APPENDIX 4

Management Contract Terms

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

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
First-class commercial hotel—New York	400	1981	20 years	—	3% gross revenue	1% gross available revenue	—
First-class commercial hotel—Maryland	300	1980	25 years	5 periods of 10 years (operator's option)	3% of gross revenue	20% of operating profit	Year 1: 1% Year 2: 2% Years 3–5: 3% Years 6–10: 4% Thereafter: 5%
First-class airport hotel—Texas	500	1982	25 years	5 periods of 10 years (operator's option)	5% of gross revenue increasing to 7% year 5, 8% year 10	97 5% of cash flow available for incentive fee	Variable
First-class resort hotel (independent)—Virginia	100	1986	5 years	5 years	3% of gross revenue	None	None
First-class commercial hotel—Pennsylvania	300	1980	5 years	—	4% of total revenue	None	None
Midrate resort hotel—Florida	300	1987	—	—	3% gross revenue	—	—
Luxury commercial hotel—Louisiana	500	1982	25 years	—	3.5% of total revenue	Yes, based on level of NOI	Year 1: 1% Year 2: 1.5% Year 3+: 3%
First-class commercial hotel (independent)—Iowa	150	1987	6 months	Semiannually	$38,000 semiannually plus maintenance for operator and family	2% of house profit, semiannually	—
First-class commercial hotel—South Carolina	250	1985	25 years	5 years	4% of gross revenue	10% of NOI not subordinated to debt service	Year 1: 0% Year 2: 1.5% Year 3+: 2%
First-class commercial hotel—Wisconsin	500	1978	30 years	2 periods of 10 years (operator's option)	4% of gross receipts	20% of profit less the base fee	$25 per month per room, adjusted by CPI
First-class commercial hotel—New York	350	—	30 years	2 periods of 10 years	5% years 1–3, 4% thereafter	20% of profit less the base fee	Years 1–3: 2% Thereafter: 3%
First-class commercial hotel—Illinois	2,000	1980	23 years	—	3.5% of gross revenue	3% of GOP with cap, 20% of profit less base plus other incentive fees	Years 1–3: $50,000/month Year 4+: Same as first 3 years, adjusted with CPI

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

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

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

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Midrate commercial hotels—throughout U.S.	Varies	1987	15 years	4 periods of 10 years, 1 period of 5 years (operator's option)	6% of gross revenue	15% of GOP	Year 1: 3.5% Year 2: 5% Year 3: 6% Thereafter: 8%
First-class commercial hotel—Washington, D.C.	300	1985	15 years	—	3.5% of total revenue	10%: 0–$500,000 15%: $500,000 to $1 million 20%: 1 million to $1.25 million, not to exceed 6% total revenue	Year 1: 1.5% Year 2: 2.5%
First-class commercial hotel—Michigan	425	1985	10 years	2 periods of 10 years	None	15% of cash available, NOI management fee equals 4% of NOI first 10 years	After stipulated fees, partners' returns, partners' capital contributions
Midrate commercial hotel—Michigan	225	1988	5 years	3 periods of 5 years	3% of gross revenue except telephone	—	—
Midrate commercial hotel—Michigan	100	1988	5 years	3 periods of 5 years	3% of gross revenue except telephone	—	—
First-class convention hotel—New York	1,900	1985	25 years	5 periods of 10 years	3% of gross revenue	50% of NCF until payments equal or exceed 20% of project profit	Year 1: 1% Year 2: 2% Years 3–5: 3% Years 6–10: 4% Thereafter: 5%
First-class commercial hotel—New York	400	1981	30 years	2 periods of 10 years	Year 1: 5% Thereafter: 4%	20% of profit in excess of basic fee	Years 1–2: 2% Year 3: 3%
First-class airport hotel—Utah	300	1988	5 years	Automatically for 3 years	Greater of 3.25% of gross revenue or $10,000 per month	10% of IBFC monthly	—
First-class commercial hotel—Florida	175	1987	15 years	5 years	2.3% of gross revenue	Years 1–5: 2% of gross revenue Years 6–10: 3% Thereafter: 4%	Year 1: 1% Year 2: 2% Years 3–11: 3% Thereafter: 4%
First-class suite hotel—California	350	1986	20 years	3 periods of 10 years	5% of gross revenue	Years 1–3: 40% "subordinated," paid if gross revenue stipulated costs plus 12% return to owner	Year 1: 1% Year 2: 2% Year 3: 3% Year 4: 4%

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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