

Pretend Hotel

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Revenues						Revenues					
419,082	37.1%	422,416	41.5%	400,760	38.1%	6,990,885	57.2%	6,772,214	57.6%	6,641,143	56.5%
691,645	61.2%	590,065	57.9%	628,287	59.7%	5,079,565	41.5%	4,884,823	41.5%	4,977,476	42.4%
337	0.0%	759	0.1%	609	0.1%	8,080	0.1%	11,744	0.1%	10,278	0.1%
173	0.0%	710	0.1%	874	0.1%	11,795	0.1%	10,994	0.1%	11,751	0.1%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
19,501	1.7%	4,561	0.4%	21,436	2.0%	136,899	1.1%	73,613	0.6%	96,428	0.8%
100	0.0%	420	0.0%	350	0.0%	1,300	0.0%	6,497	0.1%	8,541	0.1%
1,130,839	100.0%	1,018,931	100.0%	1,052,316	100.0%	12,228,524	100.0%	11,759,885	100.0%	11,745,617	100.0%
Operating Profit						Operating Profit					
213,761	51.0%	227,341	53.8%	207,742	51.8%	4,240,363	60.7%	4,155,669	61.4%	4,135,280	62.3%
206,814	29.9%	172,376	29.2%	178,276	28.4%	918,429	18.1%	834,207	17.1%	980,826	19.7%
(4,369)	(1,296.9%)	(6,352)	(837.4%)	(6,044)	(993.1%)	(68,763)	(851.0%)	(82,519)	(702.7%)	(51,659)	(502.6%)
58	33.3%	213	30.0%	350	40.0%	4,146	35.2%	3,298	30.0%	4,046	34.4%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
19,501	100.0%	4,561	100.0%	21,436	100.0%	136,899	100.0%	73,613	100.0%	96,428	100.0%
100	100.0%	420	100.0%	350	100.0%	1,300	100.0%	6,497	100.0%	8,541	100.0%
435,865	38.5%	398,559	39.1%	402,111	38.2%	5,232,374	42.8%	4,990,766	42.4%	5,173,462	44.0%
Non-Operating Departments						Non-Operating Departments					
121,313	10.7%	107,222	10.5%	101,283	9.6%	1,453,140	11.9%	1,379,249	11.7%	1,297,609	11.0%
68,598	6.1%	55,978	5.5%	60,047	5.7%	822,469	6.7%	799,956	6.8%	741,433	6.3%
61,681	5.5%	69,195	6.8%	90,244	8.6%	815,091	6.7%	796,082	6.8%	801,198	6.8%
251,592	22.2%	232,395	22.8%	251,574	23.9%	3,090,700	25.3%	2,975,288	25.3%	2,840,240	24.2%
184,273	16.3%	166,163	16.3%	150,536	14.3%	2,141,674	17.5%	2,015,478	17.1%	2,333,222	19.9%
Management Fees						Management Fees					
30,551	2.7%	27,022	2.7%	28,378	2.7%	343,170	2.8%	328,112	2.8%	329,850	2.8%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
30,551	2.7%	27,022	2.7%	28,378	2.7%	343,170	2.8%	328,112	2.8%	329,850	2.8%
Occupancy Expenses						Occupancy Expenses					
35,075	3.1%	37,237	3.7%	36,507	3.5%	420,896	3.4%	446,850	3.8%	438,088	3.7%
20,486	1.8%	10,128	1.0%	5,516	0.5%	146,795	1.2%	133,549	1.1%	123,049	1.0%
-	-	800	0.1%	701	0.1%	6,607	0.1%	8,907	0.1%	94,338	0.8%
55,561	4.9%	48,165	4.7%	42,724	4.1%	574,297	4.7%	589,306	5.0%	655,475	5.6%
98,161	8.7%	90,977	8.9%	79,434	7.5%	1,224,206	10.0%	1,098,060	9.3%	1,347,897	11.5%
Financial Expenses						Financial Expenses					
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
45,234	4.0%	40,757	4.0%	21,046	2.0%	489,141	4.0%	470,395	4.0%	234,884	2.0%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
52,927	4.7%	50,219	4.9%	58,388	5.5%	735,065	6.0%	627,665	5.3%	1,113,013	9.5%
Net Income						Net Income					
Rooms Occ.	%	Rooms Occ.	%	Rooms Occ.	%	Rooms Occ.	%	Rooms Occ.	%	Rooms Occ.	%
3,215	51.9%	3,228	52.1%	3,268	52.7%	51,195	70.1%	49,974	68.5%	49,656	67.8%
3,179	51.3%	3,199	51.6%	3,229	52.1%	50,858	69.7%	49,607	68.0%	49,279	67.3%
Average Room Rate						Average Room Rate					
130.35		130.86		122.63		136.55		135.51		133.74	
131.83		132.05		124.11		137.46		136.52		134.77	
RevPar						RevPar					
67.59		68.13		64.64		95.77		92.77		90.73	

Variance to

Month				Year-to-Date			
Act vs Bud	%	Act vs LY	%	Act vs Bud	%	Act vs LY	%
				Revenue			
(3,334)	(0.8%)	18,323	4.6%	218,671	3.2%	349,742	5.3%
101,580	17.2%	63,359	10.1%	194,741	4.0%	102,089	2.1%
(422)	(55.6%)	(272)	(44.7%)	(3,664)	(31.2%)	(2,198)	(21.4%)
(537)	(75.6%)	(701)	(80.2%)	801	7.3%	44	0.4%
-	-	-	-	-	-	-	-
14,940	327.6%	(1,935)	(9.0%)	63,286	86.0%	40,471	42.0%
(320)	(76.2%)	(250)	(71.4%)	(5,197)	(80.0%)	(7,241)	(84.8%)
111,908	11.0%	78,524	7.5%	468,639	4.0%	482,906	4.1%
				Operating Profit			
(13,581)	(6.0%)	6,018	2.9%	84,694	2.0%	105,083	2.5%
34,438	20.0%	28,537	16.0%	84,222	10.1%	(62,397)	(6.4%)
1,983	31.2%	1,675	27.7%	13,756	16.7%	(17,104)	(33.1%)
(155)	(72.9%)	(292)	(83.5%)	848	25.7%	100	2.5%
-	-	-	-	-	-	-	-
14,940	327.6%	(1,935)	(9.0%)	63,286	86.0%	40,471	42.0%
(320)	(76.2%)	(250)	(71.4%)	(5,197)	(80.0%)	(7,241)	(84.8%)
37,306	9.4%	33,754	8.4%	241,609	4.8%	58,912	1.1%
				Non-Operating Departments			
(14,090)	(13.1%)	(20,030)	(19.8%)	(73,891)	(5.4%)	(155,531)	(12.0%)
(12,620)	(22.5%)	(8,551)	(14.2%)	(22,512)	(2.8%)	(81,036)	(10.9%)
7,514	10.9%	28,563	31.7%	(19,009)	(2.4%)	(13,893)	(1.7%)
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
(19,196)	(8.3)	(17)	0.0	(115,412)	(3.9)	(250,460)	(8.8)
18,110	10.9	33,737	22.4	126,196	6.3	(191,548)	(8.2)
				Management Fees			
(3,530)	(13.1)	(2,174)	(7.7)	(15,059)	(4.6)	(13,320)	(4.0)
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
(3,530)	(13.1)	(2,174)	(7.7)	(15,059)	(4.6)	(13,320)	(4.0)
				Occupancy Expenses			
2,163	5.8%	1,433	3.9%	25,954	5.8%	17,192	3.9%
(10,359)	(102.3%)	(14,971)	(271.4%)	(13,245)	(9.9%)	(23,746)	(19.3%)
800	100.0%	701	100.0%	2,300	25.8%	87,731	93.0%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
(7,396)	(15.4%)	(12,837)	(30.0%)	15,009	2.5%	81,178	12.4%
7,184	7.9%	18,726	23.6%	126,146	11.5%	(123,691)	(9.2%)
				Financial Expenses			
-	-	-	-	-	-	-	-
(4,476)	(11.0%)	(24,187)	(114.9%)	(18,746)	(4.0%)	(254,257)	(108.2%)
-	-	-	-	-	-	-	-
2,708	5.4%	(5,461)	(9.4%)	107,400	17.1%	(377,948)	(34.0%)
				% Occupancy			
(13)	(0.2%)	(53)	(0.9%)	1,221	1.7%	1,539	2.3%
(20)	(0.3%)	(50)	(0.8%)	1,251	1.7%	1,579	2.3%
				Average Room Rate			
(0.51)		7.72		1.04		2.81	
(0.22)		7.72		0.94		2.69	
				RevPar			
(0.54)		2.96		3.00		5.04	

TOP LEVEL REPORT

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
1,130,839	100.0%	1,018,931	100.0%	1,052,316	100.0%	Total Revenue	12,228,524	100.0%	11,759,885	100.0%	11,745,617	100.0%
<u>Rooms Department</u>												
419,082	100.0%	422,416	100.0%	400,760	100.0%	Revenue	6,990,885	100.0%	6,772,214	100.0%	6,641,143	100.0%
155,381	37.1%	153,473	36.3%	139,493	34.8%	Payroll	1,974,179	28.2%	1,909,087	28.2%	1,816,343	27.3%
49,941	11.9%	41,602	9.8%	53,524	13.4%	Other Expenses	776,343	11.1%	707,457	10.4%	689,520	10.4%
205,322	49.0%	195,075	46.2%	193,017	48.2%	Total Departmental Expenses	2,750,522	39.3%	2,616,544	38.6%	2,505,863	37.7%
213,761	51.0%	227,341	53.8%	207,742	51.8%	Departmental Profit	4,240,363	60.7%	4,155,669	61.4%	4,135,280	62.3%
<u>Food & Beverage Department</u>												
524,091	75.8%	434,295	73.6%	483,432	76.9%	Food Revenue	3,729,848	73.4%	3,539,521	72.5%	3,591,842	72.2%
123,617	17.9%	116,985	19.8%	110,981	17.7%	Beverage Revenue	732,026	14.4%	728,154	14.9%	753,414	15.1%
43,937	6.4%	38,786	6.6%	33,874	5.4%	Other Revenue	617,691	12.2%	617,148	12.6%	632,220	12.7%
691,645	100.0%	590,065	100.0%	628,287	100.0%	Total F&B Revenue	5,079,565	100.0%	4,884,823	100.0%	4,977,476	100.0%
<u>Cost of Sales</u>												
144,771	27.6%	122,905	28.3%	129,546	26.8%	Food Cost	1,056,750	28.3%	1,001,684	28.3%	1,008,443	28.1%
30,959	25.0%	33,304	28.5%	27,376	24.7%	Beverage Cost	197,242	26.9%	207,763	28.5%	209,067	27.7%
169	-	267	-	320	-	Other F&B Cost	2,052	-	3,057	-	3,111	-
175,899	25.4%	156,476	26.5%	157,242	25.0%	Total F&B Costs	1,256,044	24.7%	1,212,504	24.8%	1,220,621	24.5%
<u>Payroll & Other Expenses</u>												
281,017	40.6%	231,963	39.3%	258,839	41.2%	Payroll	2,562,733	50.5%	2,426,984	49.7%	2,420,870	48.6%
27,916	4.0%	29,250	5.0%	33,930	5.4%	Other Expenses	342,359	6.7%	411,127	8.4%	355,158	7.1%
484,832	70.1%	417,689	70.8%	450,010	71.6%	Total F&B Departmental Expenses	4,161,136	81.9%	4,050,616	82.9%	3,996,650	80.3%
206,814	29.9%	172,376	29.2%	178,276	28.4%	F&B Departmental Profit	918,429	18.1%	834,207	17.1%	980,826	19.7%
<u>Minor Operating Departments</u>												
610	100.0%	1,888	100.0%	1,833	100.0%	Revenues	21,175	100.0%	29,235	100.0%	30,570	100.0%
298	48.8%	602	31.9%	718	39.2%	Cost of Sales	9,782	46.2%	9,320	31.9%	9,436	30.9%
3,796	622.0%	6,278	332.4%	4,358	237.8%	Payroll	63,809	301.3%	80,207	274.4%	52,262	171.0%
728	119.2%	728	38.6%	2,101	114.6%	Expenses	10,901	51.5%	12,432	42.5%	7,944	26.0%
-	-	-	-	-	-	Charges to Other Departments	-	-	-	-	-	-
4,821	790.1%	7,608	402.9%	7,177	391.5%	Total Departmental Expenses	84,492	399.0%	101,959	348.8%	69,642	227.8%
(4,211)	(690.1%)	(5,719)	(302.9%)	(5,344)	(291.5%)	MOD	(63,317)	(299.0%)	(72,724)	(248.8%)	(39,072)	(127.8%)
19,501	1.7%	4,561	0.4%	21,436	2.0%	Other Income	136,899	1.1%	73,613	0.6%	96,428	0.8%
-	-	-	-	-	-	Other Income - Costs / Expenses	-	-	-	-	-	-
435,865	38.5%	398,559	39.1%	402,111	38.2%	Gross Operating Income	5,232,374	42.8%	4,990,766	42.4%	5,173,462	44.0%
<u>Non-operating Departments</u>												
<u>Administration & General</u>												
85,155	7.5%	70,657	6.9%	67,419	6.4%	Payroll	984,064	8.0%	896,280	7.6%	836,530	7.1%
36,158	3.2%	36,565	3.6%	33,864	3.2%	Overhead Expenses	469,076	3.8%	482,970	4.1%	461,079	3.9%
121,313	10.7%	107,222	10.5%	101,283	9.6%	Total A&G	1,453,140	11.9%	1,379,249	11.7%	1,297,609	11.0%
<u>Sales & Marketing</u>												
35,687	3.2%	29,421	2.9%	29,277	2.8%	Payroll	416,398	3.4%	403,681	3.4%	343,113	2.9%
32,911	2.9%	26,556	2.6%	30,770	2.9%	Overheads	406,070	3.3%	396,275	3.4%	398,320	3.4%
68,598	6.1%	55,978	5.5%	60,047	5.7%	Total Sales & Marketing	822,469	6.7%	799,956	6.8%	741,433	6.3%
<u>POME</u>												
25,195	2.2%	27,125	2.7%	23,629	2.2%	Payroll	295,866	2.4%	311,275	2.6%	264,615	2.3%
14,130	1.2%	17,480	1.7%	44,899	4.3%	Other Expenses	297,362	2.4%	248,910	2.1%	309,348	2.6%
22,355	2.0%	24,590	2.4%	21,717	2.1%	Energy Costs	221,863	1.8%	235,898	2.0%	227,235	1.9%
61,681	5.5%	69,195	6.8%	90,244	8.6%	Total POME	815,091	6.7%	796,082	6.8%	801,198	6.8%
251,592	22.2%	232,395	22.8%	251,574	23.9%	Total Non-Operating Departments	3,090,700	25.3%	2,975,288	25.3%	2,840,240	24.2%
-	-	-	-	-	-	Store Rentals	-	-	-	-	-	-
184,273	16.3%	166,163	16.3%	150,536	14.3%	Gross Operating Profit/Loss	2,141,674	17.5%	2,015,478	17.1%	2,333,222	19.9%
30,551	2.7%	27,022	2.7%	28,378	2.7%	Management Fees - Basic	343,170	2.8%	328,112	2.8%	329,850	2.8%
-	-	-	-	-	-	- Incentive	-	-	-	-	-	-
-	-	-	-	-	-	- Pr Yr Adjust	-	-	-	-	-	-
30,551	2.7%	27,022	2.7%	28,378	2.7%	Total Management Fees	343,170	2.8%	328,112	2.8%	329,850	2.8%
153,722	13.6%	139,142	13.7%	122,159	11.6%	Net Operating Profit (EBITDA & Financial)	1,798,504	14.7%	1,687,366	14.3%	2,003,372	17.1%

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Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
153,722	13.6%	139,142	13.7%	122,159	11.6%	1,798,504	14.7%	1,687,366	14.3%	2,003,372	17.1%
Net Operating profit (EBITDA & Financial)											
Financial Expenses											
35,075	3.1%	37,237	3.7%	36,507	3.5%	420,896	3.4%	446,850	3.8%	438,088	3.7%
20,486	1.8%	10,128	1.0%	5,516	0.5%	146,795	1.2%	133,549	1.1%	123,049	1.0%
-	-	800	0.1%	701	0.1%	6,607	0.1%	8,907	0.1%	94,338	0.8%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
55,561	4.9%	48,165	4.7%	42,724	4.1%	574,297	4.7%	589,306	5.0%	655,475	5.6%
98,161	8.7%	90,977	8.9%	79,434	7.5%	1,224,206	10.0%	1,098,060	9.3%	1,347,897	11.5%
Other Deductions											
45,234	4.0%	40,757	4.0%	21,046	2.0%	489,141	4.0%	470,395	4.0%	234,884	2.0%
-	-	-	-	-	-	-	-	-	-	-	-
52,927	4.7%	50,219	4.9%	58,388	5.5%	735,065	6.0%	627,665	5.3%	1,113,013	9.5%
Key Statistics											
200	-	200	-	200	-	200	-	200	-	200	-
6,200	-	6,200	-	6,200	-	73,000	-	73,000	-	73,200	-
3,215	-	3,228	-	3,268	-	51,195	-	49,974	-	49,656	-
-	51.85%	-	52.06%	-	52.71%	-	70.13%	-	68.46%	-	67.84%
130.35	-	130.86	-	122.63	-	136.55	-	135.51	-	133.74	-
67.59	-	68.13	-	64.64	-	95.77	-	92.77	-	90.73	-
1.79	-	2.00	-	1.72	-	1.88	-	2.03	-	2.01	-
Food Covers & Average Food Check											
6,872	42.43	5,744	36.87	6,742	39.58	77,971	23.43	72,319	23.49	75,455	24.32
765	14.15	646	13.48	642	14.77	9,713	14.33	9,513	13.46	9,465	13.39
6,953	31.88	6,811	31.39	6,431	32.20	64,654	27.28	62,467	27.42	60,158	27.09
14,590	35.92	13,201	32.90	13,815	34.99	152,338	24.48	144,299	24.53	145,078	24.76
% Beverage Sales to Food Sales											
-	26.73%	-	27.15%	-	22.85%	-	16.83%	-	16.64%	-	18.17%
-	22.03%	-	29.80%	-	37.38%	-	20.48%	-	25.56%	-	25.85%
-	19.53%	-	26.61%	-	22.43%	-	22.45%	-	24.10%	-	23.75%
-	23.59%	-	26.94%	-	22.96%	-	19.63%	-	20.57%	-	20.98%
Hotel Payroll Statistics											
586,230	-	518,918	-	523,015	-	6,297,049	-	6,027,514	-	5,733,733	-
113.5	-	103.1	-	108.8	-	106.4	-	103.9	-	103.7	-
9,960	-	9,884	-	9,669	-	114,923	-	113,194	-	113,261	-
-	51.84%	-	50.93%	-	49.70%	-	51.49%	-	51.25%	-	48.82%
-	15.98%	-	16.42%	-	15.29%	-	17.38%	-	17.08%	-	16.20%
Actual vs Budget						Actual vs Budget					
Rev. Var.	Profit Var.	Flow-Thru	Rev. Var.	Profit Var.	Flow-Thru	Rev. Var.	Profit Var.	Flow-Thru	Rev. Var.	Profit Var.	Flow-Thru
(3,334)	(13,581)	(307.4%)	18,323	6,018	32.8%	218,671	84,694	38.7%	349,742	105,083	30.0%
101,580	34,438	33.9%	63,359	28,537	45.0%	194,741	84,222	43.2%	102,089	(62,397)	(161.1%)
111,908	18,110	16.2%	78,524	33,737	43.0%	468,639	126,196	26.9%	482,906	(191,548)	(139.7%)
111,908	7,184	6.4%	78,524	18,726	23.8%	468,639	126,146	26.9%	482,906	(123,691)	(125.6%)
Rooms Profit Retention											
F&B Profit Retention											
G.O.P. Retention											
EBITDA Retention											

