$26.12	\$19.57

Indoor Pool

Assume a 3750 SF (50' x 75') pool and a 12' wide deck, approx. 3,576 SF surface

	RANGE			AVERAGE
ADA Lift	\$7,500.00	to	\$14,500.00	\$11,000.00
Architectural Lighting	\$112,612.50	to	\$175,675.50	\$144,144.00
Drywall Ceiling (new, from scaffolding)	\$30,030.00	to	\$69,669.60	\$44,677.13
Paint Doors & Trim	\$330.00	to	\$1,110.00	\$630.19
Pool Deck Tile	\$56,400.00	to	\$90,240.00	\$73,320.00
Pool Equipment	\$20,000.00	to	\$37,500.00	\$28,750.00
Pool Furniture	\$60,000.00	to	\$79,800.00	\$69,900.00
Pool Pak HVAC	\$180,180.00	to	\$243,243.00	\$211,711.50
Replace Doors (storefront)	\$1,500.00	to	\$2,550.00	\$2,025.00
Resurface Pool Bottom	\$15,000.00	to	\$54,375.00	\$34,687.50
Wall Tile	\$52,752.00	to	\$81,012.00	\$66,882.00
Decorative Water Feature (allowance)	\$35,000.00	to	\$80,500.00	\$57,750.00
Signage (life safety, pool rules)	\$5,000.00	to	\$10,250.00	\$7,625.00
Indoor Pool Renovation Subtotal	\$576,304.50	to	\$940,425.10	\$753,102.32
Indoor Pool Renovation Cost Per SF	\$78.67	to	\$128.37	\$102.80

Outdoor Amenities

	RANGE			AVERAGE
Stone paving @ Arrivals	\$56,875.00	to	\$91,000.00	\$73,937.50
Outdoor Furniture	\$17,500.00	to	\$30,700.00	\$24,100.00
Fire Pit	\$20,000.00	to	\$32,250.00	\$26,125.00
Outdoor Lighting	\$18,500.00	to	\$53,500.00	\$36,000.00
Patio Landscaping	\$19,500.00	to	\$33,500.00	\$26,500.00
Water Feature	\$75,000.00	to	\$90,500.00	\$83,312.50
Outdoor Audio System	\$10,500.00	to	\$24,150.00	\$18,801.56
Outdoor Amenities Subtotal	\$217,875.00	to	\$355,600.00	\$288,776.56

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

Outdoor Parking

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

Indoor, Underground Parking

Assume 352 parking spaces, 9' x 18'.

	RANGE		AVERAGE
Concrete Sealer & Traffic-bearing Membrane	\$285,120.00	to \$409,860.00	\$347,490.00
Lighting Upgrades	\$5,000.00	to \$10,250.00	\$7,625.00
Paint Floors, Columns, etc.	\$10,000.00	to \$20,500.00	\$15,250.00
Stripe Spaces	\$2,112.00	to \$14,080.00	\$5,104.00
Indoor, Underground Parking Subtotal	\$302,232.00	to \$454,690.00	\$375,469.00
Indoor, Underground Parking Cost Per Space	\$858.61	to \$1,291.73	\$1,066.67

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$90,000.00	to \$142,500.00	\$116,250.00
Landscaping Subtotal	\$90,000.00	to \$142,500.00	\$116,250.00

Common Additives

	RANGE		AVERAGE
New RFID Key System	\$700.00	to \$1,050.00	\$875.00
Tub to Stall Shower Conversion	\$4,000.00	to \$7,150.00	\$5,575.00
Elevator Cab Finishes	\$25,000.00	to \$35,500.00	\$30,250.00
Elevator Modernization			
Traction, per Cab	\$114,000.00	to \$149,700.00	\$131,850.00
Escalator Modernization	\$300,000.00	to \$510,000.00	\$405,000.00
Electronic Signage Boards			
Basic System - one Lobby Screen 42" diag.	\$25,000.00	to \$49,500.00	\$37,250.00
Additional Lobby / Prefunction screens	\$8,333.33	to \$16,500.00	\$12,416.67
Additional Meeting Room door screen (18" diag)	\$7,500.00	to \$9,950.00	\$8,725.00
Four Pipe Vertical Fan Coil Unit Direct Replacement with drywall repair	\$4,000.00	to \$5,050.00	\$4,525.00
Laundry Equipment (Direct equipment replacement with access)			
75# Washer	\$20,000.00	to \$30,500.00	\$25,250.00
125# Dryer	\$30,000.00	to \$40,500.00	\$35,250.00
Ironer / Folder	\$100,000.00	to \$114,000.00	\$107,000.00
Porte Cochere - Re-image: Demolish and Replace	\$50,000.00	to \$148,000.00	\$99,000.00
Guestroom ADA Modifications			
Bathtub room	\$30,900.00	to \$41,300.00	\$34,512.50
Roll-in Shower room	\$33,400.00	to \$48,400.00	\$39,262.50
Exterior Signage - Monument	\$15,000.00	to \$22,000.00	\$18,500.00
Exterior Signage - New Exterior Brand sign in existing location	\$40,000.00	to \$50,500.00	\$45,250.00
Power operated bi-parting Entrance doors (inner and outer at a vestibule)	\$20,000.00	to \$35,000.00	\$26,745.00
Fireplace, natural gas with stone hearth and surrounding wall, public area	\$35,000.00	to \$60,000.00	\$43,850.00

PERSPECTIVES ON CURRENT HOSPITALITY DESIGN TRENDS



2012

DESIGNING IN A RECOVERING HOTEL MARKET

by **Jonathan C. Nehmer** | as published on *HotelNewsNow.com*

Hotel renovations are beginning to make a big comeback – a welcome change in an industry hungry for activity. Owners have begun discussions to re-start projects that were put on hold because of the recession, and new renovation and maintenance projects are in full swing.

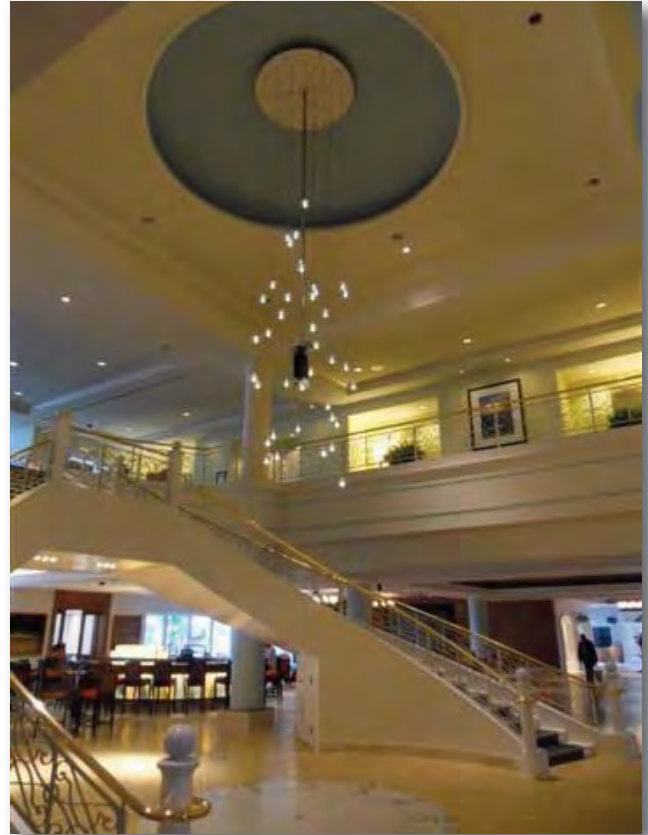
In this post-recession environment, owners and hotel brands are finding that they are faced with several new realities in trying to launch renovations and, in some cases, re-invent their aging products. Typical renovation cycles have gone out the window, and owners are scrambling to fulfill property improvement plan requirements with limited funds, stricter requirements from their lenders, and new requirements and design directions from the brands. Navigating these new waters can be a challenge, but there are ways to make projects work even in these difficult circumstances.

Pressure from PIPs

Owners are being required to complete PIPs that are much more demanding in much less time than would have been allowed pre-recession. During the downturn, brands were more lenient with PIP requirements and allowed owners to defer many items, and, in some cases, obtain complete waivers of certain PIP items. With the hotel market rebounding, hotel brands are beginning to get impatient with products that don't properly represent the brand image that they have worked hard to create.

The deadlines for upgrades and PIP completion are approaching rapidly for many hotels that are well past their scheduled renovation dates. All of this is not lost on the traveling public, who also expect to see fresh, newly-designed and renovated hotels after several years of accepting less-than-stellar accommodations. All of these factors are coming together to change the way designers, contractors and owners approach the renovation of hotels.

Because of all of these pressures, projects are planned with schedules and budgets that would not have been possible or even contemplated in the pre-recession days. The method of design/approve/bid/build resulted in typical renovation schedules of 14 to 16 months and included significant time for the numerous individual reviews and approvals by ownership and brand. The need today is to bring the new designs and newly-renovated properties to market more quickly. Due to the neglect of many hotels, the same renovations must be completed in eight to 12 months.



As the economic recession slowly turned around, the Loews Resort in Coronado Bay, California jumped into a complete public space renovation in 2011. The new design features a large video wall, linear fireplace, indoor/outdoor bar, and plenty of social seating options. JN+A provided project management and Architecture services for this project.