ROOM MARKET SEGMENTATION

<u>Month</u>						<u>Year-to-Date</u>						
<u>Actual</u>		<u>Budget</u>		<u>Last Year</u>		<u>Actual</u>		<u>Budget</u>		<u>Last Year</u>		
Revenue	A.D.R.	Revenue	A.D.R.	Revenue	A.D.R.	Revenue	A.D.R.	Revenue	A.D.R.	Revenue	A.D.R.	
<u>Market Segments - Revenue & Average Room Rate</u>												
42,637	165.26	88,626	158.54	99,142	139.05	Best Available Rates	981,857	165.66	1,098,201	163.37	1,052,454	160.31
42,637	165.26	88,626	158.54	99,142	139.05	Total BAR	981,857	165.66	1,098,201	163.37	1,052,454	160.31
93,828	131.78	48,368	122.14	77,557	115.41	Specials	1,151,637	138.00	929,735	134.67	925,599	133.01
12,804	145.51	17,685	135.00	20,052	107.81	Packages	150,707	145.47	143,359	127.77	120,963	122.06
21,967	117.47	25,627	102.10	28,853	96.50	Internet Merchant Model	643,650	113.36	449,600	108.08	396,421	105.46
8,738	91.02	4,807	81.47	2,966	76.05	Industry Discount	92,294	82.55	82,651	78.27	74,020	77.43
137,337	126.81	96,487	115.28	129,428	108.22	Total Discount	2,038,289	126.00	1,605,344	121.23	1,517,002	119.78
16,271	159.52	13,624	160.29	20,710	131.91	Corporate	237,686	159.63	220,733	159.72	218,035	158.34
111,869	138.62	107,983	137.38	100,825	131.97	Corporate Volume Neg (Pref)	2,049,004	139.93	1,960,304	141.68	1,964,912	139.79
11,093	127.51	10,461	124.54	4,772	119.30	Government Federal	182,850	130.24	190,940	126.79	180,931	125.91
12,325	119.66	13,149	116.36	3,736	113.20	Government Other	205,040	119.00	140,591	123.54	113,564	125.62
151,557	137.90	145,218	135.97	130,043	130.83	Corporate	2,674,581	138.87	2,512,568	140.67	2,477,443	139.39
17,238	118.88	43,254	123.58	17,395	114.44	Group Corporate	565,548	136.15	731,354	135.06	659,656	135.09
-	-	5,355	119.00	-	-	Group Government	79,718	137.44	50,063	121.22	3,729	120.29
932	116.50	-	-	1,250	125.00	Group Assoc - Corp	147,617	135.80	241,239	135.99	322,066	141.13
49,990	98.21	23,000	115.00	5,638	115.06	Group SMERF - Corp	305,000	117.72	318,979	124.85	368,289	120.40
68,160	102.96	71,609	120.35	24,283	115.09	Group	1,097,883	130.51	1,341,634	132.09	1,353,739	132.01
2,005	105.53	6,407	98.57	4,544	68.85	Tours	47,401	91.33	78,951	78.71	106,207	68.61
10,861	187.26	11,625	155.00	7,521	153.49	Airline / Extended Contracts	85,445	151.50	89,411	143.98	69,043	146.28
935	-	400	-	720	-	Day Use/Other	10,377	-	5,755	-	7,190	-
2,596	-	700	-	2,800	-	Owners / Misc	26,219	-	14,495	-	26,626	-
2,994	-	1,344	-	2,278	-	No-Show Revenue	28,833	-	25,856	-	31,437	-
17,386	299.75	14,069	187.59	13,319	271.82	Other	150,874	267.51	135,517	218.22	134,297	284.53
419,082	131.83	422,416	132.05	400,760	124.11	Total & Average Room Rate - Paid Rate	6,990,885	137.46	6,772,214	136.52	6,641,143	134.77
419,082	130.35	422,416	130.86	400,760	122.63	Total & Average Room Rate - House Rate	6,990,885	136.55	6,772,214	135.51	6,641,143	133.74
<u>Consolidated:</u>												
179,974	134.21	185,113	132.60	228,571	119.73	Transient	3,020,146	136.63	2,703,544	135.42	2,569,456	133.62
151,557	137.90	145,218	135.97	130,043	130.83	Corporate	2,674,581	138.87	2,512,568	140.67	2,477,443	139.39
68,160	102.96	71,609	120.35	24,283	115.09	Group	1,097,883	130.51	1,341,634	132.09	1,353,739	132.01
2,005	105.53	6,407	98.57	4,544	68.85	Tour	47,401	91.33	78,951	78.71	106,207	68.61
17,386	299.75	14,069	187.59	13,319	271.82	Other	150,874	267.51	135,517	218.22	134,297	284.53
<u>Other Room Statistics</u>												
4,754		4,745		4,669		Number of Guests	72,749		69,926		69,354	
1,795		1,614		1,905		Total Room Arrivals	27,262		24,653		24,709	
1,778		1,614		1,842		Total Room Departures	26,374		25,321		24,712	
1.8	48%	2.0	47%	1.7	43%	% Multiple Occupancy	1.9	42%	-	-	2.0	40%
						Average Length of Stay			2.0		2.0	

ROOM MARKET SEGMENTATION p2

<u>Month</u>						<u>Year-to-Date</u>							
<u>Actual</u>		<u>Budget</u>		<u>Last Year</u>		<u>Actual</u>		<u>Budget</u>		<u>Last Year</u>			
Occ. Rms	Occ. %	Occ. Rms	Occ. %	Occ. Rms	Occ. %	Occ. Rms	Occ. %	Occ. Rms	Occ. %	Occ. Rms	Occ. %		
						<u>Market Segments - Revenue & Average Room Rate</u>							
258	4.2%	559	9.0%	713	11.5%	Best Available Rates		5,927	8.1%	6,722	9.2%	6,565	9.0%
258	4.2%	559	9.0%	713	11.5%	Total BAR		5,927	8.1%	6,722	9.2%	6,565	9.0%
712	11.5%	396	6.4%	672	10.8%	Specials		8,345	11.4%	6,904	9.5%	6,959	9.5%
88	1.4%	131	2.1%	186	3.0%	Packages		1,036	1.4%	1,122	1.5%	991	1.4%
187	3.0%	251	4.0%	299	4.8%	Internet Merchant Model		5,678	7.8%	4,160	5.7%	3,759	5.1%
96	1.5%	59	1.0%	39	0.6%	Industry Discount		1,118	1.5%	1,056	1.4%	956	1.3%
1,083	17.5%	837	13.5%	1,196	19.3%	Total Discount		16,177	22.2%	13,242	18.1%	12,665	17.3%
102	1.6%	85	1.4%	157	2.5%	Corporate		1,489	2.0%	1,382	1.9%	1,377	1.9%
807	13.0%	786	12.7%	764	12.3%	Corporate Volume Neg (Pref)		14,643	20.1%	13,836	19.0%	14,056	19.2%
87	1.4%	84	1.4%	40	0.6%	Government Federal		1,404	1.9%	1,506	2.1%	1,437	2.0%
103	1.7%	113	1.8%	33	0.5%	Government Other		1,723	2.4%	1,138	1.6%	904	1.2%
1,099	17.7%	1,068	17.2%	994	16.0%	Corporate		19,259	26.4%	17,862	24.5%	17,774	24.3%
145	2.3%	350	5.6%	152	2.5%	Group Corporate		4,154	5.7%	5,415	7.4%	4,883	6.7%
-	-	45	0.7%	-	-	Group Government		580	0.8%	413	0.6%	31	-
8	0.1%	-	-	10	0.2%	Group Assoc - Corp		1,087	1.5%	1,774	2.4%	2,282	3.1%
509	8.2%	200	3.2%	49	0.8%	Group SMERF - Corp		2,591	3.5%	2,555	3.5%	3,059	4.2%
662	10.7%	595	9.6%	211	3.4%	Group		8,412	11.5%	10,157	13.9%	10,255	14.0%
19	0.3%	65	1.0%	66	1.1%	Tour		519	0.7%	1,003	1.4%	1,548	2.1%
58	0.9%	75	1.2%	49	0.8%	Airline / Extended Contracts		564	0.8%	621	0.9%	472	0.6%
58	0.9%	75	1.2%	49	0.8%	Other		564	0.8%	621	0.9%	472	0.6%
3,179	51.3%	3,199	51.6%	3,229	52.1%	Total Rooms Sold		50,858	69.7%	49,607	68.0%	49,279	67.3%
36	0.6%	29	0.5%	39	0.6%	Complimentary Rooms		337	0.5%	367	0.5%	377	0.5%
3,215	51.9%	3,228	52.1%	3,268	52.7%	Total Rooms Occupied		51,195	70.1%	49,974	68.5%	49,656	67.8%
2,985	48.1%	2,972	47.9%	2,932	47.3%	Vacant		21,805	29.9%	23,026	31.5%	23,544	32.2%
6,200	100.0%	6,200	100.0%	6,200	100.0%	Available Rooms		73,000	100.0%	73,000	100.0%	73,200	100.0%
						<u>Consolidated:</u>							
1,341	21.6%	1,396	22.5%	1,909	30.8%	Transient		22,104	30.3%	19,964	27.3%	19,230	26.3%
1,099	17.7%	1,068	17.2%	994	16.0%	Corporate		19,259	26.4%	17,862	24.5%	17,774	24.3%
662	10.7%	595	9.6%	211	3.4%	Group		8,412	11.5%	10,157	13.9%	10,255	14.0%
19	0.3%	65	1.0%	66	1.1%	Tour		519	0.7%	1,003	1.4%	1,548	2.1%
58	0.9%	75	1.2%	49	0.8%	Other		564	0.8%	621	0.9%	472	0.6%
36	0.6%	29	0.5%	39	0.6%	Complimentary Rooms		323	0.4%	367	0.5%	377	0.5%
2,985	48.1%	2,972	47.9%	2,932	47.3%	Vacant		21,805	29.9%	23,026	31.5%	23,544	32.2%
-	-	-	-	-	-	House Use		14	-	-	-	-	-
6,200	100.0%	6,200	100.0%	6,200	100.0%	Total Room Inventory		73,000	100.0%	73,000	100.0%	73,200	100.0%

ROOMS P&L

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
419,082	100.0%	422,416	100.0%	400,760	100.0%	6,990,885	100.0%	6,772,214	100.0%	6,641,143	100.0%
419,082	100.0%	422,416	100.0%	400,760	100.0%	6,990,885	100.0%	6,772,214	100.0%	6,641,143	100.0%
23,826	5.7%	23,145	5.5%	18,391	4.6%	268,013	3.8%	294,913	4.4%	273,010	4.1%
81,772	19.5%	87,945	20.8%	76,937	19.2%	1,120,004	16.0%	1,146,996	16.9%	1,024,530	15.4%
210	0.1%	-	-	355	0.1%	27,386	0.4%	-	-	37,906	0.6%
-	-	-	-	-	-	-	-	-	-	1,264	0.0%
-	-	-	-	1,289	0.3%	-	-	-	-	36,726	0.6%
1,660	0.4%	-	-	4,058	1.0%	6,496	0.1%	-	-	8,060	0.1%
25,855	6.2%	20,485	4.8%	19,893	5.0%	229,105	3.3%	184,284	2.7%	176,490	2.7%
133,323	31.8%	131,575	31.1%	120,923	30.2%	1,678,039	24.0%	1,626,194	24.0%	1,557,987	23.5%
22,058	5.3%	21,898	5.2%	18,570	4.6%	296,140	4.2%	282,894	4.2%	258,356	3.9%
155,381	37.1%	153,473	36.3%	139,493	34.8%	1,974,179	28.2%	1,909,087	28.2%	1,816,343	27.3%
2,257	0.5%	2,293	0.5%	2,303	0.6%	27,068	0.4%	26,956	0.4%	26,968	0.4%
3,043	0.7%	3,163	0.7%	6,021	1.5%	57,035	0.8%	48,975	0.7%	46,814	0.7%
1,662	0.4%	606	0.1%	-	-	9,122	0.1%	8,458	0.1%	27,458	0.4%
2,625	0.6%	1,100	0.3%	1,418	0.4%	27,657	0.4%	20,066	0.3%	18,930	0.3%
1,104	0.3%	1,093	0.3%	3,979	1.0%	15,084	0.2%	16,820	0.2%	16,988	0.3%
-	-	-	-	-	-	987	0.0%	-	-	745	0.0%
339	0.1%	320	0.1%	320	0.1%	4,623	0.1%	3,730	0.1%	3,370	0.1%
10,780	2.6%	10,025	2.4%	11,872	3.0%	168,841	2.4%	153,392	2.3%	159,331	2.4%
462	0.1%	-	-	-	-	58,613	0.8%	53,872	0.8%	23,570	0.4%
9,800	2.3%	9,781	2.3%	10,099	2.5%	171,838	2.5%	151,421	2.2%	149,142	2.2%
409	0.1%	385	0.1%	356	0.1%	6,089	0.1%	5,475	0.1%	5,103	0.1%
-	-	70	0.0%	-	-	-	-	840	0.0%	-	-
-	-	-	-	767	0.2%	4,876	0.1%	9,304	0.1%	6,214	0.1%
1,582	0.4%	1,059	0.3%	1,363	0.3%	19,130	0.3%	16,391	0.2%	16,650	0.3%
-	-	-	-	-	-	828	0.0%	2,000	0.0%	393	0.0%
7,649	1.8%	5,664	1.3%	7,620	1.9%	92,666	1.3%	86,501	1.3%	87,247	1.3%
3,731	0.9%	2,800	0.7%	2,508	0.6%	35,943	0.5%	36,583	0.5%	32,216	0.5%
713	0.2%	810	0.2%	870	0.2%	12,181	0.2%	13,521	0.2%	9,628	0.1%
428	0.1%	400	0.1%	460	0.1%	6,161	0.1%	5,700	0.1%	6,404	0.1%
3,075	0.7%	1,999	0.5%	3,296	0.8%	55,741	0.8%	46,950	0.7%	50,784	0.8%
281	0.1%	32	0.0%	273	0.1%	1,860	0.0%	500	0.0%	1,566	0.0%
49,941	11.9%	41,602	9.8%	53,524	13.4%	776,343	11.1%	707,457	10.4%	689,520	10.4%
213,761	51.0%	227,341	53.8%	207,742	51.8%	4,240,363	60.7%	4,155,669	61.4%	4,135,280	62.3%

Key Statistics

130.35	130.86	122.63	Rooms Revenue per Room Occupied	136.55	135.51	133.74
7.41	7.17	5.63	Management S & W per Room Occupied	5.24	5.90	5.50
25.43	27.24	23.54	Hourly S & W per Room Occupied	21.88	22.95	20.63
32.85	34.41	29.17	Total S & W per Room Occupied	27.11	28.85	26.13
8.04	6.35	6.09	Supplemental Payroll per Room Occupied	4.48	3.69	3.55
6.86	6.78	5.68	Benefits per Room Occupied	5.78	5.66	5.20
48.33	47.54	42.68	Total Payroll per Room Occupied	38.56	38.20	36.58
15.53	12.89	16.38	Total Other Expenses per Room Occupied	15.16	14.16	13.89
66.49	70.43	63.57	Departmental Profit per Room Occupied	82.83	83.16	83.28

ROOMS P&L p2

Month					
This Year			Last Year		
Budget		Budget		Budget	
EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours
5.1	901	5.1	902	4.2	736
24.8	4,387	26.9	4,759	24.2	4,280
0.0	7	-	-	0.1	16
-	-	-	-	-	-
-	-	-	-	0.5	90
0.5	88	-	-	1.2	221
30.4	5,383	32.0	5,661	30.2	5,342
-	-	-	-	-	-

Year-to-Date					
This Year			Last Year		
Budget		Budget		Budget	
EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours
5.0	10,485	5.6	11,745	5.3	1
29.1	60,738	29.9	62,301	27.7	57,976
0.5	982	-	-	0.7	1,403
-	-	-	-	0.0	79
0.8	1,661	-	-	1.0	2,154
0.2	346	-	-	0.1	303
35.6	74,211	35.5	74,046	34.9	72,939
-	-	-	-	-	-

Summary of EFTE's and Hours

Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay
0.28	26.43	0.28	25.67	0.23	24.99
1.36	18.64	1.47	18.48	1.31	17.97
0.00	28.99	-	-	0.00	22.91
-	-	-	-	-	-
-	-	-	-	0.03	14.40
0.03	18.86	-	-	0.07	18.36
1.67	19.96	1.75	19.62	1.63	18.91

Productivity & Average Hourly Rate of Pay

(Productivity:Hours worked per Room Occupied)

Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay
0.20	25.56	0.24	25.11	0.22	24.76
1.19	18.44	1.25	18.41	1.17	17.67
0.02	27.90	-	-	0.03	27.03
-	-	-	-	0.00	16.00
0.03	16.27	-	-	0.04	17.05
0.01	18.77	-	-	0.01	26.60
1.45	19.52	1.48	19.47	1.47	18.94

Other Expenses per Room Occupied

0.70	0.71	0.70	0.71
0.95	0.98	1.84	0.98
0.52	0.19	-	0.17
0.82	0.34	0.43	0.40
0.34	0.34	1.22	0.34
-	-	-	0.01
0.11	0.10	0.10	0.07
3.35	3.11	3.63	3.07
0.14	-	-	1.08
3.05	3.03	3.09	3.03
0.13	0.12	0.11	0.11
-	0.02	-	0.02
-	-	0.23	0.19
0.49	0.33	0.42	0.33
-	-	-	0.04
2.38	1.75	2.33	1.73
1.16	0.87	0.77	0.73
0.22	0.25	0.27	0.27
0.13	0.12	0.14	0.11
0.96	0.62	1.01	0.94
0.09	0.01	0.08	0.01
15.53	12.89	16.38	14.16

Other Key Statistics:

16.5%	16.6%	15.4%	17.6%	17.4%	16.6%
464.96	468.46	544.51	666.78	576.63	602.38
95.53	88.76	93.63	115.10	108.70	114.55
77.85	74.62	75.01	94.20	91.46	91.05

F&B P&L TOP LEVEL

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Revenue											
52,771	7.6%	38,420	6.5%	49,926	7.9%	662,051	13.0%	626,564	12.8%	645,340	13.0%
127,347	18.4%	105,850	17.9%	108,375	17.2%	1,041,457	20.5%	987,906	20.2%	990,825	19.9%
317,472	45.9%	271,529	46.0%	317,979	50.6%	1,654,395	32.6%	1,605,150	32.9%	1,621,773	32.6%
22,440	3.2%	14,667	2.5%	1,354	0.2%	184,559	3.6%	166,796	3.4%	174,332	3.5%
4,061	0.6%	3,828	0.6%	5,798	0.9%	187,385	3.7%	153,104	3.1%	159,573	3.2%
524,091	75.8%	434,295	73.6%	483,432	76.9%	3,729,848	73.4%	3,539,521	72.5%	3,591,842	72.2%
37,277	5.4%	31,199	5.3%	30,582	4.9%	185,055	3.6%	188,632	3.9%	195,364	3.9%
52,007	7.5%	54,555	9.2%	52,830	8.4%	323,729	6.4%	342,923	7.0%	350,352	7.0%
28,108	4.1%	23,493	4.0%	22,188	3.5%	166,622	3.3%	140,612	2.9%	154,096	3.1%
6,225	0.9%	7,737	1.3%	5,381	0.9%	56,620	1.1%	55,987	1.1%	53,602	1.1%
123,617	17.9%	116,985	19.8%	110,981	17.7%	732,026	14.4%	728,154	14.9%	753,414	15.1%
7,325	1.1%	5,200	0.9%	5,700	0.9%	174,999	3.4%	98,683	2.0%	124,971	2.5%
1,012	0.1%	5,300	0.9%	2,417	0.4%	91,759	1.8%	196,917	4.0%	155,473	3.1%
6,828	1.0%	7,850	1.3%	6,544	1.0%	158,043	3.1%	146,272	3.0%	167,587	3.4%
26,445	3.8%	18,493	3.1%	17,882	2.8%	160,816	3.2%	145,362	3.0%	145,554	2.9%
2,327	0.3%	1,943	0.3%	1,332	0.2%	32,074	0.6%	29,915	0.6%	38,635	0.8%
43,937	6.4%	38,786	6.6%	33,874	5.4%	617,691	12.2%	617,148	12.6%	632,220	12.7%
691,645	100.0%	590,065	100.0%	628,287	100.0%	5,079,565	100.0%	4,884,823	100.0%	4,977,476	100.0%
144,771	27.6%	122,905	28.3%	129,546	26.8%	1,056,750	28.3%	1,001,684	28.3%	1,008,443	28.1%
30,959	25.0%	33,304	28.5%	27,376	24.7%	197,242	26.9%	207,763	28.5%	209,067	27.7%
169	0.4%	267	0.7%	320	0.9%	2,052	0.3%	3,057	0.5%	3,111	0.5%
175,899	25.4%	156,476	26.5%	157,242	25.0%	1,256,044	24.7%	1,212,504	24.8%	1,220,621	24.5%
18,039	2.6%	17,967	3.0%	8,301	1.3%	205,910	4.1%	224,165	4.6%	178,165	3.6%
79,901	11.6%	81,902	13.9%	76,682	12.2%	782,860	15.4%	812,223	16.6%	760,918	15.3%
10,915	1.6%	-	-	15,878	2.5%	48,599	1.0%	-	-	58,498	1.2%
1,945	0.3%	-	-	1,534	0.2%	40,780	0.8%	-	-	25,682	0.5%
-	-	-	-	4,375	0.7%	9,432	0.2%	-	-	26,250	0.5%
12,793	1.8%	-	-	13,096	2.1%	32,992	0.6%	-	-	27,832	0.6%
22,712	3.3%	16,198	2.7%	16,951	2.7%	155,661	3.1%	131,002	2.7%	136,847	2.7%
146,304	21.2%	116,066	19.7%	136,817	21.8%	1,276,233	25.1%	1,167,389	23.9%	1,214,191	24.4%
16,588	2.4%	17,390	2.9%	16,179	2.6%	189,940	3.7%	207,699	4.3%	198,302	4.0%
64,392	9.3%	53,066	9.0%	57,066	9.1%	593,394	11.7%	588,075	12.0%	565,510	11.4%
-	-	-	-	-	-	170	0.0%	-	-	-	-
-	-	-	-	-	-	547	0.0%	-	-	-	-
15,943	2.3%	12,185	2.1%	15,335	2.4%	118,950	2.3%	102,987	2.1%	105,618	2.1%
96,922	14.0%	82,641	14.0%	88,580	14.1%	903,001	17.8%	898,761	18.4%	869,430	17.5%
243,226	35.2%	198,707	33.7%	225,397	35.9%	2,179,234	42.9%	2,066,150	42.3%	2,083,621	41.9%
37,791	5.5%	33,256	5.6%	33,442	5.3%	383,499	7.5%	360,834	7.4%	337,249	6.8%
281,017	40.6%	231,963	39.3%	258,839	41.2%	2,562,733	50.5%	2,426,984	49.7%	2,420,870	48.6%
Other Expenses											
101	0.0%	396	0.1%	89	0.0%	4,269	0.1%	4,329	0.1%	1,992	0.0%
73	0.0%	528	0.1%	364	0.1%	3,122	0.1%	5,772	0.1%	3,432	0.1%
-	-	132	0.0%	-	-	-	-	1,443	0.0%	-	-
493	0.1%	-	-	910	0.1%	5,612	0.1%	8,500	0.2%	8,370	0.2%
431	0.1%	1,520	0.3%	778	0.1%	12,847	0.3%	20,736	0.4%	22,114	0.4%
3,983	0.6%	2,838	0.5%	3,879	0.6%	32,715	0.6%	31,024	0.6%	31,041	0.6%
-	-	-	-	110	0.0%	3,353	0.1%	2,663	0.1%	2,773	0.1%
2,112	0.3%	6,123	1.0%	1,709	0.3%	42,661	0.8%	114,092	2.3%	60,535	1.2%
214	0.0%	152	0.0%	653	0.1%	2,617	0.1%	1,824	0.0%	5,274	0.1%
5,868	0.8%	3,275	0.6%	5,652	0.9%	60,757	1.2%	44,882	0.9%	51,010	1.0%
5,076	0.7%	4,574	0.8%	4,631	0.7%	47,504	0.9%	52,054	1.1%	49,054	1.0%
938	0.1%	751	0.1%	874	0.1%	9,788	0.2%	9,672	0.2%	7,321	0.1%
179	0.0%	57	0.0%	261	0.0%	2,789	0.1%	1,231	0.0%	1,537	0.0%
-	-	-	-	-	-	638	0.0%	700	0.0%	640	0.0%
-	-	525	0.1%	710	0.1%	3,508	0.1%	5,651	0.1%	5,256	0.1%
2,793	0.4%	3,170	0.5%	3,364	0.5%	33,835	0.7%	33,312	0.7%	34,182	0.7%
-	-	40	0.0%	-	-	-	-	433	0.0%	-	-
648	0.1%	244	0.0%	30	0.0%	2,627	0.1%	2,862	0.1%	3,034	0.1%
33	0.0%	205	0.0%	102	0.0%	1,460	0.0%	2,237	0.0%	837	0.0%
440	0.1%	200	0.0%	2,441	0.4%	7,676	0.2%	7,604	0.2%	3,782	0.1%
514	0.1%	500	0.1%	124	0.0%	3,811	0.1%	6,000	0.1%	1,064	0.0%
644	0.1%	817	0.1%	4,213	0.7%	14,761	0.3%	11,501	0.2%	20,009	0.4%
-	-	-	-	-	-	0	-	-	-	0	-
3,375	0.5%	3,205	0.5%	3,036	0.5%	46,008	0.9%	42,605	0.9%	41,902	0.8%
27,916	4.0%	29,250	5.0%	33,930	5.4%	342,359	6.7%	411,127	8.4%	355,158	7.1%
206,814	29.9%	172,376	29.2%	178,276	28.4%	918,429	18.1%	834,207	17.1%	980,826	19.7%
Other Statistics											
14,590		13,201		13,815		152,338		144,299		145,078	
35.92		32.80		34.99		24.48		24.53		24.76	
215.13		182.80		192.25		99.22		97.75		100.24	
111.56		95.17		101.34		69.58		66.92		68.00	
47.41		44.70		45.48		33.34		33.85		34.31	
9.92		9.31		9.38		6.94		6.94		6.95	
2.12		2.52		1.98		1.29		1.44		1.44	
14.18		13.06		12.90		6.03		5.78		6.76	

F&B P&L TOP LEVEL p2

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	
Summary of EFTEs' and Hours												
4.2	752	4.4	774	1.7	304	Direct Service - Management	4.2	8,827	4.6	9,565	3.5	-
29.7	5,257	29.7	5,259	28.6	5,064	- Hourly	24.7	51,427	24.9	51,856	24.4	49
2.6	467	-	-	3.4	608	- Overtime	0.9	1,928	-	-	1.1	17
6.0	1,059	-	-	4.5	798	- Leased Labour	1.4	2,987	-	-	1.1	49
1.0	172	-	-	0.6	106	- Training	1.3	2,632	-	-	0.8	1,634
-	-	-	-	1.5	259	- Modified Duty	0.3	582	-	-	0.7	1,564
43.5	7,707	34.1	6,033	40.3	7,140	Total Direct	32.8	68,383	29.4	61,420	31.6	65,997
3.4	608	3.6	637	3.4	608	Allocated - Management	3.3	6,904	3.7	7,647	3.6	7,466
17.3	3,073	14.5	2,569	16.4	2,899	- Hourly	14.0	29,182	13.7	28,594	13.6	28,435
-	-	-	-	-	-	- Leased Labour	0.0	30	-	-	-	-
-	-	-	-	-	-	- Modified Duty	0.0	8	-	-	-	-
20.8	3,681	18.1	3,205	19.8	3,507	Total Allocated	17.3	36,124	17.4	36,240	17.2	35,902
64.3	11,388	52.1	9,238	60.1	10,646	Total F&B Department	50.1	104,507	46.8	97,661	48.7	101,899
Productivity & Average Hourly Rate of Pay												
(Productivity: Hours worked per Cover)						(Productivity: Hours worked per Cover)						
0.05	23.99	0.06	23.22	0.02	27.31	Direct Service - Management	0.06	23.33	0.07	23.44	0.05	24.15
0.36	15.20	0.40	15.57	0.37	15.14	- Hourly	0.34	15.22	0.36	15.66	0.35	14.93
0.03	23.38	-	-	0.04	26.10	- Overtime	0.01	25.20	-	-	0.02	26.29
0.07	12.08	-	-	0.06	16.42	- Leased Labour	0.02	11.05	-	-	0.02	12.46
0.01	11.29	-	-	0.01	14.47	- Training	0.02	15.49	-	-	0.01	15.72
-	-	-	-	0.02	16.88	- Modified Duty	0.00	16.20	-	-	0.01	16.79
0.53	16.15	0.46	16.55	0.52	16.82	Total Outlets Direct	0.45	16.42	0.43	16.87	0.45	16.33
0.04	27.28	0.05	27.32	0.04	26.61	Allocated - Management	0.05	27.51	0.05	27.16	0.05	26.56
0.21	20.95	0.19	20.66	0.21	19.69	- Hourly	0.19	20.33	0.20	20.57	0.20	19.89
-	-	-	-	-	-	- Leased Labour	0.00	18.54	-	-	-	-
-	-	-	-	-	-	- Modified Duty	-	-	-	-	-	-
0.25	22.00	0.24	21.98	0.25	20.89	Total Allocated	0.24	21.70	0.25	21.96	0.25	21.28
0.78	17.96	0.70	18.44	0.77	18.14	Total F&B Department	0.69	18.22	0.68	18.76	0.70	18.07
Food Covers and Average Check												
2,428	21.73	1,749	21.97	2,262	22.07	Breakfast	30,912	21.42	30,329	20.66	31,212	20.68
3,797	33.54	3,758	28.17	3,287	32.97	Lunch	35,584	29.27	35,525	27.81	34,364	28.83
7,089	44.78	6,422	42.28	7,072	44.96	Dinner	47,923	34.52	46,604	34.44	46,173	35.12
1,276	20.77	1,272	14.54	1,194	5.99	Reception/Coffee Breaks	37,919	9.81	31,840	10.05	33,329	10.02
14,590	35.92	13,201	32.90	13,815	34.99	Covers	152,338	24.48	144,299	24.53	145,078	24.76
Other Expenses per Cover												
0.01	-	0.03	-	0.01	0.01	China	-	0.03	0.03	-	0.01	-
0.01	-	0.04	-	0.01	0.01	Glassware	-	0.02	0.04	-	0.02	-
-	-	0.01	-	-	-	Silverware	-	-	0.01	-	-	-
0.03	-	-	-	0.07	0.07	Linen	-	0.04	0.06	-	0.06	-
0.03	-	0.12	-	0.06	0.06	Contract Services	-	0.08	0.14	-	0.15	-
0.27	-	0.22	-	0.28	0.28	Laundry & Dry Cleaning	-	0.21	0.21	-	0.21	-
-	-	-	-	0.01	0.01	Licenses	-	0.02	0.02	-	0.02	-
0.14	-	0.46	-	0.12	0.12	Banquet Expense	-	0.28	0.79	-	0.42	-
0.01	-	0.01	-	0.05	0.05	Music & Entertainment	-	0.02	0.01	-	0.04	-
0.40	-	0.25	-	0.41	0.41	Guest Supplies	-	0.40	0.31	-	0.35	-
0.35	-	0.35	-	0.34	0.34	Cleaning Supplies	-	0.31	0.36	-	0.34	-
0.06	-	0.06	-	0.06	0.06	Printing & Stationary	-	0.06	0.07	-	0.05	-
0.01	-	0.00	-	0.02	0.02	Telecommunications	-	0.02	0.01	-	0.01	-
0.04	-	0.06	-	0.30	0.30	Equipment Rentals/Purchases/Rep	-	0.10	0.08	-	0.14	-
-	-	-	-	-	-	Training	-	0.00	0.00	-	0.00	-
-	-	0.04	-	0.05	0.05	Uniform Purchase	-	0.02	0.04	-	0.04	-
0.19	-	0.24	-	0.24	0.24	Uniform Cleaning	-	0.22	0.23	-	0.24	-
-	-	0.00	-	-	-	Gratis Food	-	-	0.00	-	-	-
0.04	-	0.02	-	0.00	0.00	Kitchen Fuel-Sterno	-	0.02	0.02	-	0.02	-
0.00	-	0.02	-	0.01	0.01	Kitchen Utensils	-	0.01	0.02	-	0.01	-
0.03	-	0.02	-	0.18	0.18	Menus	-	0.05	0.05	-	0.03	-
0.27	-	0.28	-	0.23	0.23	All Other Expenses	-	0.33	0.34	-	0.30	-
-	1.91	-	2.22	-	2.46	Operating Exp Cost per Cover	-	2.25	2.85	-	2.45	-
Other Statistics												
17,800	-	17,800	-	17,800	-	Total F&B Square Footage	17,800	-	17,800	-	17,800	-
38.86	-	33.15	-	35.30	-	F&B Revenue per Square Footage	285.37	-	274.43	-	279.63	-
215.13	-	182.80	-	192.25	-	F&B Revenue per Room Occupied	99.22	-	97.75	-	100.24	-
47.41	-	44.70	-	45.48	-	F&B Revenue per Cover	33.34	-	33.85	-	34.31	-
9.92	-	9.31	-	9.38	-	Food Costs per Cover	6.94	-	6.94	-	6.95	-
2.12	-	2.52	-	1.98	-	Beverage Costs per Cover	1.29	-	1.44	-	1.44	-
19.26	-	17.57	-	18.74	-	Payroll Costs per Cover	16.82	-	16.82	-	16.69	-
14.18	-	13.06	-	12.90	-	Departmental Profit per Cover	6.03	-	5.78	-	6.76	-
89.75	-	97.81	-	88.00	-	F&B Rev per Hour Worked-Direct	74.28	-	79.53	-	75.42	-
187.88	-	184.10	-	179.16	-	F&B Rev per Hour Worked-Allocat	140.62	-	134.79	-	138.64	-
60.73	-	63.88	-	59.01	-	F&B Rev per Hour Worked-Total	48.61	-	50.02	-	48.85	-

BANQUETS P&L

Month							Year-to-Date						
This Year		Budget		Last Year			This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Revenue													
19,263	4.7%	5,503	1.8%	17,695	4.9%	Breakfast Revenue	182,356	6.7%	182,959	7.1%	210,017	7.6%	
36,381	8.9%	29,497	9.6%	27,811	7.7%	Lunch Revenue	435,176	16.0%	410,663	16.0%	423,658	15.3%	
209,442	51.0%	158,290	51.7%	214,220	59.5%	Dinner Revenue	837,267	30.8%	785,222	30.6%	867,562	31.4%	
22,440	5.5%	14,667	4.8%	1,354	0.4%	Reception/Afternoon Tea Revenue	184,559	6.8%	166,796	6.5%	174,332	6.3%	
4,061	1.0%	3,828	1.3%	5,798	1.6%	Coffee Breaks Revenue	187,385	6.9%	153,104	6.0%	159,573	5.8%	
291,587	71.1%	211,785	69.2%	266,878	74.1%	Food Revenue	1,826,744	67.1%	1,698,744	66.2%	1,835,142	66.3%	
26,391	6.4%	16,401	5.4%	17,945	5.0%	Liquor Revenue	94,710	3.5%	80,648	3.1%	93,528	3.4%	
27,861	6.8%	22,789	7.4%	24,791	6.9%	Wine Revenue	112,457	4.1%	112,059	4.4%	133,192	4.8%	
20,114	4.9%	14,905	4.9%	15,458	4.3%	Beer Revenue	80,231	2.9%	73,291	2.9%	88,324	3.2%	
3,580	0.9%	3,395	1.1%	2,789	0.8%	Mineral Sales	20,067	0.7%	16,696	0.7%	18,420	0.7%	
77,945	19.0%	57,491	18.8%	60,982	16.9%	Beverage Revenue	307,464	11.3%	282,694	11.0%	333,463	12.1%	
7,325	1.8%	5,200	1.7%	5,700	1.6%	Banquets Room Rental-Local	174,999	6.4%	98,683	3.8%	124,971	4.5%	
950	0.2%	5,300	1.7%	2,375	0.7%	Banquets Room Rental-Group	91,534	3.4%	196,917	7.7%	155,055	5.6%	
6,828	1.7%	7,850	2.6%	6,544	1.8%	Audio Visual Rentals	158,043	5.8%	146,272	5.7%	167,587	6.1%	
25,000	6.1%	17,234	5.6%	16,550	4.6%	Service Charge	141,450	5.2%	126,812	4.9%	127,989	4.6%	
704	0.2%	1,350	0.4%	965	0.3%	All Other F&B Income	20,902	0.8%	16,200	0.6%	21,881	0.8%	
40,807	9.9%	36,934	12.1%	32,134	8.9%	Other F&B Revenue	586,928	21.6%	584,884	22.8%	597,483	21.6%	
410,339	100.0%	306,210	100.0%	359,994	100.0%	Total Food & Beverage Revenue	2,721,136	100.0%	2,566,322	100.0%	2,766,088	100.0%	
80,590	27.6%	59,935	28.3%	71,516	26.8%	Food Cost	511,944	28.0%	480,745	28.3%	514,385	28.0%	
19,521	25.0%	16,138	28.1%	15,043	24.7%	Beverage Cost	80,675	26.2%	79,352	28.1%	91,978	27.6%	
100,111	24.4%	76,073	24.8%	86,558	24.0%	Food & Beverage Cost	592,619	21.8%	560,097	21.8%	606,363	21.9%	
8,519	2.1%	8,026	2.6%	2,543	0.7%	Direct Payroll							
28,849	7.0%	28,105	9.2%	26,977	7.5%	Management Salaries & Wages	102,857	3.8%	107,368	4.2%	81,575	2.9%	
6,754	1.6%	-	-	9,728	2.7%	Hourly Salaries & Wages	235,757	8.7%	254,748	9.9%	262,696	9.5%	
1,363	0.3%	-	-	905	0.3%	Overtime	25,738	0.9%	-	-	32,106	1.2%	
-	-	-	-	99	0.0%	Training Payroll	20,214	0.7%	-	-	14,985	0.5%	
12,110	3.0%	-	-	13,096	3.6%	Modified Duty	1,560	0.1%	-	-	6,688	0.2%	
11,470	2.8%	5,867	1.9%	6,322	1.8%	Direct Leased Labour	31,814	1.2%	-	-	27,832	1.0%	
69,065	16.6%	41,998	13.7%	59,670	16.6%	Direct Supplemental	59,753	2.2%	46,394	1.8%	47,582	1.7%	
9,939	2.4%	9,184	3.0%	9,550	2.7%	Allocated Payroll	477,693	17.6%	408,511	15.9%	473,463	17.1%	
38,580	9.4%	28,024	9.2%	33,684	9.4%	Allocated Management	99,988	3.7%	113,014	4.4%	112,909	4.1%	
-	-	-	-	-	-	Allocated Hourly	321,780	11.8%	320,077	12.5%	323,209	11.7%	
-	-	-	-	-	-	Allocated Modified Duty	90	0.0%	-	-	-	-	
-	-	-	-	-	-	Allocated Leased Labour	358	0.0%	-	-	-	-	
8,740	2.1%	6,435	2.1%	9,052	2.5%	Allocated Supplemental	62,910	2.3%	55,812	2.2%	60,498	2.2%	
57,259	14.0%	43,643	14.3%	52,286	14.5%	Allocated Payroll	485,127	17.8%	488,903	19.1%	496,616	18.0%	
126,324	30.8%	85,641	28.0%	111,956	31.1%	Total Payroll	962,820	35.4%	897,414	35.0%	970,079	35.1%	
18,236	4.4%	14,103	4.6%	15,573	4.3%	Benefits	162,202	6.0%	152,399	5.8%	153,772	5.6%	
144,561	35.2%	99,744	32.6%	127,529	35.4%	Total Payroll and Benefits	1,125,022	41.3%	1,049,812	40.9%	1,123,851	40.6%	
Other Expenses													
-	-	-	-	89	0.0%	China	295	0.0%	-	-	89	0.0%	
-	-	-	-	-	-	Glassware	1,366	0.1%	-	-	2,555	0.1%	
493	0.1%	-	-	910	0.3%	Linens	3,224	0.1%	4,250	0.2%	5,022	0.2%	
-	-	360	0.1%	68	0.0%	Contract Services	3,811	0.1%	4,317	0.2%	1,657	0.1%	
2,118	0.5%	-	-	2,118	0.6%	Laundry & Dry Cleaning	18,353	0.7%	-	-	17,440	0.6%	
2,112	0.5%	6,123	2.0%	1,709	0.5%	Banquet Expense	42,661	1.6%	114,092	4.4%	60,535	2.2%	
71	0.0%	-	-	520	0.1%	Music & Entertainment	944	0.0%	-	-	4,589	0.2%	
584	0.1%	453	0.1%	80	0.0%	Operating & Guest Supplies	6,195	0.2%	5,342	0.2%	4,817	0.2%	
-	-	-	-	-	-	Cleaning Supplies	63	0.0%	-	-	651	0.0%	
317	0.1%	-	-	93	0.0%	Printing & Stationary	1,336	0.0%	-	-	366	0.0%	
-	-	-	-	-	-	Telecommunications	222	0.0%	369	0.0%	202	0.0%	
-	-	-	-	-	-	Training	-	-	-	-	500	0.0%	
-	-	525	0.2%	255	0.1%	Uniform Purchase	-	-	2,455	0.1%	2,979	0.1%	
880	0.2%	712	0.2%	1,036	0.3%	Uniform-Cleaning	7,939	0.3%	7,643	0.3%	7,954	0.3%	
-	-	-	-	-	-	Kitchen Fuel-Sterno	127	0.0%	-	-	-	-	
377	0.1%	300	0.1%	124	0.0%	Decorations	2,197	0.1%	5,600	0.2%	582	0.0%	
-	-	394	0.1%	463	0.1%	Equipment Rental/Purchases/Repairs	5,656	0.2%	6,425	0.3%	6,383	0.2%	
5,712	1.4%	6,419	2.1%	10,492	2.9%	Allocation and Credits To/From Dept	57,093	2.1%	78,262	3.0%	68,232	2.5%	
-	-	-	-	-	-	Other Operating Expenses	223	0.0%	-	-	94	0.0%	
12,665	3.1%	15,286	5.0%	17,958	5.0%	Expenses	151,724	5.6%	228,755	8.9%	184,646	6.7%	
153,003	37.3%	115,107	37.6%	127,949	35.5%	Department Profit/Loss	851,771	31.3%	727,658	28.4%	851,227	30.8%	
Other Statistics													
6,872		5,744		6,742		Total Covers	77,971		72,319		75,455		
42.43		36.87		39.58		Average Food Check - Total	23.43		23.49		24.32		
127.63		94.86		110.16		FBRevPerOcc	53.15		51.35		55.71		
66.18		49.39		58.06		FBRevPar	37.28		35.16		37.79		
59.71		53.31		53.40		F&B Revenue per Cover	34.90		35.49		36.66		
11.73		10.43		10.61		Food Cost per Cover	6.57		6.65		6.82		
2.84		2.81		2.23		Beverage Cost per Cover	1.03		1.10		1.22		
22.26		20.04		18.98		F&B Profit per Cover	10.92		10.06		11.28		