A New Approach

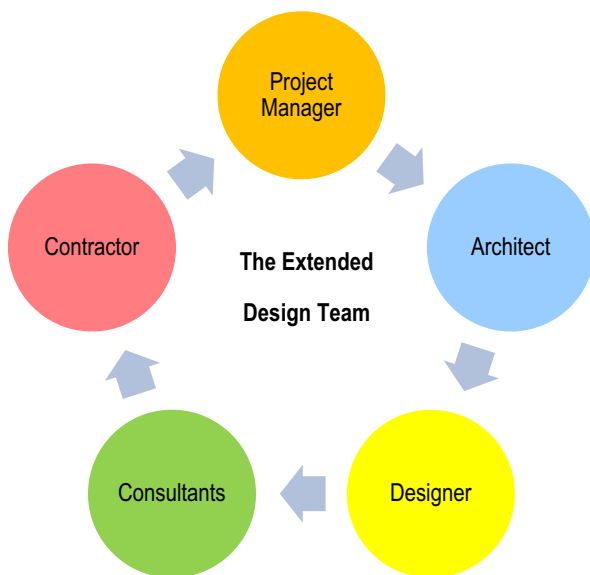
In order to accomplish these herculean tasks, many owners, brands and project teams have taken a new approach to the execution of the work. The creation of an "extended design team" has become a critical part of new renovations.

The extended design team includes the owner, brand and operator in addition to the project manager, architect/designer/consultants and contractor – all working together from the beginning of the project. Involving all necessary consultants from the start of the project enables the entire team to be aware of the schedule and goals, coordinating right from the outset to create a successful project.

The old method of design/approve/bid/build cannot provide the speed and accuracy that is required for today's tight schedules. The extended design team model preserves the design and construction quality required to meet brand standards and guest expectations while allowing teams to work more efficiently.

This need to work together to develop uniform expectations for a given property is unique to each project, and each hotel's needs must be evaluated on a case-by-case basis. By including all of the parties from the beginning, expectations can be managed effectively by a collective brain trust.

Everyone needs to work together to develop realistic expectations during this process. A "one size fits all" approach is no longer valid for hotel renovations. In some cases, PIP requirements need to change based on a re-evaluation of existing conditions – some hotel items may have deteriorated faster than others. This newfound spirit of cooperation by the hotel brands, owners and lenders has been implemented in many projects that started in 2011. Designers are able to get the designs done faster because of real-time input from owners and brands. Brands also are more comfortable with the products and review and approve designs more quickly.



A Holistic View

The new realities of designing in the post-recession era require every aspect of a hotel renovation project, from the budget and schedule to the selection of materials and purchasing lead times, to be intertwined and interrelated. It's a more holistic view of hotel renovation.

The extended design team model also integrates reviews in real time rather than providing for reactive reviews at the end of each design phase. While the time saved is significant, the real benefit is that the schedule to a much greater degree than with the design/approve/bid/build method of renovation.

This approach makes it easier to incorporate from the onset ADA regulations and sustainable design elements – practices that benefit the hotel, the owner and the public in the long run. With the ADA regulations that changed in March 2012, it is also the ideal time to evaluate your existing compliance and plan for the new ADA requirements.

The end result of this new design process is that the furniture, fixtures and equipment and long-lead construction items can be submitted for purchasing faster and not impact the project schedule. The contractor can involve his subcontractors earlier to hone the scope, pricing and execution. If the extended design team model is implemented well, "value engineering" becomes much less of an issue. ■

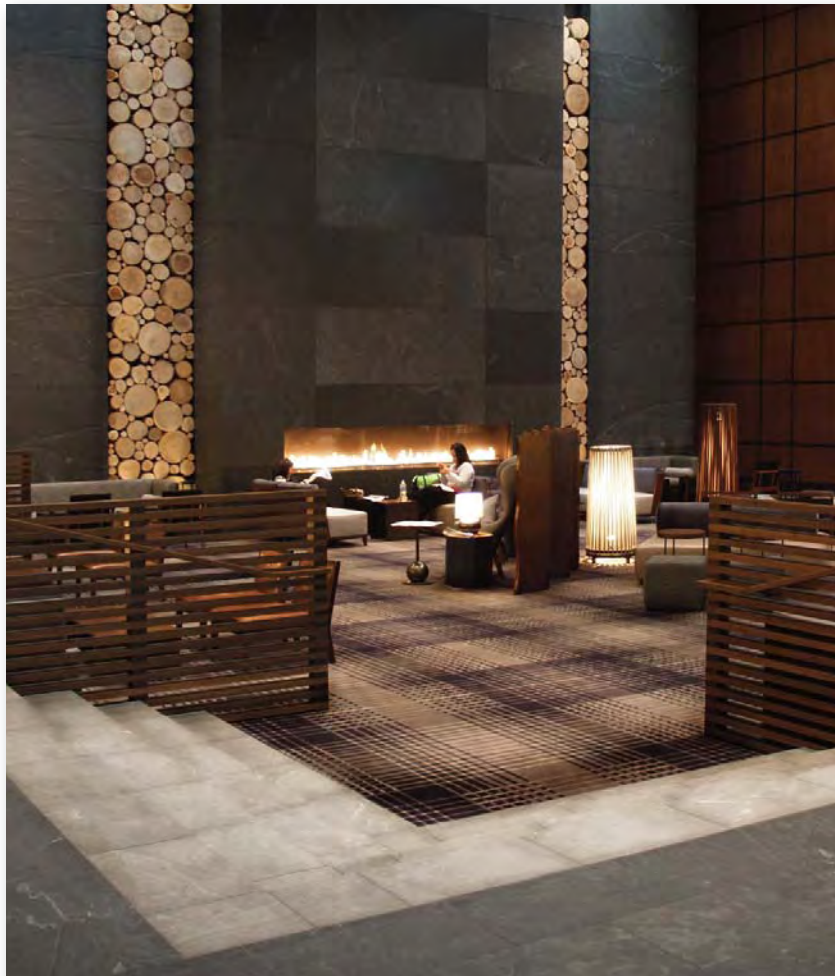
Jonathan C. Nehmer, AIA, ISHC, president of JN+A and HVS Design, is a licensed Architect with expertise in all facets of architecture and interior design, design management, project management, and construction administration. His experience includes work as an owner's representative in the direction and management of commercial, institutional, residential, and hospitality projects.