BANQUETS P&L p2

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
EFTEs*	Hours	EFTEs*	Hours	EFTEs*	Hours	EFTEs*	Hours	EFTEs*	Hours	EFTEs*	Hours	
Summary of EFTEs* and Hours												
2.0	352	2.0	351	0.4	76	Direct Service - Management	2.2	4,542	2.2	4,654	1.6	-
11.2	1,985	10.6	1,874	10.6	1,878	- Hourly	7.8	16,289	8.1	16,916	8.9	23
1.5	272	-	-	2.1	380	- Overtime	0.5	1,013	-	-	0.6	10
5.8	1,035	-	-	4.5	798	- Leased Labour	1.4	2,938	-	-	1.1	23
0.5	87	-	-	0.4	63	- Training	0.6	1,298	-	-	0.5	949
-	-	-	-	0.0	8	- Modified Duty	0.1	107	-	-	0.2	381
21.1	3,732	12.6	2,225	18.1	3,203	Total Direct	12.6	26,186	10.3	21,570	12.7	26,600
2.1	364	1.9	336	2.0	359	Allocated - Management	1.7	3,637	2.0	4,159	2.0	4,254
10.4	1,841	7.7	1,356	9.7	1,711	- Hourly	7.6	15,807	7.5	15,559	7.8	16,252
-	-	-	-	-	-	- Leased Labour	0.0	19	-	-	-	-
-	-	-	-	-	-	- Modified Duty	0.0	4	-	-	-	-
12.5	2,206	9.6	1,693	11.7	2,070	Total Allocated	9.3	19,468	9.5	19,718	9.8	20,506
33.5	5,937	22.1	3,918	29.8	5,272	Total F&B Department	21.9	45,654	19.8	41,288	22.5	47,106
Productivity & Average Hourly Rate of Pay						Productivity & Average Hourly Rate of Pay						
Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	
(Productivity: Hours worked per Cover)												
0.05	24.20	0.06	22.88	0.01	33.46	Direct Service - Management	0.06	22.65	0.06	23.07	0.04	25.01
0.29	14.53	0.33	15.00	0.28	14.36	- Hourly	0.21	14.47	0.23	15.06	0.25	14.16
0.04	24.79	-	-	0.06	25.60	- Overtime	0.01	25.40	-	-	0.02	26.45
0.15	11.70	-	-	0.12	16.42	- Leased Labour	0.04	10.83	-	-	0.03	12.44
0.01	15.62	-	-	0.01	14.47	- Training	0.02	15.58	-	-	0.01	15.80
-	-	-	-	0.00	12.42	- Modified Duty	0.00	14.58	-	-	0.01	17.54
0.54	15.43	0.39	16.24	0.48	16.71	Total Outlets Direct	0.34	15.99	0.30	16.79	0.35	16.00
0.05	27.28	0.06	27.32	0.05	26.61	Allocated - Management	0.05	27.49	0.06	27.17	0.06	26.54
0.27	20.95	0.24	20.66	0.25	19.69	- Hourly	0.20	20.36	0.22	20.57	0.22	19.89
-	-	-	-	-	-	- Leased Labour	0.00	18.46	-	-	-	-
-	-	-	-	-	-	- Modified Duty	-	-	-	-	-	-
0.32	22.00	0.29	21.98	0.31	20.89	Total Allocated	0.25	21.69	0.27	21.96	0.27	21.27
0.86	17.87	0.68	18.72	0.78	18.32	Total F&B Department	0.59	18.40	0.57	19.26	0.62	18.30
Food Covers and Average Check						Food Covers and Average Check						
Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	
824	23.38	296	18.59	737	24.01	Breakfast	9,180	19.86	9,942	18.40	11,148	18.84
918	39.63	1,014	29.09	727	38.25	Lunch	14,249	30.54	14,724	27.89	14,197	29.84
3,854	54.34	3,162	50.06	4,084	52.45	Dinner	16,623	50.37	15,813	49.66	16,781	51.70
1,276	20.77	1,272	14.54	1,194	5.99	Reception/Coffee Breaks	37,919	9.81	31,840	10.05	33,329	10.02
6,872	42.43	5,744	36.87	6,742	39.58	Covers	77,971	23.43	72,319	23.49	75,455	24.32
Other Expenses per Cover						Other Expenses per Cover						
-	-	-	-	-	0.01	China	-	0.00	-	-	-	0.00
-	-	-	-	-	-	Glassware	-	0.02	-	-	-	0.03
0.07	-	-	-	-	0.13	Linens	-	0.04	-	0.06	-	0.07
-	-	0.06	-	-	0.01	Contract Services	-	0.05	-	0.06	-	0.02
0.31	-	-	-	-	0.31	Laundry & Dry Cleaning	-	0.24	-	-	-	0.23
0.31	-	1.07	-	-	0.25	Banquet Expense	-	0.55	-	1.58	-	0.80
0.01	-	-	-	-	0.08	Music & Entertainment	-	0.01	-	-	-	0.06
0.09	-	0.08	-	-	0.01	Guest Supplies	-	0.08	-	0.07	-	0.06
-	-	-	-	-	-	Cleaning Supplies	-	0.00	-	-	-	0.01
0.05	-	-	-	-	0.01	Printing & Stationary	-	0.02	-	-	-	0.00
-	-	-	-	-	-	Telecommunications	-	0.00	-	0.01	-	0.00
-	-	0.07	-	-	0.07	Equipment Rentals/Purchases/Rep	-	0.07	-	0.09	-	0.08
-	-	-	-	-	-	Training	-	-	-	-	-	0.01
-	-	0.09	-	-	0.04	Uniform Purchase	-	-	-	0.03	-	0.04
0.13	-	0.12	-	-	0.15	Uniform Cleaning	-	0.10	-	0.11	-	0.11
-	-	-	-	-	-	Kitchen Fuel-Sterno	-	0.00	-	-	-	-
0.83	-	1.12	-	-	1.56	Charges to Other Departments	-	0.73	-	1.08	-	0.90
0.05	-	0.05	-	-	0.02	All Other Expenses	-	0.03	-	0.08	-	0.01
1.84	-	2.66	-	-	2.66	Operating Exp Cost per Cover	-	1.95	-	3.16	-	2.45
Other Statistics						Other Statistics						
12,600	-	12,600	-	12,600	-	Total F&B Square Footage	12,600	-	12,600	-	12,600	-
32.57	-	24.30	-	28.57	-	F&B Revenue per Square Footage	215.96	-	203.68	-	219.53	-
127.63	-	94.86	-	110.16	-	F&B Revenue per Room Occupied	53.15	-	51.35	-	55.71	-
59.71	-	53.31	-	53.40	-	F&B Revenue per Cover	34.90	-	35.49	-	36.66	-
11.73	-	10.43	-	10.61	-	Food Costs per Cover	6.57	-	6.65	-	6.82	-
2.84	-	2.81	-	2.23	-	Beverage Costs per Cover	1.03	-	1.10	-	1.22	-
21.04	-	17.36	-	18.92	-	Payroll Costs per Cover	14.43	-	14.52	-	14.89	-
22.26	-	20.04	-	18.98	-	Departmental Profit per Cover	10.92	-	10.06	-	11.28	-
109.96	-	137.63	-	112.41	-	F&B Rev per Hour Worked-Direct	103.91	-	118.97	-	103.99	-
186.04	-	180.90	-	173.92	-	F&B Rev per Hour Worked-Allocat	139.78	-	130.15	-	134.89	-
69.11	-	78.16	-	68.28	-	F&B Rev per Hour Worked-Total	59.60	-	62.16	-	58.72	-

BANQUETS LOCAL AND GROUP SALES

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Food Revenue											
19,263	5.2%	2,380	0.9%	16,927	5.2%	101,414	4.8%	72,434	3.7%	92,906	4.3%
-	-	3,123	1.2%	768	0.2%	80,942	3.8%	110,524	5.6%	117,111	5.4%
19,263	5.2%	5,503	2.0%	17,695	5.4%	182,356	8.5%	182,959	9.2%	210,017	9.7%
32,992	8.9%	18,136	6.7%	21,707	6.6%	201,822	9.5%	107,295	5.4%	125,399	5.8%
3,389	0.9%	11,361	4.2%	6,104	1.9%	233,355	10.9%	303,368	15.3%	298,260	13.8%
36,381	9.8%	29,497	11.0%	27,811	8.5%	435,176	20.4%	410,663	20.7%	423,658	19.5%
194,604	52.7%	31,640	11.8%	74,156	22.6%	722,279	33.8%	177,587	9.0%	232,059	10.7%
14,838	4.0%	126,649	47.0%	140,064	42.7%	114,988	5.4%	607,635	30.7%	635,503	29.3%
209,442	56.7%	158,290	58.8%	214,220	65.3%	837,267	39.2%	785,222	39.6%	867,562	40.0%
22,440	6.1%	1,467	0.5%	1,354	0.4%	116,162	5.4%	50,026	2.5%	71,901	3.3%
-	-	13,201	4.9%	-	-	68,397	3.2%	116,770	5.9%	102,430	4.7%
22,440	6.1%	14,667	5.4%	1,354	0.4%	184,559	8.6%	166,796	8.4%	174,332	8.0%
3,974	1.1%	2,006	0.7%	3,485	1.1%	101,518	4.8%	45,468	2.3%	54,868	2.5%
88	0.0%	1,822	0.7%	2,313	0.7%	85,867	4.0%	107,635	5.4%	104,704	4.8%
4,061	1.1%	3,828	1.4%	5,798	1.8%	187,385	8.8%	153,104	7.7%	159,573	7.4%
273,272	74.0%	55,629	20.7%	117,629	35.9%	1,243,195	58.3%	452,811	22.9%	577,134	26.6%
18,315	5.0%	156,156	58.0%	149,249	45.5%	583,548	27.3%	1,245,933	62.9%	1,258,008	58.0%
291,587	78.9%	211,785	78.6%	266,878	81.4%	1,826,744	85.6%	1,698,744	85.7%	1,835,142	84.6%
68,644	18.6%	20,179	7.5%	40,995	12.5%	239,844	11.2%	99,225	5.0%	121,591	5.6%
9,301	2.5%	37,312	13.9%	19,987	6.1%	67,620	3.2%	183,468	9.3%	211,872	9.8%
77,945	21.1%	57,491	21.4%	60,982	18.6%	307,464	14.4%	282,694	14.3%	333,463	15.4%
341,916	92.5%	75,808	28.2%	158,624	48.4%	1,483,039	69.5%	552,036	27.9%	698,725	32.2%
27,616	7.5%	193,468	71.8%	169,236	51.6%	651,168	30.5%	1,429,401	72.1%	1,469,880	67.8%
369,532	100.0%	269,276	100.0%	327,861	100.0%	2,134,208	100.0%	1,981,438	100.0%	2,168,605	100.0%

Food Covers & Average Food Check						Food Covers & Average Food Check					
Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check
824	23.38	128	18.59	701	24.15	5,176	19.59	3,919	18.48	4,812	19.31
-	-	168	18.59	36	21.33	4,004	20.22	6,023	18.35	6,336	18.48
824	23.38	296	18.59	737	24.01	9,180	19.86	9,942	18.40	11,148	18.84
843	39.14	623	29.09	539	40.27	6,164	32.74	3,893	27.56	3,915	32.03
75	45.19	391	29.09	188	32.47	8,085	28.86	10,831	28.01	10,282	29.01
918	39.63	1,014	29.09	727	38.25	14,249	30.54	14,724	27.89	14,197	29.84
3,643	53.42	632	50.06	1,123	66.03	14,191	50.90	3,584	49.55	4,509	51.47
211	70.32	2,530	50.06	2,961	47.30	2,432	47.28	12,229	49.69	12,272	51.78
3,854	54.34	3,162	50.06	4,084	52.45	16,623	50.37	15,813	49.66	16,781	51.70
620	36.19	72	20.31	120	11.28	5,576	20.83	2,641	18.94	2,872	25.04
-	-	650	20.32	-	-	3,747	18.25	6,372	18.33	6,466	15.84
620	36.19	722	20.31	120	11.28	9,323	19.80	9,013	18.51	9,338	18.67
656	6.06	288	6.96	620	5.62	16,124	6.30	6,746	6.74	8,306	6.61
-	-	262	6.96	454	5.09	12,472	6.88	16,081	6.69	15,685	6.68
656	6.19	550	6.96	1,074	5.40	28,596	6.55	22,827	6.71	23,991	6.65
6,586	41.49	1,744	31.90	3,103	37.91	47,231	26.32	20,783	21.79	24,414	23.64
286	64.04	4,000	39.04	3,639	41.01	30,740	18.98	51,536	24.18	51,041	24.65
6,872	42.43	5,744	36.87	6,742	39.58	77,971	23.43	72,319	23.49	75,455	24.32

In Room Dining P&L Part 1

Month							Year-to-Date						
This Year		Budget		Last Year			This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Revenue													
2,587	17.4%	2,101	16.2%	2,257	15.3%	Breakfast Revenue	35,553	18.4%	32,083	17.2%	31,115	16.9%	
2,150	14.4%	1,704	13.1%	1,286	8.7%	Lunch Revenue	19,645	10.2%	20,298	10.9%	18,942	10.3%	
6,086	40.9%	4,894	37.7%	5,939	40.3%	Dinner Revenue	84,019	43.6%	75,636	40.6%	76,698	41.8%	
10,823	72.7%	8,699	66.9%	9,481	64.4%	Food Revenue	139,217	72.2%	128,017	68.8%	126,755	69.0%	
265	1.8%	296	2.3%	113	0.8%	Liquor Revenue	3,378	1.8%	4,135	2.2%	3,521	1.9%	
1,123	7.5%	1,479	11.4%	2,563	17.4%	Wine Revenue	13,209	6.8%	17,012	9.1%	18,042	9.8%	
548	3.7%	348	2.7%	354	2.4%	Beer Revenue	6,317	3.3%	5,028	2.7%	4,816	2.6%	
450	3.0%	470	3.6%	514	3.5%	Mineral Sales	5,611	2.9%	6,547	3.5%	6,383	3.5%	
2,385	16.0%	2,592	20.0%	3,544	24.1%	Beverage Revenue	28,515	14.8%	32,722	17.6%	32,762	17.8%	
1,446	9.7%	1,259	9.7%	1,332	9.0%	Service Charge	19,365	10.0%	18,550	10.0%	17,565	9.6%	
235	1.6%	443	3.4%	367	2.5%	All Other F&B Income	5,786	3.0%	6,790	3.6%	6,516	3.5%	
1,680	11.3%	1,702	13.1%	1,699	11.5%	Other F&B Revenue	25,152	13.0%	25,339	13.6%	24,080	13.1%	
14,888	100.0%	12,994	100.0%	14,724	100.0%	Total Food & Beverage Revenue	192,883	100.0%	186,079	100.0%	183,597	100.0%	
2,988	27.6%	2,462	28.3%	2,541	26.8%	Food Cost	40,046	28.8%	36,229	28.3%	35,776	28.2%	
597	25.0%	772	29.8%	874	24.7%	Beverage Cost	7,894	27.7%	9,657	29.5%	9,124	27.9%	
119	7.1%	162	9.5%	200	11.8%	Other F&B Cost of Sales	1,871	7.4%	2,410	9.5%	2,690	11.2%	
3,704	24.9%	3,396	26.1%	3,615	24.6%	Food & Beverage Cost	49,811	25.8%	48,296	26.0%	47,590	25.9%	
Direct Payroll													
4,680	31.4%	5,244	40.4%	4,817	32.7%	Hourly Salaries & Wages	61,634	32.0%	62,770	33.7%	59,197	32.2%	
532	3.6%	-	-	161	1.1%	Overtime	1,710	0.9%	-	-	1,644	0.9%	
281	1.9%	-	-	32	0.2%	Training Payroll	3,372	1.7%	-	-	1,902	1.0%	
-	-	-	-	-	-	Modified Duty	136	0.1%	-	-	-	-	
21	0.1%	-	-	-	-	Direct Leased Labour	21	0.0%	-	-	-	-	
897	6.0%	928	7.1%	707	4.8%	Direct Supplemental	7,221	3.7%	8,160	4.4%	7,303	4.0%	
6,410	43.1%	6,173	47.5%	5,718	38.8%	Direct Payroll	74,093	38.4%	70,930	38.1%	70,045	38.2%	
Allocated Payroll													
369	2.5%	377	2.9%	339	2.3%	Allocated Management	9,284	4.8%	8,999	4.8%	8,612	4.7%	
1,432	9.6%	1,151	8.9%	1,197	8.1%	Allocated Hourly	27,719	14.4%	25,300	13.6%	23,866	13.0%	
-	-	-	-	-	-	Allocated Modified Duty	7	0.0%	-	-	-	-	
-	-	-	-	-	-	Allocated Leased Labour	18	0.0%	-	-	-	-	
324	2.2%	264	2.0%	322	2.2%	Allocated Supplemental	5,558	2.9%	4,391	2.4%	4,375	2.4%	
2,125	14.3%	1,793	13.8%	1,858	12.6%	Allocated Payroll	42,586	22.1%	38,691	20.8%	36,853	20.1%	
8,535	57.3%	7,965	61.3%	7,575	51.4%	Total Payroll	116,679	60.5%	109,621	58.9%	106,898	58.2%	
1,432	9.6%	1,590	12.2%	1,226	8.3%	Benefits	20,931	10.9%	22,315	12.0%	17,946	9.8%	
9,967	67.0%	9,555	73.5%	8,801	59.8%	Total Payroll and Benefits	137,611	71.3%	131,936	70.9%	124,844	68.0%	
Other Expenses													
-	-	-	-	-	-	China	-	-	-	-	342	0.2%	
-	-	-	-	-	-	Linen	-	-	-	-	38	0.0%	
184	1.2%	68	0.5%	68	0.5%	Contract Services	677	0.4%	813	0.4%	814	0.4%	
-	-	-	-	155	1.1%	Laundry & Dry Cleaning	1,653	0.9%	-	-	1,731	0.9%	
-	-	-	-	-	-	Operating & Guest Supplies	-	-	-	-	48	0.0%	
80	0.5%	-	-	-	-	Cleaning Supplies	38	0.0%	-	-	-	-	
-	-	-	-	-	-	Printing & Stationary	157	0.1%	-	-	-	-	
-	-	-	-	-	-	Telecommunications	379	0.2%	82	0.0%	369	0.2%	
46	0.3%	117	0.9%	113	0.8%	Uniform Purchase	-	-	386	0.2%	-	-	
440	3.0%	-	-	-	-	Uniform-Cleaning	1,090	0.6%	1,287	0.7%	1,146	0.6%	
204	1.4%	269	2.1%	417	2.8%	Menus	2,740	1.4%	1,204	0.6%	1,004	0.5%	
954	6.4%	454	3.5%	753	5.1%	Allocation and Credits To/From Dept	5,247	2.7%	6,696	3.6%	5,045	2.7%	
262	1.8%	(411)	(3.2%)	1,554	10.6%	Expenses	11,982	6.2%	10,467	5.6%	10,539	5.7%	
							Department Profit/Loss	(6,520)	(3.4%)	(4,620)	(2.5%)	624	0.3%
Other Statistics													
765		646		642		Total Covers	9,713		9,513		9,465		
14.15		13.48		14.77		Average Food Check - Total	14.33		13.46		13.39		
4.63		4.03		4.51		FBRevPerOcc	3.77		3.72		3.70		
2.40		2.10		2.37		FBRevPar	2.64		2.55		2.51		
19.46		20.13		22.93		F&B Revenue per Cover	19.86		19.56		19.40		
3.91		3.81		3.96		Food Cost per Cover	4.12		3.81		3.78		
0.78		1.20		1.36		Beverage Cost per Cover	0.81		1.02		0.96		
0.34		(0.64)		2.42		F&B Profit per Cover	(0.67)		(0.49)		0.07		

In Room Dining Part 2

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	
Summary of EFTEs' and Hours												
1.9	328	2.1	372	2.1	369	- Hourly	2.1	4,414	2.1	4,472	2.1	3
0.1	25	-	-	0.0	5	- Overtime	0.0	69	-	-	0.0	1
0.0	1	-	-	-	-	- Leased Labour	-	1	-	-	-	3
0.1	19	-	-	0.0	2	- Training	0.1	235	-	-	0.1	134
-	-	-	-	-	-	- Modified Duty	0.0	11	-	-	-	-
2.1	373	2.1	372	2.1	376	Total Direct	2.3	4,730	2.1	4,472	2.2	4,502
0.1	14	0.1	14	0.1	13	Allocated - Management	0.2	336	0.2	331	0.2	324
0.4	68	0.3	56	0.3	61	- Hourly	0.7	1,366	0.6	1,229	0.6	1,200
-	-	-	-	-	-	- Leased Labour	-	1	-	-	-	-
-	-	-	-	-	-	- Modified Duty	-	0	-	-	-	-
0.5	82	0.4	70	0.4	74	Total Allocated	0.8	1,703	0.7	1,561	0.7	1,523
2.6	455	2.5	442	2.5	450	Total F&B Department	3.1	6,434	2.9	6,032	2.9	6,025
Productivity & Average Hourly Rate of Pay						Productivity & Average Hourly Rate of Pay						
(Productivity: Hours worked per Cover)						(Productivity: Hours worked per Cover)						
0.43	14.26	0.58	14.10	0.57	13.05	- Hourly	0.45	13.96	0.47	14.04	0.46	13.75
0.03	21.30	-	-	0.01	31.19	- Overtime	0.01	24.72	-	-	0.01	27.06
0.00	23.48	-	-	-	-	- Leased Labour	-	23.48	-	-	-	-
0.02	14.82	-	-	0.00	14.49	- Training	0.02	14.34	-	-	0.01	14.16
-	-	-	-	-	-	- Modified Duty	0.00	12.34	-	-	-	-
0.49	14.78	0.58	14.10	0.59	13.30	Total Outlets Direct	0.49	14.13	0.47	14.04	0.48	13.93
0.02	27.28	0.02	27.32	0.02	26.61	Allocated - Management	0.03	27.62	0.03	27.16	0.03	26.60
0.09	20.95	0.09	20.66	0.09	19.69	- Hourly	0.14	20.29	0.13	20.58	0.13	19.90
-	-	-	-	-	-	- Leased Labour	-	18.77	-	-	-	-
-	-	-	-	-	-	- Modified Duty	-	-	-	-	-	-
0.11	22.00	0.11	21.98	0.11	20.89	Total Allocated	0.18	21.74	0.16	21.98	0.16	21.32
0.59	16.08	0.68	15.34	0.70	14.55	Total F&B Department	0.66	16.15	0.63	16.09	0.64	15.80
Food Covers and Average Check						Food Covers and Average Check						
259	9.99	194	10.85	186	12.13	Breakfast	3,078	11.55	2,949	10.88	2,882	10.80
118	18.22	129	13.20	104	12.36	Lunch	1,491	13.18	1,555	13.06	1,507	12.57
388	15.69	323	15.16	352	16.87	Dinner	5,144	16.33	5,009	15.10	5,076	15.11
765	14.15	646	13.48	642	14.77	Covers	9,713	14.33	9,513	13.46	9,465	13.39
Other Expenses per Cover						Other Expenses per Cover						
-	-	-	-	-	-	- China	-	-	-	-	0.04	
-	-	-	-	-	-	- Linen	-	-	-	-	0.00	
-	0.24	-	0.10	0.11	0.11	Contract Services	-	0.07	-	0.09	0.09	
-	-	-	-	0.24	0.24	Laundry & Dry Cleaning	-	0.17	-	-	0.18	
-	-	-	-	-	-	- Guest Supplies	-	-	-	-	0.01	
-	-	-	-	-	-	- Cleaning Supplies	-	0.00	-	-	-	
-	0.10	-	-	-	-	- Printing & Stationary	-	0.02	-	-	-	
-	-	-	-	-	-	- Telecommunications	-	0.04	-	0.01	0.04	
-	-	-	-	-	-	- Uniform Purchase	-	-	-	0.04	-	
-	0.06	-	0.18	0.18	0.18	Uniform Cleaning	-	0.11	-	0.14	0.12	
-	0.58	-	-	-	-	- Menus	-	0.28	-	0.13	0.11	
-	0.27	-	0.42	0.65	0.65	Charges to Other Departments	-	0.54	-	0.70	0.53	
-	-	-	-	-	-	- All Other Expenses	-	-	-	-	-	
-	1.25	-	0.70	1.17	1.17	Operating Exp Cost per Cover	-	1.23	-	1.10	1.11	
Other Statistics						Other Statistics						
4.63	-	4.03	-	4.51	-	F&B Revenue per Room Occupied	3.77	-	3.72	-	3.70	
19.46	-	20.13	-	22.93	-	F&B Revenue per Cover	19.86	-	19.56	-	19.40	
3.91	-	3.81	-	3.96	-	Food Costs per Cover	4.12	-	3.81	-	3.78	
0.78	-	1.20	-	1.36	-	Beverage Costs per Cover	0.81	-	1.02	-	0.96	
13.03	-	14.80	-	13.71	-	Payroll Costs per Cover	14.17	-	13.87	-	13.19	
0.34	-	(0.64)	-	2.42	-	Departmental Profit per Cover	(0.67)	-	(0.49)	-	0.07	
39.91	-	34.93	-	39.12	-	F&B Rev per Hour Worked-Direct	40.78	-	41.61	-	40.79	
181.84	-	186.89	-	200.22	-	F&B Rev per Hour Worked-Allocat	113.23	-	119.22	-	120.53	
32.73	-	29.43	-	32.72	-	F&B Rev per Hour Worked-Total	29.98	-	30.85	-	30.47	

F&B EXPENSE - ALLOCATION

						<u>Year-to-Date</u>					
<u>This Year</u>		<u>Month Budget</u>		<u>Last Year</u>		<u>This Year</u>		<u>Budget</u>		<u>Last Year</u>	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Cost of Sales											
Payroll											
0	-	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-	-
Other Expenses											
-	-	450	-	-	-	1,223	-	7,896	-	12,420	-
-	-	2,838	-	-	-	-	-	31,024	-	-	-
179	-	57	-	261	-	2,156	-	780	-	966	-
-	-	-	-	-	-	110	-	700	-	-	-
1,273	-	1,200	-	1,230	-	18,066	-	12,150	-	16,944	-
644	-	423	-	3,717	-	8,012	-	5,076	-	11,250	-
1,474	-	228	-	4,559	-	18,689	-	7,466	-	16,587	-
4,896	-	4,574	-	4,620	-	46,940	-	52,054	-	48,192	-
276	-	751	-	748	-	5,380	-	9,672	-	5,051	-
-	-	-	-	-	-	232	-	-	-	15	-
-	-	396	-	-	-	578	-	4,329	-	1,054	-
-	-	528	-	-	-	-	-	5,772	-	-	-
-	-	132	-	-	-	-	-	1,443	-	-	-
-	-	-	-	2,441	-	4,936	-	4,000	-	2,441	-
-	-	40	-	-	-	-	-	433	-	-	-
-	-	-	-	-	-	220	-	-	-	110	-
33	-	205	-	102	-	1,460	-	2,237	-	837	-
648	-	244	-	30	-	2,500	-	2,862	-	3,034	-
(9,423)	-	(12,329)	-	(18,003)	-	(111,921)	-	(152,498)	-	(122,378)	-
-	-	264	-	297	-	1,420	-	4,604	-	3,479	-
-	-	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-	-

ALL DAY RESTURANT P&L

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
						Revenue						
13,140	6.5%	14,415	6.8%	14,904	7.5%	Breakfast Revenue	204,553	14.5%	200,142	13.6%	191,613	14.1%
63,631	31.3%	55,257	25.9%	58,567	29.4%	Lunch Revenue	310,712	22.1%	325,915	22.2%	309,317	22.7%
92,969	45.8%	100,822	47.3%	90,334	45.4%	Dinner Revenue	632,670	44.9%	657,113	44.8%	596,416	43.8%
169,740	83.5%	170,494	80.0%	163,804	82.3%	Food Revenue	1,147,934	81.5%	1,183,171	80.7%	1,097,346	80.5%
7,050	3.5%	9,377	4.4%	7,569	3.8%	Liquor Revenue	49,055	3.5%	59,935	4.1%	53,477	3.9%
19,476	9.6%	25,574	12.0%	22,468	11.3%	Wine Revenue	153,165	10.9%	169,266	11.5%	157,309	11.5%
4,320	2.1%	5,115	2.4%	3,938	2.0%	Beer Revenue	36,971	2.6%	30,709	2.1%	29,590	2.2%
1,223	0.6%	2,609	1.2%	1,274	0.6%	Mineral Sales	15,615	1.1%	17,755	1.2%	15,202	1.1%
32,069	15.8%	42,675	20.0%	35,250	17.7%	Beverage Revenue	254,806	18.1%	277,664	18.9%	255,578	18.7%
1,388	0.7%	-	-	-	-	All Other F&B Income	5,386	0.4%	6,000	0.4%	10,239	0.8%
1,388	0.7%	-	-	-	-	Other F&B Revenue	5,386	0.4%	6,000	0.4%	10,239	0.8%
203,198	100.0%	213,169	100.0%	199,055	100.0%	Total Food & Beverage Revenue	1,408,127	100.0%	1,466,835	100.0%	1,363,163	100.0%
46,856	27.6%	48,250	28.3%	43,895	26.8%	Food Cost	328,185	28.6%	334,837	28.3%	307,950	28.1%
8,031	25.0%	12,495	29.3%	8,695	24.7%	Beverage Cost	69,832	27.4%	81,553	29.4%	71,171	27.8%
54,887	27.0%	60,745	28.5%	52,590	26.4%	Food & Beverage Cost	398,017	28.3%	416,390	28.4%	379,121	27.8%
						Direct Payroll						
6,000	3.0%	6,091	2.9%	2,543	1.3%	Management Salaries & Wages	59,693	4.2%	73,405	5.0%	60,932	4.5%
29,315	14.4%	29,851	14.0%	29,861	15.0%	Hourly Salaries & Wages	288,305	20.5%	281,092	19.2%	249,247	18.3%
3,028	1.5%	-	-	5,215	2.6%	Overtime	16,946	1.2%	-	-	20,085	1.5%
119	0.1%	-	-	556	0.3%	Training Payroll	14,598	1.0%	-	-	7,171	0.5%
-	-	-	-	2,415	1.2%	Modified Duty	3,548	0.3%	-	-	10,215	0.7%
628	0.3%	-	-	-	-	Direct Leased Labour	1,123	0.1%	-	-	-	-
6,868	3.4%	5,589	2.6%	6,469	3.2%	Direct Supplemental	58,181	4.1%	43,984	3.0%	45,759	3.4%
45,958	22.6%	41,531	19.5%	47,059	23.6%	Direct Payroll	442,395	31.4%	398,480	27.2%	393,408	28.9%
						Allocated Payroll						
5,785	2.8%	7,393	3.5%	5,861	2.9%	Allocated Management	72,959	5.2%	79,079	5.4%	70,425	5.2%
22,458	11.1%	22,560	10.6%	20,675	10.4%	Allocated Hourly	220,510	15.7%	224,050	15.3%	200,721	14.7%
-	-	-	-	-	-	Allocated Modified Duty	66	0.0%	-	-	-	-
-	-	-	-	-	-	Allocated Leased Labour	150	0.0%	-	-	-	-
6,336	3.1%	5,180	2.4%	5,556	2.8%	Allocated Supplemental	45,666	3.2%	39,515	2.7%	37,466	2.7%
34,580	17.0%	35,134	16.5%	32,092	16.1%	Allocated Payroll	339,351	24.1%	342,644	23.4%	308,611	22.6%
80,538	39.6%	76,665	36.0%	79,150	39.8%	Total Payroll	781,745	55.5%	741,124	50.5%	702,019	51.5%
13,359	6.6%	12,651	5.9%	12,430	6.2%	Benefits	143,541	10.2%	127,439	8.7%	114,847	8.4%
93,897	46.2%	89,316	41.9%	91,580	46.0%	Total Payroll and Benefits	925,286	65.7%	868,563	59.2%	816,865	59.9%
						Other Expenses						
101	0.0%	-	-	-	-	China	3,397	0.2%	-	-	507	0.0%
73	0.0%	-	-	364	0.2%	Glassware	1,736	0.1%	-	-	877	0.1%
-	-	-	-	-	-	Linen	2,388	0.2%	4,250	0.3%	3,310	0.2%
431	0.2%	384	0.2%	439	0.2%	Contract Services	5,104	0.4%	4,613	0.3%	4,781	0.4%
1,529	0.8%	-	-	1,481	0.7%	Laundry & Dry Cleaning	11,352	0.8%	-	-	10,671	0.8%
-	-	-	-	110	0.1%	Licenses	2,292	0.2%	2,052	0.1%	2,052	0.2%
143	0.1%	152	0.1%	133	0.1%	Music & Entertainment	1,673	0.1%	1,824	0.1%	685	0.1%
1,546	0.8%	1,131	0.5%	465	0.2%	Operating & Guest Supplies	14,647	1.0%	13,350	0.9%	11,465	0.8%
180	0.1%	-	-	-	-	Cleaning Supplies	180	0.0%	-	-	-	-
106	0.1%	-	-	33	0.0%	Printing & Stationary	2,068	0.1%	-	-	1,544	0.1%
-	-	-	-	-	-	Telecommunications	10	-	-	-	-	-
-	-	-	-	-	-	Training	528	0.0%	-	-	-	-
-	-	-	-	455	0.2%	Uniform Purchase	1,649	0.1%	1,914	0.1%	957	0.1%
442	0.2%	1,007	0.5%	936	0.5%	Uniform-Cleaning	7,008	0.5%	10,806	0.7%	8,670	0.6%
-	-	200	0.1%	-	-	Menus	-	-	2,400	0.2%	337	0.0%
137	0.1%	200	0.1%	-	-	Decorations	1,383	0.1%	400	0.0%	467	0.0%
-	-	-	-	34	0.0%	Equipment Rental/Purchases/Repairs	684	0.0%	-	-	2,376	0.2%
3,120	1.5%	5,082	2.4%	6,370	3.2%	Allocation and Credits To/From Dept	41,886	3.0%	58,583	4.0%	42,251	3.1%
243	0.1%	142	0.1%	114	0.1%	Other Operating Expenses	2,475	0.2%	1,704	0.1%	1,601	0.1%
8,050	4.0%	8,298	3.9%	10,933	5.5%	Expenses	100,459	7.1%	101,896	6.9%	92,551	6.8%
46,364	22.8%	54,809	25.7%	43,952	22.1%	Department Profit/Loss	(15,636)	(1.1%)	79,986	5.5%	74,626	5.5%
						Other Statistics						
6,281		6,165		5,895		Total Covers	57,136		55,764		53,386	
27.02		27.65		27.79		Average Food Check - Total	20.09		21.22		20.55	
63.20		66.04		60.91		FBRevPerOcc	27.51		29.35		27.45	
32.77		34.38		32.11		FBRevPar	19.29		20.09		18.62	
32.35		34.57		33.77		F&B Revenue per Cover	24.65		26.30		25.53	
7.46		7.83		7.45		Food Cost per Cover	5.74		6.00		5.77	
1.28		2.03		1.48		Beverage Cost per Cover	1.22		1.46		1.33	
7.38		8.89		7.46		F&B Profit per Cover	(0.27)		1.43		1.40	