KEYS TO A SUCCESSFUL HOTEL LOBBY

by Jonathan C. Nehmer | as published on *HotelNewsNow.com*

You only get one chance to make a first impression. And the hotel lobby has always been the guest's first impression upon entering the hotel. As hotel design has evolved, the idea of the lobby solely being a place for guests to check in has changed dramatically – and for the better. Current hotel design trends are expanding the lobby to change the traditional adjacencies and relationships between public areas of the hotel.

Functionally, a lobby serves as the main circulation space and hub of the hotel. But today's lobby is taking on a multi-functional approach to engage the guest in a social setting. Areas that used to be considered totally separate rooms – such as the business center, game room, meeting areas, bar, lounge and restaurant – are being combined into a larger social area to provide a common place for guests to relax, get organized, meet, greet, eat or do work-related tasks.



The lobby of the newly renovated Hyatt Minneapolis was designed with many functions in mind and provides plenty of room to work, socialize, and relax. The floor to ceiling focal wall creates a dramatic first impression for guests. JN+A provided Project Management services for this \$25 million renovation.

Why make the change?

While many brands are requiring existing hotels to renovate their lobbies to incorporate this new way of envisioning lobbies, developers and operators also can consider the benefit to their bottom line. Attracting guests to spend more time in the lobby also can lead to increased food-and-beverage sales, especially as more offerings are provided to the guests while they work, entertain or relax. In addition, the lobby is a business-friendly hub during week and family-friendly over the weekend.

The new lobby reinforces the basic premise that the hospitality industry is about service and personal attention for the guests. From that first impression when a guest walks in the door, the new lobby makes them feel welcome and that translates into repeat business.

Many times in a lobby renovation, there are opportunities for additional return on investment. This is a chance to reevaluate the use of all the public areas of the hotel.

- Do you have a meeting room that is underutilized? Perhaps it makes sense to incorporate that space into the lobby and increase the flexibility of the space.
- Is there a restaurant with too many seats for the market demand? It might make sense to make part or all of it a part of the new lobby area.
- Is the business center not being used because it is hidden away?
- What are your real needs for a lounge or bar area? Perhaps, it needs to be closer to the activities of the lobby and incorporated into the overall space.

In addition to better locations and uses, you also might be able to combine activities to lower labor or operating expenses. All of these return-on-investment opportunities can be beneficial to the hotel and can be completed in a cost-effective manner with minimal disruption if carefully planned.

Getting Started

Before you begin any lobby renovation, prioritize planning and strategy. The entire project team-owner, operations staff, brand and design team – need to examine and outline

their priorities to get on the same page before any work is started:

- Identify any functions required in the new lobby design that might be provided in some other location at the property (e.g. There is a separate remote business center, but the new requirements call for computers in the lobby).
- Look for areas that aren't working in the hotel or are under-utilized from an operations standpoint, as this is the time to rectify issues.
- Develop a program of spaces, sizes and functional relationships in conjunction with the design team.
- Project management is essential to bring all the "moving parts" together. Retain a qualified project manager to establish a realistic project budget, schedule and phasing plan.
- Identify the timeframe when it is best to have the lobby under construction and when it will be the least disruptive to guests.
- Develop a conceptual design for the team to review and discuss to ensure the objectives are being met by all.

Remember, it's not about increasing square footage as much as reallocating space and reconfiguring adjacencies. Continued input from all key personnel will lead to a successful implementation of the new lobby.

Strategies for success

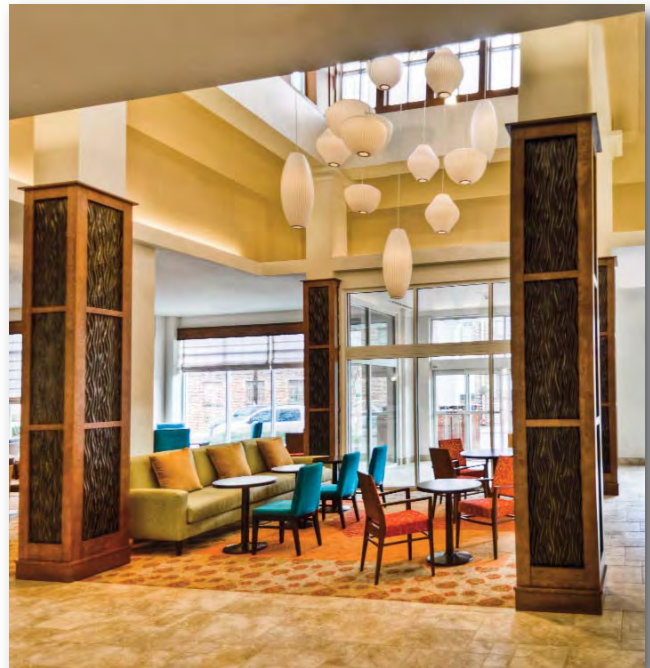
At first, owners might be concerned about renovating their hotel to include a new lobby design due to the costs associated with it. There are cost-effective measures that can be taken to maximize the dollars and minimize the disruption so that an owner will be more likely to implement the lobby.