ALL DAY RESTURANT P&L p2

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	
Summary of EFTEs' and Hours												
1.4	240	1.4	246	0.4	76	Direct Service - Management	1.1	2,302	1.4	2,905	1.1	-
10.6	1,877	10.8	1,906	10.6	1,871	- Hourly	8.9	18,506	8.5	17,752	7.7	16
0.8	144	-	-	1.1	193	- Overtime	0.3	678	-	-	0.4	6
0.1	22	-	-	-	-	- Leased Labour	0.0	47	-	-	0.0	16
0.3	46	-	-	0.2	38	- Training	0.4	930	-	-	0.2	452
-	-	-	-	0.7	118	- Modified Duty	0.1	171	-	-	0.2	512
13.1	2,329	12.1	2,151	13.0	2,296	Total Direct	10.9	22,633	9.9	20,656	9.6	20,146
1.2	212	1.5	271	1.2	220	Allocated - Management	1.3	2,650	1.4	2,913	1.3	2,649
6.1	1,072	6.2	1,092	5.9	1,050	- Hourly	5.2	10,857	5.2	10,899	4.8	10,091
-	-	-	-	-	-	- Leased Labour	0.0	8	-	-	-	-
-	-	-	-	-	-	- Modified Duty	0.0	3	-	-	-	-
7.2	1,284	7.7	1,363	7.2	1,270	Total Allocated	6.5	13,518	6.6	13,812	6.1	12,740
20.4	3,613	19.8	3,514	20.1	3,567	Total F&B Department	17.3	36,151	16.5	34,468	15.7	32,887
Productivity & Average Hourly Rate of Pay						Productivity & Average Hourly Rate of Pay						
(Productivity: Hours worked per Cover)						(Productivity: Hours worked per Cover)						
0.04	25.00	0.04	24.79	0.01	33.46	Direct Service - Management	0.04	25.94	0.05	25.27	0.04	25.49
0.30	15.62	0.31	15.66	0.32	15.96	- Hourly	0.32	15.58	0.32	15.83	0.30	15.54
0.02	21.01	-	-	0.03	26.98	- Overtime	0.01	25.00	-	-	0.01	26.48
0.00	28.62	-	-	-	-	- Leased Labour	0.00	23.92	-	-	-	-
0.01	2.58	-	-	0.01	14.47	- Training	0.02	15.70	-	-	0.01	15.86
-	-	-	-	0.02	20.51	- Modified Duty	0.00	20.75	-	-	0.01	19.96
0.37	17.07	0.35	16.71	0.39	17.58	Total Outlets Direct	0.40	17.00	0.37	17.16	0.38	17.22
0.03	27.28	0.04	27.32	0.04	26.61	Allocated - Management	0.05	27.53	0.05	27.15	0.05	26.58
0.17	20.95	0.18	20.66	0.18	19.69	- Hourly	0.19	20.31	0.20	20.56	0.19	19.89
-	-	-	-	-	-	- Leased Labour	0.00	18.69	-	-	-	-
-	-	-	-	-	-	- Modified Duty	-	-	-	-	-	-
0.20	22.00	0.22	21.98	0.22	20.89	Total Allocated	0.24	21.73	0.25	21.95	0.24	21.28
0.58	18.64	0.57	18.75	0.61	18.82	Total F&B Department	0.63	18.75	0.62	19.08	0.62	18.82
Covers and Average Check						Covers and Average Check						
Food Covers and Average Check						Food Covers and Average Check						
1,345	9.77	1,259	11.45	1,339	11.13	Breakfast	18,654	10.97	17,438	11.48	17,182	11.15
2,464	25.82	2,292	24.11	2,249	26.04	Lunch	16,892	18.39	16,584	19.65	16,174	19.12
2,472	37.61	2,615	38.56	2,307	39.16	Dinner	21,590	29.30	21,742	30.22	20,030	29.78
6,281	27.02	6,165	27.65	5,895	27.79	Covers	57,136	20.09	55,764	21.22	53,386	20.55
Other Expenses per Cover						Other Expenses per Cover						
-	0.02	-	-	-	-	- China	-	0.06	-	-	-	0.01
-	0.01	-	-	-	0.06	Glassware	-	0.03	-	-	-	0.02
-	-	-	-	-	-	- Linen	-	0.04	-	0.08	-	0.06
-	0.07	-	0.06	-	0.07	Contract Services	-	0.09	-	0.08	-	0.09
-	0.24	-	-	-	0.25	Laundry & Dry Cleaning	-	0.20	-	-	-	0.20
-	-	-	-	-	0.02	Licenses	-	0.04	-	0.04	-	0.04
-	0.02	-	0.02	-	0.02	Music & Entertainment	-	0.03	-	0.03	-	0.01
-	0.25	-	0.18	-	0.08	Guest Supplies	-	0.26	-	0.24	-	0.21
-	0.03	-	-	-	-	- Cleaning Supplies	-	0.00	-	-	-	-
-	0.02	-	-	-	0.01	Printing & Stationary	-	0.04	-	-	-	0.03
-	-	-	-	-	-	- Telecommunications	-	0.00	-	-	-	-
-	-	-	-	-	0.01	Equipment Rentals/Purchases/Rep	-	0.01	-	-	-	0.04
-	-	-	-	-	-	- Training	-	0.01	-	-	-	-
-	0.07	-	0.16	-	0.08	Uniform Purchase	-	0.03	-	0.03	-	0.02
-	-	-	0.03	-	0.16	Uniform Cleaning	-	0.12	-	0.19	-	0.16
-	-	-	-	-	-	- Menus	-	-	-	0.04	-	0.01
-	0.50	-	0.82	-	1.08	Charges to Other Departments	-	0.73	-	1.05	-	0.79
-	0.06	-	0.06	-	0.02	All Other Expenses	-	0.07	-	0.04	-	0.04
-	1.28	-	1.35	-	1.85	Operating Exp Cost per Cover	-	1.76	-	1.83	-	1.73
Other Statistics						Other Statistics						
4,650	-	4,650	-	4,650	-	Total F&B Square Footage	4,650	-	4,650	-	4,650	-
43.70	-	45.84	-	42.81	-	F&B Revenue per Square Footage	302.82	-	315.45	-	293.15	-
63.20	-	66.04	-	60.91	-	F&B Revenue per Room Occupied	27.51	-	29.35	-	27.45	-
32.35	-	34.57	-	33.77	-	F&B Revenue per Cover	24.65	-	26.30	-	25.53	-
7.46	-	7.83	-	7.45	-	Food Costs per Cover	5.74	-	6.00	-	5.77	-
1.28	-	2.03	-	1.48	-	Beverage Costs per Cover	1.22	-	1.46	-	1.33	-
14.95	-	14.49	-	15.54	-	Payroll Costs per Cover	16.19	-	15.58	-	15.30	-
7.38	-	8.89	-	7.46	-	Departmental Profit per Cover	(0.27)	-	1.43	-	1.40	-
87.25	-	99.08	-	86.68	-	F&B Rev per Hour Worked-Direct	62.22	-	71.01	-	67.66	-
158.26	-	156.44	-	156.68	-	F&B Rev per Hour Worked-Allocat	104.17	-	106.20	-	106.99	-
56.24	-	60.66	-	55.81	-	F&B Rev per Hour Worked-Total	38.95	-	42.56	-	41.45	-

Coffee Shop P&L Part 1

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
						Revenue					
17,781	46.6%	16,401	47.9%	15,071	47.3%	239,589	47.3%	211,380	47.5%	212,594	47.7%
18,823	49.3%	15,599	45.5%	15,376	48.3%	240,712	47.5%	203,363	45.7%	209,644	47.0%
817	2.1%	1,268	3.7%	851	2.7%	14,938	2.9%	18,088	4.1%	13,156	3.0%
37,421	98.1%	33,268	97.1%	31,298	98.2%	495,239	97.7%	432,832	97.3%	435,394	97.7%
674	1.8%	832	2.4%	523	1.6%	11,288	2.2%	11,119	2.5%	9,930	2.2%
674	1.8%	832	2.4%	523	1.6%	11,288	2.2%	11,119	2.5%	9,930	2.2%
62	0.2%	-	-	42	0.1%	225	0.0%	-	-	418	0.1%
-	-	150	0.4%	-	-	-	-	925	0.2%	-	-
62	0.2%	150	0.4%	42	0.1%	225	0.0%	925	0.2%	418	0.1%
38,157	100.0%	34,249	100.0%	31,863	100.0%	506,751	100.0%	444,876	100.0%	445,742	100.0%
10,330	27.6%	9,415	28.3%	8,387	26.8%	142,161	28.7%	122,491	28.3%	123,107	28.3%
169	25.0%	250	30.0%	129	24.7%	3,118	27.6%	3,336	30.0%	2,794	28.1%
50	80.3%	105	70.0%	120	286.7%	181	80.4%	648	70.0%	422	100.9%
10,548	27.6%	9,769	28.5%	8,636	27.1%	145,460	28.7%	126,475	28.4%	126,322	28.3%
						Direct Payroll					
3,520	9.2%	3,850	11.2%	3,215	10.1%	43,359	8.6%	43,391	9.8%	35,659	8.0%
10,936	28.7%	11,534	33.7%	8,155	25.6%	130,899	25.8%	134,958	30.3%	116,621	26.2%
149	0.4%	-	-	148	0.5%	1,481	0.3%	-	-	2,151	0.5%
172	0.5%	-	-	-	-	788	0.2%	-	-	537	0.1%
-	-	-	-	1,861	5.8%	4,188	0.8%	-	-	9,347	2.1%
2,034	5.3%	2,640	7.7%	1,895	5.9%	19,812	3.9%	22,868	5.1%	26,085	5.9%
16,811	44.1%	18,023	52.6%	15,274	47.9%	200,527	39.6%	201,218	45.2%	190,399	42.7%
						Allocated Payroll					
16,811	44.1%	18,023	52.6%	15,274	47.9%	200,527	39.6%	201,218	45.2%	190,399	42.7%
2,831	7.4%	3,173	9.3%	2,415	7.6%	36,050	7.1%	37,991	8.5%	31,968	7.2%
19,642	51.5%	21,196	61.9%	17,689	55.5%	236,577	46.7%	239,209	53.8%	222,367	49.9%
						Other Expenses					
-	-	135	0.4%	135	0.4%	1,354	0.3%	1,625	0.4%	1,628	0.4%
-	-	-	-	-	-	286	0.1%	286	0.1%	286	0.1%
2,264	5.9%	1,463	4.3%	549	1.7%	21,168	4.2%	18,724	4.2%	18,093	4.1%
-	-	-	-	11	0.0%	284	0.1%	-	-	211	0.0%
80	0.2%	-	-	-	-	690	0.1%	-	-	360	0.1%
-	-	-	-	-	-	10	0.0%	-	-	-	-
-	-	-	-	-	-	-	-	-	-	140	0.0%
-	-	-	-	-	-	240	0.0%	505	0.1%	-	-
152	0.4%	90	0.3%	49	0.2%	1,290	0.3%	964	0.2%	754	0.2%
-	-	-	-	-	-	409	0.1%	-	-	-	-
3,062	8.0%	2,740	8.0%	2,553	8.0%	40,662	8.0%	35,590	8.0%	35,745	8.0%
5,557	14.6%	4,428	12.9%	3,297	10.3%	66,394	13.1%	57,693	13.0%	57,216	12.8%
2,409	6.3%	(1,144)	(3.3%)	2,241	7.0%	58,320	11.5%	21,499	4.8%	39,836	8.9%
						Other Statistics					
11.87		10.61		9.75		9.90		8.90		8.98	
6.15		5.52		5.14		6.94		6.09		6.09	

Coffee Shop P&L - Part 2

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours
Summary of EFTEs' and Hours											
0.9	160	1.0	177	0.9	152	1.0	1,984	1.0	2,006	0.8	-
4.1	718	4.0	704	3.2	560	4.1	8,517	4.0	8,274	3.7	5
0.0	7	-	-	0.0	7	0.0	66	-	-	0.0	-
0.1	16	-	-	-	-	0.0	51	-	-	0.0	34
-	-	-	-	0.8	134	0.1	293	-	-	0.3	671
5.1	900	5.0	881	4.8	852	5.2	10,910	4.9	10,280	5.0	10,361
5.1	900	5.0	881	4.8	852	5.2	10,910	4.9	10,280	5.0	10,361
Productivity & Average Hourly Rate of Pay						Productivity & Average Hourly Rate of Pay					
Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay
(Productivity: Hours worked per Cover)											
Other Expenses per Cover											
Other Statistics											
200		200		200		200		200		200	
190.78		171.25		159.31		2,533.76		2,224.38		2,228.71	
11.87		10.61		9.75		9.90		8.90		8.98	
42.40		38.86		37.39		46.45		43.28		43.02	
42.40		38.86		37.39		46.45		43.28		43.02	

Lobby Bar P&L Part 1

Month							Year-to-Date						
This Year		Budget		Last Year			This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%		Amount	%	Amount	%	Amount	%	
							Revenue						
6,363	25.4%	3,793	16.2%	5,336	23.6%	Lunch Revenue	35,212	14.0%	27,667	12.5%	29,264	13.4%	
8,157	32.5%	6,256	26.7%	6,635	29.3%	Dinner Revenue	85,501	34.1%	69,091	31.3%	67,941	31.0%	
14,521	57.9%	10,049	42.9%	11,971	52.8%	Food Revenue	120,713	48.2%	96,757	43.8%	97,205	44.4%	
3,571	14.2%	5,125	21.9%	4,955	21.9%	Liquor Revenue	37,913	15.1%	43,913	19.9%	44,839	20.5%	
3,548	14.2%	4,713	20.1%	3,008	13.3%	Wine Revenue	44,898	17.9%	44,587	20.2%	41,810	19.1%	
3,126	12.5%	3,125	13.3%	2,438	10.8%	Beer Revenue	43,104	17.2%	31,584	14.3%	31,366	14.3%	
298	1.2%	432	1.8%	280	1.2%	Mineral Sales	4,039	1.6%	3,870	1.8%	3,667	1.7%	
10,543	42.1%	13,395	57.1%	10,681	47.2%	Beverage Revenue	129,954	51.8%	123,954	56.2%	121,681	55.6%	
25,064	100.0%	23,444	100.0%	22,651	100.0%	Total Food & Beverage Revenue	250,667	100.0%	220,712	100.0%	218,886	100.0%	
4,008	27.6%	2,844	28.3%	3,208	26.8%	Food Cost	34,414	28.5%	27,382	28.3%	27,225	28.0%	
2,640	25.0%	3,649	27.2%	2,635	24.7%	Beverage Cost	35,723	27.5%	33,864	27.3%	34,000	27.9%	
6,649	26.5%	6,493	27.7%	5,842	25.8%	Food & Beverage Cost	70,137	28.0%	61,246	27.7%	61,224	28.0%	
							Direct Payroll						
6,122	24.4%	7,168	30.6%	6,872	30.3%	Hourly Salaries & Wages	66,265	26.4%	78,655	35.6%	73,158	33.4%	
452	1.8%	-	-	626	2.8%	Overtime	2,724	1.1%	-	-	2,512	1.1%	
10	0.0%	-	-	41	0.2%	Training Payroll	1,808	0.7%	-	-	1,087	0.5%	
33	0.1%	-	-	-	-	Direct Leased Labour	33	0.0%	-	-	-	-	
1,443	5.8%	1,174	5.0%	1,558	6.9%	Direct Supplemental	10,695	4.3%	9,596	4.3%	10,119	4.6%	
8,060	32.2%	8,342	35.6%	9,096	40.2%	Direct Payroll	81,525	32.5%	88,251	40.0%	86,876	39.7%	
							Allocated Payroll						
495	2.0%	436	1.9%	428	1.9%	Allocated Management	7,710	3.1%	6,606	3.0%	6,356	2.9%	
1,921	7.7%	1,330	5.7%	1,511	6.7%	Allocated Hourly	23,385	9.3%	18,648	8.4%	17,714	8.1%	
-	-	-	-	-	-	Allocated Modified Duty	6	0.0%	-	-	-	-	
-	-	-	-	-	-	Allocated Leased Labour	20	0.0%	-	-	-	-	
542	2.2%	305	1.3%	406	1.8%	Allocated Supplemental	4,816	1.9%	3,269	1.5%	3,280	1.5%	
2,958	11.8%	2,071	8.8%	2,345	10.4%	Allocated Payroll	35,936	14.3%	28,523	12.9%	27,350	12.5%	
11,018	44.0%	10,413	44.4%	11,441	50.5%	Total Payroll	117,461	46.9%	116,774	52.9%	114,226	52.2%	
1,834	7.3%	1,740	7.4%	1,799	7.9%	Benefits	20,775	8.3%	20,691	9.4%	18,716	8.6%	
12,852	51.3%	12,153	51.8%	13,240	58.5%	Total Payroll and Benefits	138,236	55.1%	137,464	62.3%	132,942	60.7%	
							Other Expenses						
-	-	123	0.5%	68	0.3%	Contract Services	677	0.3%	1,473	0.7%	814	0.4%	
152	0.6%	-	-	125	0.6%	Laundry & Dry Cleaning	1,357	0.5%	-	-	1,199	0.5%	
-	-	-	-	-	-	Licenses	555	0.2%	325	0.1%	325	0.1%	
-	-	-	-	-	-	Operating & Guest Supplies	58	0.0%	-	-	-	-	
80	0.3%	-	-	-	-	Printing & Stationary	157	0.1%	-	-	-	-	
-	-	-	-	-	-	Telecommunications	10	0.0%	-	-	-	-	
-	-	-	-	-	-	Uniform Purchase	-	-	392	0.2%	-	-	
-	-	43	0.2%	-	-	Uniform-Cleaning	62	0.0%	462	0.2%	34	0.0%	
387	1.5%	559	2.4%	725	3.2%	Allocation and Credits To/From Dept	7,695	3.1%	8,957	4.1%	6,851	3.1%	
70	0.3%	59	0.3%	72	0.3%	Other Operating Expenses	1,228	0.5%	707	0.3%	984	0.4%	
690	2.8%	784	3.3%	989	4.4%	Expenses	11,799	4.7%	12,316	5.6%	10,207	4.7%	
4,873	19.4%	4,015	17.1%	2,580	11.4%	Department Profit/Loss	30,494	12.2%	9,685	4.4%	14,513	6.6%	
							Other Statistics						
672		646		536		Total Covers	7,518		6,703		6,772		
21.61		15.56		22.33		Average Food Check - Total	16.06		14.44		14.35		
7.80		7.26		6.93		FBRevPerOcc	4.90		4.42		4.41		
4.04		3.78		3.65		FBRevPar	3.43		3.02		2.99		
37.30		36.31		42.26		F&B Revenue per Cover	33.34		32.93		32.32		
5.96		4.40		5.98		Food Cost per Cover	4.58		4.09		4.02		
3.93		5.65		4.92		Beverage Cost per Cover	4.75		5.05		5.02		
7.25		6.22		4.81		F&B Profit per Cover	4.06		1.44		2.14		