- Minimize relocation of services. Most new lobbies require more power and data connectivity as well as different F&B options. Utilizing existing plumbing and electricity (without having to tear down walls or dig up floors) will reduce money and time. However, sometimes it might make sense to relocate the bar due to visibility and operating issues. Increased ROI might make a more disruptive renovation worth the additional investment.
- Don't get hung up on "prototype" fixtures and designs. Lobbies come in all shapes and sizes and one size does not always fit all. If it is difficult to reconfigure your current lobby to fit the new prototype design, don't hesitate to look at readily available furniture, fixtures and equipment, where possible, to mitigate the cost of customizing a prototype.
- Phase the renovation. As the main thoroughfare for the hotel, it might not always be possible to shut down the entire lobby while the hotel is open to renovate. By renovating in phases, you can create temporary stations for the front desk, F&B, breakfast area, etc. while completing the work. This will enable you to still collect revenue and serve your guests with minimal disruption to your guests. A logi-

cal phasing plan is essential and should be developed so the renovation progresses smoothly.

By spending money in the lobby, owners can enhance every guest's experience. The bigger "bang for the buck" is influencing the guest's first impression. Creating a more functional, more vibrant and more interesting lobby can make a positive difference in guest perception and comfort of the hotel. The new synergies created from these interrelated spaces and functions can produce increased revenue ultimately leading to guest loyalty. ■

Jonathan C. Nehmer, AIA, ISHC, President of JN+A and HVS Desing, is a licensed Architect with expertise in all facets of architecture and interior design, design management, project management, and construction administration. His experience includes work as an owner's representative in the direction and management of commercial, institutional, residential, and hospitality projects.



A lobby with a grand entrance, inviting colors, and ample seating, like in this newly renovated New Orleans Hilton Garden Inn, provides a warm welcome for guests.

HOTEL SUSTAINABILITY: CURRENT TRENDS AND OPPORTUNITIES

by Kevin A. Goldstein and Ritu Vasu Primlani

Introduction

The past several decades have seen a growing awareness amongst hoteliers and investors regarding the environmental and social impacts of hotel development and operations - to the extent where sustainability issues have permeated nearly every aspect of the hospitality industry. This has been driven by multiple factors including owners' and operators' desires to reduce operational costs, changing investor attitudes toward the environment (and the coinciding emergence of corporate social responsibility programs), increased regulatory focus on facility operations and development, and a general shift towards the paradigm of 'sustainability'.

While other aspects of the hospitality sector are relatively straightforward to record and interpret (e.g. occupancy percentages, capitalization rates, Rev PAR etc.), sustainability issues touch on nearly all aspects of hotel ownership and management, necessitating the alignment of environmental, social, and financial factors to promote responsible business operations over time. Despite the lack of clear, universally accepted metrics, there is a noticeable shift toward sustainability that is well underway, with momentum demonstrated by a growing number of sustainability programs and initiatives which have arisen both internally in the hospitality industry (via hotel owners, managers and operators) and externally in the environmental community.

This article briefly reviews some of the history of environmentalism and sustainability in the hospitality sector, and provides commentary on the current drivers and constraints toward realization of a sustainable hospitality operation.

1960s and 1970s	Inception of modern environmental movement
1980s and 1990s	Sustainability concept introduced by United Nations
2000 to Present	Hoteliers widen scope to incorporate environmental objectives

The Origins of Hotel Sustainability

The roots of environmental thought in the hospitality sector became evident over half a century ago, when a few enterprising hoteliers realized they could provide an enhanced guest experience. This concept, which evolved from earlier land conservation efforts, was pioneered in such locations as Caneel Bay and the Maho Bay Camps in the U.S. Virgin Islands. Key events in the decades that followed are briefly outlined below.

1960s and 1970s. The inception of the modern environmental movement was driven by growing human awareness of the impact of pollution on human health, as well as environmental disasters including the January 1969 oil spill offshore of Santa Barbara, California. The energy crisis of 1973-74 prompted significant concern from the hospitality sector regarding both utility costs and energy supply, resulting in focused energy conservation strategies from hoteliers, the A&E design community, and hospitality associations.