Lobby Bar P&L Part 2

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	EFTEs'	Hours	
Summary of EFTEs' and Hours												
2.0	349	2.3	403	2.2	386	- Hourly	1.8	3,702	2.1	4,442	2.0	3
0.1	19	-	-	0.1	23	- Overtime	0.0	102	-	-	0.0	1
0.0	1	-	-	-	-	- Leased Labour	-	1	-	-	-	3
0.0	4	-	-	0.0	3	- Training	0.1	119	-	-	0.0	65
2.1	373	2.3	403	2.3	412	Total Direct	1.9	3,923	2.1	4,442	2.1	4,389
0.1	18	0.1	16	0.1	16	Allocated - Management	0.1	280	0.1	243	0.1	239
0.5	92	0.4	64	0.4	77	- Hourly	0.6	1,153	0.4	907	0.4	892
-	-	-	-	-	-	- Leased Labour	-	1	-	-	-	-
-	-	-	-	-	-	- Modified Duty	-	0	-	-	-	-
0.6	110	0.5	80	0.5	93	Total Allocated	0.7	1,434	0.6	1,150	0.5	1,131
2.7	483	2.7	483	2.8	505	Total F&B Department	2.6	5,358	2.7	5,592	2.6	5,521
Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	Productivity	Rate of Pay	
Productivity & Average Hourly Rate of Pay												
(Productivity: Hours worked per Cover)												
0.52	17.53	0.62	17.79	0.72	17.79	- Hourly	0.49	17.90	0.66	17.71	0.62	17.29
0.03	24.15	-	-	0.04	27.46	- Overtime	0.01	26.76	-	-	0.01	27.13
0.00	27.91	-	-	-	-	- Leased Labour	0.00	27.91	-	-	-	-
0.01	2.58	-	-	0.01	14.45	- Training	0.02	15.24	-	-	0.01	16.63
0.56	17.90	0.62	17.79	0.77	18.33	Total Outlets Direct	0.52	18.14	0.66	17.71	0.65	17.50
0.03	27.28	0.02	27.32	0.03	26.61	Allocated - Management	0.04	27.50	0.04	27.15	0.04	26.55
0.14	20.95	0.10	20.66	0.14	19.69	- Hourly	0.15	20.29	0.14	20.56	0.13	19.86
-	-	-	-	-	-	- Leased Labour	0.00	18.73	-	-	-	-
-	-	-	-	-	-	- Modified Duty	-	-	-	-	-	-
0.16	22.00	0.12	21.98	0.17	20.89	Total Allocated	0.19	21.70	0.17	21.96	0.17	21.27
0.72	18.70	0.75	18.48	0.94	18.78	Total F&B Department	0.71	19.03	0.83	18.58	0.82	18.26
Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	Covers	Avg Check	
Food Covers and Average Check												
297	21.43	323	11.75	207	25.78	Lunch	2,952	11.93	2,663	10.39	2,486	11.77
375	21.75	323	19.38	329	20.17	Dinner	4,566	18.73	4,040	17.10	4,286	15.85
672	21.61	646	15.56	536	22.33	Covers	7,518	16.06	6,703	14.44	6,772	14.35
Other Expenses per Cover												
-	-	-	0.19	-	0.13	Contract Services	-	0.09	-	0.22	-	0.12
0.23	-	-	-	-	0.23	Laundry & Dry Cleaning	-	0.18	-	-	-	0.18
-	-	-	-	-	-	Licenses	-	0.07	-	0.05	-	0.05
-	-	-	-	-	-	Guest Supplies	-	0.01	-	-	-	-
0.12	-	-	-	-	-	Printing & Stationary	-	0.02	-	-	-	-
-	-	-	-	-	-	Telecommunications	-	0.00	-	-	-	-
-	-	-	-	-	-	Uniform Purchase	-	-	-	0.06	-	-
-	-	-	0.07	-	-	Uniform Cleaning	-	0.01	-	0.07	-	0.01
0.58	-	-	0.87	-	1.35	Charges to Other Departments	-	1.02	-	1.34	-	1.01
0.10	-	-	0.09	-	0.13	All Other Expenses	-	0.16	-	0.11	-	0.15
1.03	-	-	1.21	-	1.85	Operating Exp Cost per Cover	-	1.57	-	1.84	-	1.51
Other Statistics												
350	-	350	-	350	-	Total F&B Square Footage	350	-	350	-	350	-
71.61	-	66.98	-	64.72	-	F&B Revenue per Square Footage	716.19	-	630.61	-	625.39	-
7.80	-	7.26	-	6.93	-	F&B Revenue per Room Occupied	4.90	-	4.42	-	4.41	-
37.30	-	36.31	-	42.26	-	F&B Revenue per Cover	33.34	-	32.93	-	32.32	-
5.96	-	4.40	-	5.98	-	Food Costs per Cover	4.58	-	4.09	-	4.02	-
3.93	-	5.65	-	4.92	-	Beverage Costs per Cover	4.75	-	5.05	-	5.02	-
19.13	-	18.82	-	24.70	-	Payroll Costs per Cover	18.39	-	20.51	-	19.63	-
7.25	-	6.22	-	4.81	-	Departmental Profit per Cover	4.06	-	1.44	-	2.14	-
67.18	-	58.17	-	55.00	-	F&B Rev per Hour Worked-Direct	63.89	-	49.69	-	49.87	-
228.19	-	291.90	-	243.96	-	F&B Rev per Hour Worked-Allocat	174.77	-	191.90	-	193.45	-
51.90	-	48.51	-	44.88	-	F&B Rev per Hour Worked-Total	46.79	-	39.47	-	39.65	-

Telephone Department P&L

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
						Revenue					
171	50.6%	355	46.8%	579	95.1%	4,390	54.3%	5,497	46.8%	5,640	54.9%
166	49.4%	404	53.2%	30	4.9%	3,690	45.7%	6,247	53.2%	4,522	44.0%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	116	1.1%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
337	100.0%	759	100.0%	609	100.0%	8,080	100.0%	11,744	100.0%	10,278	100.0%
						Cost of Sales					
-	-	-	-	-	-	-	-	-	-	-	-
182	54.1%	105	13.8%	194	31.8%	2,133	26.4%	1,624	13.8%	1,731	16.8%
-	-	-	-	-	-	-	-	-	-	-	-
182	54.1%	105	13.8%	194	31.8%	2,133	26.4%	1,624	13.8%	1,731	16.8%
						Payroll					
-	-	-	-	-	-	-	-	-	-	-	-
2,961	879.2%	4,708	620.7%	3,142	516.2%	49,066	607.2%	62,025	528.2%	40,270	391.8%
88	26.2%	-	-	-	-	328	4.1%	-	-	58	0.6%
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
162	48.1%	668	88.0%	622	102.1%	4,802	59.4%	6,203	52.8%	4,480	43.6%
3,212	953.4%	5,376	708.7%	3,763	618.4%	54,196	670.7%	68,228	581.0%	44,809	436.0%
584	173.4%	901	118.8%	595	97.7%	9,613	119.0%	11,979	102.0%	7,453	72.5%
3,796	1,126.8%	6,278	827.6%	4,358	716.1%	63,809	789.7%	80,207	683.0%	52,262	508.5%
						Other Expenses					
728	216.0%	728	96.0%	2,088	343.1%	10,852	134.3%	12,432	105.9%	7,698	74.9%
-	-	-	-	13	2.1%	49	0.6%	-	-	246	2.4%
-	-	-	-	-	-	-	-	-	-	-	-
728	216.0%	728	96.0%	2,101	345.2%	10,901	134.9%	12,432	105.9%	7,944	77.3%
(4,369)	(1,296.9%)	(6,352)	(837.4%)	(6,044)	(993.1%)	(68,763)	(851.0%)	(82,519)	(702.7%)	(51,659)	(502.6%)

EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity
EFTEs' & PRODUCTIVITY											
(Productivity: Hours Worked per Room Occupied)											
-	-	-	-	-	-	-	-	-	-	-	-
0.9	0.05	1.4	0.08	1.0	0.05	1.2	0.05	1.6	0.07	1.1	0.05
0.0	0.00	-	-	-	-	0.0	0.00	-	-	0.0	-
(0.1)	0.00	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
0.8	0.04	1.4	0.08	1.0	0.05	1.2	0.05	1.6	0.07	1.1	0.05

Rate of Pay	Hours	Rate of Pay	Hours	Rate of Pay	Hours	Rate of Pay	Hours	Rate of Pay	Hours	Rate of Pay	Hours
Average Hourly Rate of Pay & Hours Worked											
-	-	-	-	-	-	-	-	-	-	-	-
19.58	151	18.39	256	17.80	177	18.88	2,599	18.32	3,385	17.67	2,279
29.37	3	-	-	-	-	43.69	8	-	-	25.98	2
18.00	(16)	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
19.98	138	18.39	256	17.80	177	18.95	2,607	18.32	3,385	17.68	2,282
Other Statistics											
18.2%				16.8%				15.8%			
						% Employee Benefits			17.7%		
									17.6%		

Laundry department P&L

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
						Revenue						
173	100.0%	710	100.0%	874	100.0%	Laundry	11,795	100.0%	10,994	100.0%	11,751	100.0%
-	-	-	-	-	-	Contract	-	-	-	-	-	-
-	-	-	-	-	-	Cleaning	-	-	-	-	-	-
-	-	-	-	-	-	Pressing	-	-	-	-	-	-
-	-	-	-	-	-	Seamstress	-	-	-	-	-	-
-	-	-	-	-	-	Linen Rental	-	-	-	-	-	-
-	-	-	-	-	-	Other	-	-	-	-	-	-
173	100.0%	710	100.0%	874	100.0%	Total Revenue	11,795	100.0%	10,994	100.0%	11,751	100.0%
						Cost of Sales						
116	66.7%	497	70.0%	525	60.0%	Cost of Sales	7,649	64.8%	7,696	70.0%	7,705	65.6%
-	-	-	-	-	-	Other	-	-	-	-	-	-
116	66.7%	497	70.0%	525	60.0%	Total Cost of Sales	7,649	64.8%	7,696	70.0%	7,705	65.6%
						Payroll						
-	-	-	-	-	-	Management Salaries & Wages	-	-	-	-	-	-
-	-	-	-	-	-	Hourly Salaries & Wages	-	-	-	-	-	-
-	-	-	-	-	-	Overtime	-	-	-	-	-	-
-	-	-	-	-	-	Training Payroll	-	-	-	-	-	-
-	-	-	-	-	-	Modified Duty	-	-	-	-	-	-
-	-	-	-	-	-	Supplemental	-	-	-	-	-	-
-	-	-	-	-	-	Total Payroll	-	-	-	-	-	-
-	-	-	-	-	-	Benefits	-	-	-	-	-	-
-	-	-	-	-	-	Total Payroll and Benefits	-	-	-	-	-	-
						Other Expenses						
58	33.3%	213	30.0%	350	40.0%	Department Profit / Loss	4,146	35.2%	3,298	30.0%	4,046	34.4%

EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity
EFTEs' & PRODUCTIVITY											
(Productivity: Hours Worked per Room Occupied)											
-	-	-	-	-	-	Management	-	-	-	-	-
-	-	-	-	-	-	Hourly	-	-	-	-	-
-	-	-	-	-	-	Overtime	-	-	-	-	-
-	-	-	-	-	-	Leased Labour	-	-	-	-	-
-	-	-	-	-	-	Training	-	-	-	-	-
-	-	-	-	-	-	Modified Duty	-	-	-	-	-
-	-	-	-	-	-	Productive Labour	-	-	-	-	-

Internet Department

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
-	-	-	-	-	-	Revenue					
100	100.0%	420	100.0%	350	100.0%	-	-	-	-	3,491	40.9%
100	100.0%	420	100.0%	350	100.0%	In-Room Internet					
						1,300	100.0%	6,497	100.0%	5,050	59.1%
						Banquet Room Internet					
						1,300	100.0%	6,497	100.0%	8,541	100.0%
						Total Revenue					
						Cost of Sales					
						Payroll					
						Other Expenses					
100	100.0%	420	100.0%	350	100.0%	Departmental Profit & Loss					
						1,300	100.0%	6,497	100.0%	8,541	100.0%

Commissions and Concessions

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
<u>Store Rentals</u>											
-	-	-	-	-	-	-	-	-	-	-	-
<u>Concessions/Commissions</u>											
17	-	-	-	-	-	17	-	-	-	-	-
4,080	-	3,228	-	4,219	-	47,326	-	49,974	-	48,715	-
89	-	232	-	158	-	2,027	-	3,598	-	3,474	-
102	-	258	-	266	-	3,616	-	3,998	-	3,551	-
83	-	39	-	2	-	571	-	600	-	546	-
85	-	174	-	253	-	2,548	-	2,699	-	2,925	-
4,456	-	3,932	-	4,898	-	56,105	-	60,868	-	59,212	-
<u>All Other Income</u>											
4,180	-	-	-	-	-	25,203	-	3,000	-	3,565	-
-	-	-	-	-	-	-	-	-	-	-	-
10,865	-	629	-	16,538	-	55,590	-	9,745	-	33,651	-
15,045	-	629	-	16,538	-	80,794	-	12,745	-	37,216	-
19,501	-	4,561	-	21,436	-	136,899	-	73,613	-	96,428	-
19,501	-	4,561	-	21,436	-	136,899	-	73,613	-	96,428	-

A&G Department P&L

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Payroll											
15,887	1.4%	14,613	1.4%	15,280	1.5%	219,519	1.8%	218,057	1.9%	216,067	1.8%
21,397	1.9%	20,653	2.0%	19,539	1.9%	266,615	2.2%	263,138	2.2%	259,358	2.2%
4,969	0.4%	4,638	0.5%	3,950	0.4%	53,582	0.4%	55,479	0.5%	51,092	0.4%
7,614	0.7%	6,550	0.6%	7,998	0.8%	95,842	0.8%	97,167	0.8%	95,196	0.8%
-	-	-	-	7	-	391	0.0%	-	-	1,481	0.0%
1,000	0.1%	1,000	0.1%	1,000	0.1%	12,000	0.1%	12,000	0.1%	12,000	0.1%
-	-	-	-	-	-	3,916	0.0%	-	-	2,184	0.0%
-	-	-	-	-	-	-	-	-	-	231	0.0%
22,890	2.0%	13,505	1.3%	9,644	0.9%	190,018	1.6%	124,264	1.1%	84,320	0.7%
73,757	6.5%	60,959	6.0%	57,417	5.5%	837,967	6.9%	770,105	6.5%	719,514	6.1%
11,398	1.0%	9,698	1.0%	10,002	1.0%	142,181	1.2%	126,174	1.1%	114,601	1.0%
85,155	7.5%	70,657	6.9%	67,419	6.4%	984,064	8.0%	896,280	7.6%	836,530	7.1%
Other Expenses											
20,209	1.8%	21,194	2.1%	17,243	1.6%	249,984	2.0%	244,606	2.1%	241,529	2.1%
195	0.0%	125	0.0%	367	0.0%	3,370	0.0%	1,715	0.0%	1,817	0.0%
32	0.0%	275	0.0%	3,621	0.3%	3,126	0.0%	3,975	0.0%	6,802	0.1%
-	-	250	0.0%	-	-	2,362	0.0%	5,500	0.0%	1,857	0.0%
-	-	-	-	-	-	-	-	500	0.0%	678	0.0%
-	-	60	0.0%	-	-	395	0.0%	1,180	0.0%	698	0.0%
7,365	0.7%	8,937	0.9%	7,643	0.7%	107,460	0.9%	120,048	1.0%	104,122	0.9%
-	-	-	-	-	-	-	-	250	0.0%	-	-
(367)	0.0%	50	0.0%	(364)	0.0%	312	0.0%	600	0.0%	468	0.0%
-	-	400	0.0%	-	-	1,544	0.0%	4,800	0.0%	3,371	0.0%
-	-	-	-	-	-	6,194	0.1%	5,000	0.0%	5,000	0.0%
696	0.1%	399	0.0%	345	0.0%	5,546	0.0%	4,829	0.0%	4,281	0.0%
-	-	-	-	-	-	271	0.0%	-	-	-	-
-	-	-	-	-	-	2,977	0.0%	3,500	0.0%	834	0.0%
1,326	0.1%	100	0.0%	121	0.0%	10,638	0.1%	6,800	0.1%	5,286	0.0%
1,429	0.1%	1,150	0.1%	1,000	0.1%	14,509	0.1%	13,800	0.1%	12,000	0.1%
1,931	0.2%	1,400	0.1%	1,538	0.1%	16,158	0.1%	14,400	0.1%	15,578	0.1%
418	0.0%	375	0.0%	(46)	0.0%	2,479	0.0%	2,675	0.0%	2,788	0.0%
375	0.0%	400	0.0%	621	0.1%	8,541	0.1%	8,300	0.1%	8,636	0.1%
(30)	0.0%	-	-	-	-	140	0.0%	-	-	-	-
-	-	-	-	-	-	841	0.0%	800	0.0%	799	0.0%
1,032	0.1%	420	0.0%	653	0.1%	11,822	0.1%	12,744	0.1%	14,502	0.1%
-	-	-	-	-	-	1,029	0.0%	-	-	9,617	0.1%
500	0.0%	100	0.0%	217	0.0%	222	0.0%	1,700	0.0%	1,099	0.0%
401	0.0%	-	-	260	0.0%	4,515	0.0%	7,608	0.1%	5,159	0.0%
-	-	-	-	-	-	1,488	0.0%	910	0.0%	1,226	0.0%
645	0.1%	930	0.1%	645	0.1%	13,155	0.1%	16,730	0.1%	12,932	0.1%
36,158	3.2%	36,565	3.6%	33,864	3.2%	469,076	3.8%	482,970	4.1%	461,079	3.9%
121,313	10.7%	107,222	10.5%	101,283	9.6%	1,453,140	11.9%	1,379,249	11.7%	1,297,609	11.0%

EFTE's	Rate of Pay	EFTE's	Rate of Pay	EFTE's	Rate of Pay	EFTE's	Rate of Pay	EFTE's	Rate of Pay	EFTE's	Rate of Pay
EFTE's & Average Hourly Rate of Pay											
2.2	40.53	1.7	48.25	1.9	46.02	2.2	47.46	2.2	47.88	2.2	46.25
4.6	26.29	4.5	26.19	4.4	25.24	5.0	25.80	4.9	25.68	5.0	24.88
1.4	20.28	1.2	22.61	1.1	20.57	1.3	20.27	1.2	22.37	1.2	19.71
1.2	35.25	1.0	36.04	1.3	35.08	1.3	36.58	1.3	35.77	1.3	34.05
-	-	-	-	0.0	29.40	0.0	30.08	-	-	0.0	27.05
0.4	16.13	0.4	16.13	0.4	16.13	0.4	16.26	0.4	16.13	0.4	16.13
-	-	-	-	-	-	0.1	27.97	-	-	0.0	27.30
9.8	29.42	8.7	30.81	9.0	30.08	10.1	30.88	9.9	31.14	10.2	29.84
Statistics											
1,729	-	1,540	-	1,588	-	21,113	-	20,741	-	21,364	-
4.88	-	4.35	-	4.48	-	5.06	-	4.97	-	5.11	-