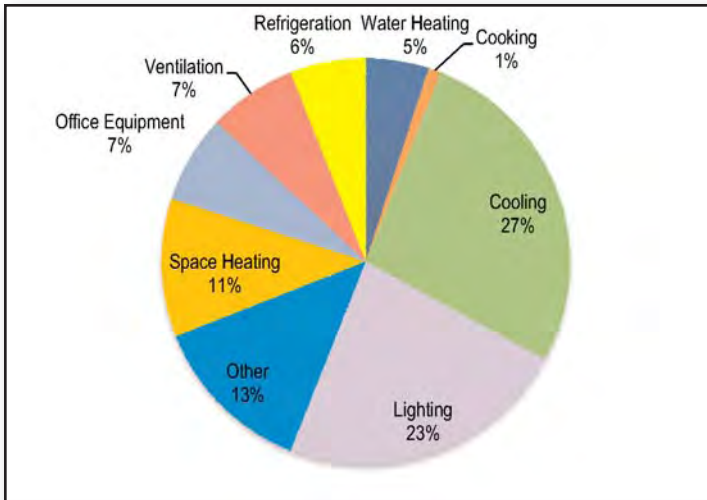
1980s and 1990s. The concept of sustainable development was introduced by a United Nations commission as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." This publication and the 1992 Earth Summit in Rio de Janeiro encouraged numerous environmental initiatives and the first hospitality-specific environmental certification programs. Hotel operating companies and brands also initiated a number of in-house environmental programs.

2000 to Present. Hoteliers widened the scope of their sustainability efforts by incorporating environmental objectives into a broader corporate social responsibility (CSR) approach, which included the establishment of partnerships with a variety of public and private environmental organizations. The LEED green building program gained significant global momentum amongst institutional investors for newbuild projects. The financial crisis of 2008 - 2009 resulted in an increased emphasis on cost control measures, which has prompted hoteliers to reevaluate their plant equipment and operational practices to reduce utility costs.

Current Trends in Facility Management

Current thought in facility management, and specifically hospitality operations, is largely focused on optimizing operational efficiency (and the resultant cost savings) in primarily three areas: energy, water, and waste.

Energy. Hotels consume energy for HVAC operations, lighting, cooking fuel, and other miscellaneous power requirements. From a facility management perspective, the majority of focus is placed on reducing energy engineering-based approach known as commissioning. Front of the house energy efficiency measures include lighting retrofits, minimization of plug loads, and sealing of the building envelope. Back of the house energy efficiency measures include improved equipment and equipment scheduling, proper sensor calibration, elimination of simultaneous heating and cooling,



Typical Electricity Consumption for U.S. Hotel

Source:
ESource 2004

and maintenance of proper building ventilation. Recent advances in technology relating to renewable sources of energy (solar, geothermal, wind, etc.) have improved the economics of using these alternative energy sources at the individual facility level.

Water. Hotels consume water on a domestic basis (bathrooms, F&B, laundry), as well as 'process' water for facility operations (HVAC, irrigation, cleaning and maintenance). Hotels also collect and in some cases treat greywater (i.e. sewage) generated by guests and back of the house operations. Typical water conservation measures employed by hoteliers include fixture retrofits, towel and linen reuse programs, HVAC and plumbing system improvements, and use of recycled / rain water for process and irrigation use.

Wastes. Waste streams generated by hotels include wastes from construction and refurbishment, consumables (e.g. paper, toner, batteries), durable goods (e.g. furniture, office equipment, appliances), F&B wastes, hazardous materials (e.g. cleaning solutions, fluorescent bulbs), and recyclable oil. Hoteliers employ a variety of strategies to reduce, reuse, and recycle wastes to minimize processing and hauling costs. Vendors are increasingly providing 'waste-to-energy' processing services, whereby wastes are processed into alternative energy sources such as natural gas or biodiesel fuel and sold back to hoteliers at reduced prices.

In addition to the three core areas of facility development and operations, other emerging areas of focus include sustainable procurement, indoor environmental quality (focusing on air quality and chemical / cleaning product use), and staff training programs (which can facilitate improved performance and higher levels of employee satisfaction/ retention).

The number of resources to assist hotel owners and operators in understanding and implementing sustainability measures is vast. These resources are provided by international organizations, public agencies (national and local governments), environmental firms, architectural & engineering consultancies, en-

ergy firms, utilities, trade organizations, and other entities.

Additionally, a growing number of environmental certification programs have arisen that are targeted toward the hospitality sector. These programs can be divided into several broad categories, including: 1) Environmental programs targeted toward the hospitality industry; 2) Programs targeted toward green building design and operation; and 3) Green product certifications and standards.

In today's economic climate, there are multiple factors that encourage business owners and managers to adopt sustainability measures into standard operational procedures. While the more obvious drivers include cost savings and demonstration of corporate social responsibility to investors, a number of more subtle reasons – such as employee retention and enhancing the guest experience – are also coming increasingly into play. These motivations are explored below.

Cost savings. The realization of a bottom line financial return from implementation of sustainable business practices is arguably the strongest motivating factor to encourage private sector participation. Energy efficiency and conservation measures have been studied in depth over the past several decades, leading to assessments that the majority of building stock throughout the world is consuming more energy than necessary. There are also potentially significant opportunities for cost savings in the areas of water consumption and waste handling/recycling. From a financial perspective, many of the cost reduction and efficiency strategies can be achieved with no-cost or low-cost measures focused on optimization of the performance of both equipment and personnel. Given the competitive nature of the lodging industry and the associated difficulty of increasing revenue, the potential for reduction of operating costs provides a compelling incentive for hoteliers to consider investment in environmental technologies, as well as more efficient operational procedures.

Fiscal and economic incentives. In an effort to encourage the development of environmental retrofits and the construction of 'green' buildings, a variety of fiscal and economic incentives have been enacted by numerous governments, agencies and organizations around the world. These benefits range from tax write-offs to outright grants, and can also include more novel concepts such as insurance premium discounts, expedited regulatory permitting, and grants to cover development soft costs for sustainable projects. Box 1 provides a list of several of the more widespread incentives used to encourage the design and construction of green buildings across the globe.

Regulatory affairs. Existing environmental regulations targeted toward the hotel sector are largely focused on various aspect of facility operations such as stormwater management, hazardous materials handling, and environmental health and safety. However, a wide range of present and future legislative activities will impact hotel design, construction and operations. This legislation ranges from the broad and long-term (e.g. cap and trade legislation regarding emissions) to the specific (e.g. U.S. Energy Independence and Security Act of 2007, which applies phased efficiency standards to incandescent light bulbs). The concept of Life Cycle Assessment for products (i.e. the "Cradle to Cradle" review of environmental impacts from raw material extraction through disposal) has gained significant acceptance as a policy instrument and basis for evolving regulatory mechanisms – most notably in the European Union. Hoteliers will need to monitor legislation at the national and local levels to properly plan for operational practices and associated capital expenditures that may be required in the future.

Stabilized utility prices and availability. Going beyond simple cost savings and regulatory regimes, hoteliers can deploy more efficient equipment and alternative forms of utility generation to hedge against future price increases in utility costs. This approach is especially important in geographic locations with developing or unreliable infrastructure, to prevent a compromised guest experience in the form of power cuts or sub-standard water quality.

Marketing / Brand image. Most of the major hotel brands have incorporated some fashion of sustainability platform into their brand definition. Sustainability initiatives are routinely demonstrated in both marketing materials and annual reports (for publicly traded entities). Several brands have been repositioned to cater to a younger generation of more environmentally and socially-conscious customers. The effectiveness of environmental certification programs to impact facility selection at the consumer level has been less successful to date – based on HVS' recent conversations with hotel executives, most guests still select lodging based on location, amenities, price, and brand reputation. There has

been somewhat greater market penetration for certification programs within the corporate travel sector, especially relating to the growing field of green meetings and conventions.

Guest experience. Hoteliers are increasingly understanding that investments in environmental technology can have a direct positive impact on guest experience, which can affect both occupancy and ADR. The new generation of 'intelligent' HVAC systems and energy management devices, coupled with a properly managed maintenance regime, can result in significant improvements in thermal comfort and indoor air quality – for both guests and employees. Improvements can also be realized in the indoor acoustic environment, where noise from building equipment such as fans, boilers and compressors can negatively impact the guest experience.

Creation of a positive corporate culture / Employee retention. The adoption of a sustainable corporate culture can provide a distinct advantage in terms of attracting and retaining talent. A 2007 survey conducted by the U.S. employment website Monster revealed that 80 percent of young professionals are interested in securing a job that has a positive impact on the environment, and 92 percent would be more inclined to work for a company that is perceived as "environmentally friendly" (Source: www.monster.com, 2007). Anecdotal evidence within the hospitality sector points toward higher employee retention rates amongst corporations where 'green ethics' are prominently displayed and adhered to within the workplace.

Investor requirements. Investors in both public and private companies are increasingly looking for quantifiable indicators of sustainable performance, which has led large public corporations such as IBM and Walmart to adopt strong sustainability programs with measurable performance indicators. Sustainability has emerged as an investable concept, with the underlying assumption that "corporate sustainability leaders achieve long-term shareholder value by gearing their strategies and management to harness the market's potential for sustainability products and services while at the same time successfully reducing and avoiding sustainability costs and risks." (Source: Dow Jones sustainability website, www.sustainability-index.com).

Needs of the Hospitality Sector

Based on the growing number of factors that will drive sustainability efforts within the hospitality community, a coinciding series of needs will have to be addressed to provide hoteliers with the resources to implement environmental and social initiatives at their facilities. HVS identifies several of the most pressing of these needs as follows:

Access to financing. For asset managers and property-level decision-makers, lack of financing is often cited as the main reason many hotels are unable to take advantage of energy-efficiency opportunities. Hoteliers are generally more willing to take on CAPEX projects when third-party funds are available. The use of alternative financing mechanisms such as energy savings agreements (or similar novel investment vehicles) will most likely be pivotal in encouraging a critical mass of environmental improvement projects at the global level.

Vetting and confirmation of technology. Within the past decade, a tremendous number of green technologies have been introduced into the marketplace. With numerous vendors and differing technologies (including emerging forms of alternative energies), hospitality owners require vetting and confirmation of these technologies as being cost effective and contextually appropriate for hotel and lodging use.

Benchmarking and Auditing. Benchmarking provides a means to evaluate facility performance against similar facilities to preliminarily ascertain the potential for operational performance improvements (and associated OPEX savings). Benchmarking can be utilized to support basic facility management decisions such as whether to invest in a facility audit and/or building commissioning investigation. Detailed, investment grade audits can provide a fundamental tool to assist owners and operators in understanding the technical and financial implications of environmental retrofits and employee training initiatives.

Financial analysis to facilitate informed CAPEX decision making. Although significant technical information exists, verifiable information regarding the financial aspects of environmental investments is much more difficult to find. To enable proper decision making, hoteliers require simple life-cycle based analyses of potential investments, ideally classified or ordered according to capital outlay and ROI criteria.

Simplified procurement and project implementation. Another complicating factor in the lodging industry is the fact that there is often no central procurement authority for environmental equipment and technology — each project and property is bid out separately by different vendors and consultants. The design/bid process can be tremendously detailed and time consumptive, and is therefore not prioritized by owners. Streamlined procurement and project implementation processes would likely result in a significantly greater number of retrofit projects.

Operational training. Even after investment is made into environmental technologies (whether from a newbuild or renovation perspective), efficient design decisions do not always equate into efficient operational practices. It is critical that a transition be made between the design teams and the actual building operators. This can be accomplished via detailed, technical train-

ing of relevant staff, which can facilitate improved environmental performance while reducing resource consumption.

Opportunities

Sustainability issues impact nearly all aspects of hotel ownership, including both development and operations. The numerous drivers toward sustainability that were identified in this article indicate a growing correlation between sustainability and financial performance — we anticipate that this connection will continue to strengthen over the coming years.

The hotel and lodging community is poised to embrace sustainable operation and development as a means not only to preserve our environment, but also to optimize efficiency, realize cost savings, improve employee morale, enhance guest satisfaction, and manage investor expectations. ■

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GLOSSARY OF FREIGHT / FF&E TERMS

provided by **Audit Logistics**

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

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.

Awkward Cargo Cargo of irregular size that can either be containerized (packed 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.

Bill of Lading (B/L) The official legal document representing ownership of cargo. It is a negotiable document confirming the receipt of cargo and the contract for the carriage of cargo between the shipper and the carrier.

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.

A

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.

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 or 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.

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

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.

B

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

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 "Container-ship."

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 vanning by carrier, devanned

by carrier at destination, and picked up loose at destination.

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.

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

Container Freight Station (CFS or C.F.S.) 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 Type Containers are classified under different types, e.g. dry cargo, reefer, open top, flat-rack, open-side, etc.

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

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

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.

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.

Custom 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 of imported goods for the purpose of collecting ad valorem duties.

Cut-off Time Latest possible time the cargo or 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.

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 the "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 destina-

tions. The term is more commonly used in 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 dock receipt is surrendered to the vessel operator or the operator's agent in exchange for the ocean or house 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.

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.

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.

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 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 delivering to the container terminal.

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

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. A vessel ton is 100 cubic feet.

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

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-classification 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

G 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.

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 exceeds 8' 6" (102") in height, usually 9' 6".

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.

H **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 Document (IT) (Form 7512) Document issued by a licensed Customs broker, which allows U.S. Customs to monitor in bond shipments moving in the U.S.

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 for 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.

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

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.

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.

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 "CFS/CY."

LCL/LCL See "CFS/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 favourable 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 harbours 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.

Long Ton 2,240 pounds.

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

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

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 summary of Bills 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 Leasing Cost Master lease leasing cost includes container rental, depot lift-on/lift-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.

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

Microbridge A landbridge 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.

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 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.

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

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 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.

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.

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

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

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

Pallet A platform (usually two-deck), with or without sides, on which a number of packages or pieces may be loaded to

facilitate handling by a lift-truck.

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.

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

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

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) Harbour 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.

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 harbour 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 at, 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 harbour 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 harbour, and also when a contagious or infectious disease exists on board or when the vessel has been placed in quarantine.

Quarantine Harbour 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 vessels 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.

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 for 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.

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.

Revenue Ton (R/T) The greater weight or 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 a specially-constructed vessel in both the loading and discharging ports.

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 on 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.

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.

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 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 a function is called a "Ship Planner."

Shipped Bill of Lading A bill of lading issued only after the cargo have 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.

Shipper's Load and Count Shipments loaded and sealed 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 used 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.

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.

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.

Starboard The right-hand side of a ship when facing the bow.

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 a 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 ships' holds.

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

Stripping The unloading of a container.

Stuffing The loading of a container.



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

Tare Weight The weight of packing material or, in carload shipments, the weight of the empty freight car or the weight of a 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 shipowner 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.

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.

Tranship To transfer goods from one transportation line (trade lane) 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 a 20-foot container.

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

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 for 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 or until a change in routing is made.

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 shipowner provides the vessel, bunkers, and crew while the charterer supplies the cargo.

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

U 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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