Sales and Marketing P&L

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
Payroll												
22,036	1.9%	19,461	1.9%	20,079	1.9%	Sales & Marketing	275,141	2.2%	292,298	2.5%	252,319	2.1%
(3,528)	(0.3%)	-	-	-	-	Leased Labour	3,382	0.0%	-	-	-	-
-	-	-	-	-	-	Training Payroll	210	0.0%	-	-	2,447	0.0%
11,672	1.0%	5,853	0.6%	5,483	0.5%	All Other Supplemental	78,126	0.6%	53,366	0.5%	41,758	0.4%
30,180	2.7%	25,314	2.5%	25,562	2.4%	Total Payroll	356,859	2.9%	345,664	2.9%	296,525	2.5%
5,507	0.5%	4,107	0.4%	3,715	0.4%	Benefits	59,540	0.5%	58,016	0.5%	46,588	0.4%
35,687	3.2%	29,421	2.9%	29,277	2.8%	Total Payroll and Benefits	416,398	3.4%	403,681	3.4%	343,113	2.9%
Other Expenses												
306	0.0%	450	0.0%	851	0.1%	Complimentary Guest Services	5,507	0.0%	5,600	0.0%	6,306	0.1%
-	-	240	0.0%	-	-	Contract Services	2,901	0.0%	3,640	0.0%	300	0.0%
1,577	0.1%	925	0.1%	1,023	0.1%	Dues & Subscriptions	16,539	0.1%	15,525	0.1%	15,405	0.1%
348	0.0%	150	0.0%	78	0.0%	Other Operating Expenses	3,101	0.0%	1,816	0.0%	1,558	0.0%
2,446	0.2%	3,775	0.4%	2,637	0.3%	Travel & Entertainment	31,208	0.3%	43,000	0.4%	37,728	0.3%
724	0.1%	450	0.0%	442	0.0%	Printing & Stationary	6,376	0.1%	5,590	0.0%	5,109	0.0%
108	0.0%	10	-	-	-	Postage	162	0.0%	120	0.0%	54	-
421	0.0%	-	-	508	0.0%	Trade Shows	9,173	0.1%	8,945	0.1%	1,402	0.0%
326	0.0%	300	0.0%	288	0.0%	Telecommunications	3,820	0.0%	3,600	0.0%	3,405	0.0%
-	-	-	-	-	-	Training	100	-	-	-	-	-
8,779	0.8%	8,819	0.9%	8,563	0.8%	Corporate Sales & Mkt Recovery	128,897	1.1%	126,267	1.1%	124,704	1.1%
(583)	(0.1%)	-	-	-	-	Regional Sales Office Expenses	575	0.0%	-	-	-	-
-	-	200	0.0%	-	-	Referral Programs	1,100	0.0%	1,750	0.0%	1,803	0.0%
-	-	700	0.1%	999	0.1%	Collateral	197	0.0%	2,150	0.0%	2,582	0.0%
7,628	0.7%	2,850	0.3%	4,491	0.4%	Airlines Reward Programs	61,247	0.5%	49,626	0.4%	55,450	0.5%
4,870	0.4%	2,787	0.3%	995	0.1%	Guest Recognition Program	71,616	0.6%	48,528	0.4%	52,038	0.4%
(12)	0.0%	2,250	0.2%	5,482	0.5%	Media	14,971	0.1%	24,784	0.2%	28,961	0.2%
2,224	0.2%	2,650	0.3%	2,744	0.3%	Promotions	26,966	0.2%	38,275	0.3%	45,166	0.4%
3,749	0.3%	-	-	1,246	0.1%	Agency Fees	20,506	0.2%	12,560	0.1%	14,446	0.1%
-	-	-	-	-	-	Photography	600	0.0%	500	0.0%	532	0.0%
-	-	-	-	421	0.0%	Regional Marketing Expenses	511	0.0%	4,000	0.0%	1,372	0.0%
-	-	-	-	-	-	All Other Operating Expenses	-	-	-	-	-	-
32,911	2.9%	26,556	2.6%	30,770	2.9%	Expenses	406,070	3.3%	396,275	3.4%	398,320	3.4%
68,598	6.1%	55,978	5.5%	60,047	5.7%	Total Departmental Expenses	822,469	6.7%	799,956	6.8%	741,433	6.3%

EFTE's	Hourly Rate	EFTE's	Hourly Rate	EFTE's	Hourly Rate	EFTE's	Hourly Rate	EFTE's	Hourly Rate	EFTE's	Hourly Rate	
EFTEs' & PRODUCTIVITY												
4.6	27.00	3.9	27.96	4.3	26.42	Sales & Marketing	4.7	27.85	5.0	27.84	4.5	26.68
-	-	-	-	-	-	Public Relations	-	-	-	-	-	-
-	-	-	-	-	-	Allocated	-	-	-	-	-	-
-	-	-	-	-	-	Overtime	-	-	-	-	-	-
(0.6)	32.95	-	-	-	-	Leased Labour	0.0	35.35	-	-	-	-
-	-	-	-	-	-	Training	0.0	30.04	-	-	0.0	30.50
-	-	-	-	-	-	Modified Duty	-	-	-	-	-	-
4.0	26.11	3.9	27.96	4.3	26.42	Total	4.8	27.92	5.0	27.84	4.6	26.71
709	-	696	-	760	-	Total S&M Hours	9,984	-	10,500	-	9,539	-

Maintenance Department P&L

Month						Year-to-Date					
This Year	Budget		Last Year			This Year	Budget		Last Year		
Amount	%	Amount	%	Amount		Amount	%	Amount	%	Amount	
Payroll											
3,241	0.3%	3,263	0.3%	2,996	0.3%	38,406	0.3%	40,081	0.3%	28,329	0.2%
11,184	1.0%	13,939	1.4%	11,640	1.1%	146,033	1.2%	163,406	1.4%	130,147	1.1%
1,146	0.1%	-	-	33	0.0%	2,731	0.0%	-	-	2,368	0.0%
3,541	0.3%	3,746	0.4%	3,541	0.3%	42,492	0.3%	44,752	0.4%	42,492	0.4%
-	-	-	-	-	-	634	0.0%	-	-	3,164	0.0%
-	-	-	-	-	-	-	-	-	-	3,518	0.0%
2,665	0.2%	2,840	0.3%	2,376	0.2%	24,026	0.2%	23,525	0.2%	19,416	0.2%
21,777	1.9%	23,788	2.3%	20,586	2.0%	254,321	2.1%	271,765	2.3%	229,434	2.0%
3,418	0.3%	3,338	0.3%	3,043	0.3%	41,545	0.3%	39,510	0.3%	35,182	0.3%
25,195	2.2%	27,125	2.7%	23,629	2.2%	295,866	2.4%	311,275	2.6%	264,615	2.3%
Other Expenses											
1,682	0.1%	500	0.0%	3,134	0.3%	9,323	0.1%	15,280	0.1%	20,634	0.2%
2,003	0.2%	2,181	0.2%	8,868	0.8%	39,431	0.3%	33,956	0.3%	34,902	0.3%
-	-	500	0.0%	2,752	0.3%	9,937	0.1%	6,700	0.1%	10,558	0.1%
1,344	0.1%	2,381	0.2%	13,691	1.3%	30,758	0.3%	28,840	0.2%	45,731	0.4%
597	0.1%	500	0.0%	342	0.0%	7,776	0.1%	6,000	0.1%	5,689	0.0%
-	-	250	0.0%	-	-	1,998	0.0%	1,000	0.0%	11,703	0.1%
-	-	-	-	779	0.1%	1,071	0.0%	3,500	0.0%	1,045	0.0%
5,039	0.4%	2,020	0.2%	2,003	0.2%	23,354	0.2%	18,240	0.2%	22,100	0.2%
(125)	0.0%	1,217	0.1%	4,151	0.4%	54,355	0.4%	28,788	0.2%	26,183	0.2%
443	0.0%	2,600	0.3%	6,868	0.7%	25,787	0.2%	21,511	0.2%	39,878	0.3%
324	0.0%	500	0.0%	-	-	1,398	0.0%	1,000	0.0%	-	-
(7,476)	(0.7)	-	-	(729)	(0.1)	16,222	0.1%	12,814	0.1%	17,862	0.2%
881	0.1%	400	0.0%	10	-	7,431	0.1%	4,800	0.0%	4,003	0.0%
2,464	0.2%	1,050	0.1%	4,275	0.4%	11,434	0.1%	7,200	0.1%	7,393	0.1%
-	-	-	-	-	-	83	-	-	-	83	-
1,859	0.2%	1,000	0.1%	-	-	2,177	0.0%	4,000	0.0%	7,040	0.1%
1,500	0.1%	2,019	0.2%	1,989	0.2%	19,204	0.2%	21,312	0.2%	19,686	0.2%
363	0.0%	-	-	-	-	6,591	0.1%	6,179	0.1%	3,965	0.0%
28	0.0%	32	0.0%	28	0.0%	514	0.0%	400	0.0%	388	0.0%
-	-	-	-	-	-	240	0.0%	-	-	-	-
-	-	-	-	102	0.0%	418	0.0%	600	0.0%	102	-
-	-	-	-	-	-	362	0.0%	500	0.0%	-	-
2,658	0.2%	-	-	1,832	0.2%	15,284	0.1%	11,470	0.1%	7,790	0.1%
103	0.0%	80	0.0%	68	0.0%	1,297	0.0%	960	0.0%	907	0.0%
443	0.0%	250	0.0%	(5,452)	(0.5)	10,901	0.1%	13,860	0.1%	21,205	0.2%
-	-	-	-	190	0.0%	16	-	-	-	501	0.0%
14,130	1.2%	17,480	1.7%	44,899	4.3%	297,362	2.4%	248,910	2.1%	309,348	2.6%
Utility Costs											
12,097	1.1%	14,026	1.4%	11,376	1.1%	78,927	0.6%	91,939	0.8%	86,742	0.7%
8,193	0.7%	8,458	0.8%	8,276	0.8%	118,627	1.0%	119,164	1.0%	116,117	1.0%
2,065	0.2%	2,106	0.2%	2,065	0.2%	24,309	0.2%	24,795	0.2%	24,376	0.2%
22,355	2.0%	24,590	2.4%	21,717	2.1%	221,863	1.8%	235,898	2.0%	227,235	1.9%
61,681	5.5%	69,195	6.8%	90,244	8.6%	815,091	6.7%	796,082	6.8%	801,198	6.8%
Total POMECE Other Expenses (Net)						297,362	2.4%	248,910	2.1%	309,348	2.6%
Total Departmental Expenses						815,091	6.7%	796,082	6.8%	801,198	6.8%

Maintenance Department P&L part 2

EFTE's	Hourly Rate	EFTE's	Hourly Rate	EFTE's	Hourly Rate	<u>EFTE's' & Average Hourly Rate</u>		EFTE's	Hourly Rate	EFTE's	Hourly Rate	EFTE's	Hourly Rate
0.9	20.25	0.9	20.25	0.9	19.71	Management		0.9	20.16	1.0	20.16	0.7	19.54
2.7	23.23	3.5	22.48	3.0	22.21	Hourly		3.1	22.68	3.5	22.38	2.8	21.91
0.2	33.72	-	-	0.0	32.82	Overtime		0.0	33.71	-	-	0.0	32.00
0.5	39.79	0.5	42.09	0.5	39.79	Leased Labour		0.5	40.12	0.5	41.90	0.5	39.79
-	-	-	-	-	-	Training		0.0	21.14	-	-	0.1	18.40
-	-	-	-	-	-	Modified Duty		-	-	-	-	0.1	21.45
4.3	25.00	4.9	24.07	4.3	23.77	Total		4.6	24.21	5.0	23.97	4.2	23.69

Consumption	Cost per Unit	Consumption	Cost per Unit	Consumption	Cost per Unit	<u>Energy Statistics</u>		Consumption	Cost per Unit	Consumption	Cost per Unit	Consumption	Cost per Unit
221,430	0.04	221,488	0.04	223,659	0.04	Electricity		3,205,907	0.04	3,160,828	0.04	3,135,499	0.04
1,288	9.39	1,719	8.16	1,243	9.16	Natural Gas		9,282	8.50	11,266	8.16	10,153	8.54
-	-	-	-	-	-	Oil		-	-	-	-	-	-
1,259	1.64	1,251	1.68	1,259	1.64	Water		14,823	1.64	14,733	1.68	14,823	1.64
-	-	-	-	-	-	Steam		-	-	-	-	-	-
-	-	-	-	-	-	Propane		-	-	-	-	-	-
765	-	870	-	766	-	Total POMECH Hours		9,513	-	10,356	-	8,867	-
2.16	-	2.46	-	2.16	-	EFTE's Per 100 Rooms Available		2.28	-	2.48	-	2.12	-

Financial Expenses

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
30,551	2.7%	27,022	2.7%	28,378	2.7%							
-	-	-	-	-	-	Management Fees	343,170	2.8%	328,112	2.8%	329,850	2.8%
-	-	-	-	-	-	Basic Mgmt Fees	-	-	-	-	-	-
-	-	-	-	-	-	Incentive Mgmt Fees	-	-	-	-	-	-
-	-	-	-	-	-	Prior Year Adjments To Fees	-	-	-	-	-	-
-	-	-	-	-	-	Intercompany Mgmt. Fees - Expense	-	-	-	-	-	-
30,551	2.7%	27,022	2.7%	28,378	2.7%	Management Fee Expense	343,170	2.8%	328,112	2.8%	329,850	2.8%
35,075	3.1%	37,237	3.7%	36,507	3.5%	Property Taxes						
-	-	-	-	-	-	Real Estate Taxes	420,896	3.4%	446,850	3.8%	438,088	3.7%
-	-	-	-	-	-	Personal Property Taxes	-	-	-	-	-	-
-	-	-	-	-	-	Business & Transient Occupation Taxes	-	-	-	-	-	-
-	-	-	-	-	-	Utility Taxes	-	-	-	-	-	-
-	-	-	-	-	-	All Other Taxes	-	-	-	-	-	-
-	-	-	-	-	-	Real Estate Tax Refund	-	-	-	-	-	-
35,075	3.1%	37,237	3.7%	36,507	3.5%	Total Property Taxes	420,896	3.4%	446,850	3.8%	438,088	3.7%
-	-	-	-	-	-	Rentals						
-	-	-	-	-	-	Related Party Rent-Fixed	-	-	-	-	-	-
-	-	-	-	-	-	Related Party Rent-Percentage	-	-	-	-	-	-
-	-	-	-	-	-	Information Systems Rental	-	-	-	-	-	-
-	-	-	-	-	-	Telecommunications Systems Rental	-	-	-	-	-	-
-	-	-	-	-	-	Equipment Rentals	-	-	-	-	-	-
-	-	-	-	-	-	Insurance						
-	-	-	-	-	-	Insurance-Building & Content	9,309	0.1%	-	-	-	-
19,486	1.7%	10,128	1.0%	5,516	0.5%	Insurance-Liability	135,485	1.1%	133,549	1.1%	122,824	1.0%
1,000	0.1%	-	-	-	-	Insurance-Deductible	2,000	0.0%	-	-	225	0.0%
20,486	1.8%	10,128	1.0%	5,516	0.5%	Total Insurance	146,795	1.2%	133,549	1.1%	123,049	1.0%
-	-	-	-	-	-	Other Occupancy Expenses						
-	-	-	-	-	-	Extraordinary Prior Year Adjmt	-	-	-	-	72,219	0.6%
-	-	800	0.1%	701	0.1%	Capital Leases	6,607	0.1%	8,907	0.1%	8,416	0.1%
-	-	-	-	-	-	Owners Expense	-	-	-	-	13,703	0.1%
-	-	800	0.1%	701	0.1%	Other Occupancy Costs	6,607	0.1%	8,907	0.1%	94,338	0.8%
55,561	4.9%	48,165	4.7%	42,724	4.1%	Total Occupancy Expenses	574,297	4.7%	589,306	5.0%	655,475	5.6%
45,234	4.0%	40,757	4.0%	21,046	2.0%	Depreciation & Amortization						
-	-	-	-	-	-	Reserve For FF&E Expense	489,141	4.0%	470,395	4.0%	234,884	2.0%
-	-	-	-	-	-	Rent						
-	-	-	-	-	-	Interest/Income Tax/Other						
45,234	4.0%	40,757	4.0%	21,046	2.0%	Total Financial Expenses	489,141	4.0%	470,395	4.0%	234,884	2.0%
131,346	11.6%	115,944	11.4%	92,148	8.8%	Total - All	1,406,609	11.5%	1,387,813	11.8%	1,220,209	10.4%

Payroll Summary

Month						Year-to-Date						
This Year		Budget		Last Year		This Year		Budget		Last Year		
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
Summary Wages & Supplemental												
373,806	74.0%	369,240	82.8%	338,179	74.5%	Salaries & Wages	4,304,325	80.2%	4,465,724	86.7%	4,073,213	82.5%
12,360	2.4%	-	-	16,273	3.6%	Overtime	79,435	1.5%	-	-	100,311	2.0%
13,518	2.7%	4,746	1.1%	17,637	3.9%	Leased Labour	90,865	1.7%	56,752	1.1%	83,588	1.7%
1,945	0.4%	-	-	2,822	0.6%	Training Payroll	72,576	1.4%	-	-	70,203	1.4%
1,660	0.3%	-	-	8,433	1.9%	Modified Duty	15,927	0.3%	-	-	38,059	0.8%
27,420	5.4%	21,652	4.9%	20,271	4.5%	Vacation	256,887	4.8%	253,999	4.9%	238,411	4.8%
33,289	6.6%	28,395	6.4%	30,940	6.8%	Legal Holidays	175,375	3.3%	156,170	3.0%	147,994	3.0%
3,742	0.7%	5,080	1.1%	1,870	0.4%	Sick Pay	51,729	1.0%	60,520	1.2%	53,074	1.1%
20,892	4.1%	4,422	1.0%	1,740	0.4%	Bonus/Commissions	180,342	3.4%	51,953	1.0%	14,637	0.3%
-	-	-	-	-	-	Severance Pay	11,698	0.2%	-	-	4,231	0.1%
902	0.2%	-	-	147	0.0%	Jury/Bereavement/Other	5,707	0.1%	-	-	4,966	0.1%
-	-	-	-	-	-	Allocated Leased Labour	547	0.0%	-	-	-	-
-	-	-	-	-	-	Allocated Modified Duty	170	0.0%	-	-	-	-
5,438	1.1%	4,813	1.1%	5,499	1.2%	Allocated Vacation	52,212	1.0%	54,377	1.1%	56,005	1.1%
7,889	1.6%	6,011	1.3%	8,070	1.8%	Allocated Legal Holidays	40,585	0.8%	33,063	0.6%	36,326	0.7%
568	0.1%	1,120	0.3%	1,767	0.4%	Allocated Sick Pay	14,480	0.3%	12,730	0.2%	13,290	0.3%
498	0.1%	240	0.1%	-	-	Allocated Bonus/Commissions	10,123	0.2%	2,817	0.1%	(4)	-
1,549	0.3%	-	-	-	-	Allocated Severance Pay	1,549	0.0%	-	-	-	-
102,187	20.2%	71,733	16.1%	70,304	15.5%	Total Supplemental	800,686	14.9%	625,629	12.2%	568,931	11.5%
505,475	100.0%	445,720	100.0%	453,648	100.0%	Total Payroll	5,364,531	100.0%	5,148,106	100.0%	4,934,304	100.0%
Employee Benefits												
11,201	2.2%	11,024	2.5%	9,889	2.2%	Futa/Unemployment Insurance	123,255	2.3%	127,284	2.5%	119,517	2.4%
-	-	-	-	-	-	Suta	-	-	-	-	-	-
-	-	-	-	-	-	Other taxes	-	-	-	-	-	-
20,417	4.0%	18,962	4.3%	18,396	4.1%	Fica/CPP	225,650	4.2%	218,928	4.3%	210,980	4.3%
6,261	1.2%	4,410	1.0%	4,523	1.0%	Fica Med/Employee Health Tax	55,809	1.0%	50,914	1.0%	48,328	1.0%
-	-	-	-	-	-	Company Pension	-	-	-	-	-	-
-	-	-	-	-	-	Union Benefits other than Pension	-	-	-	-	-	-
10,566	2.1%	13,229	3.0%	9,032	2.0%	Non Union Medical/ Dental	149,968	2.8%	152,741	3.0%	108,134	2.2%
5,587	1.1%	3,969	0.9%	4,759	1.0%	Life/ LTD/STD/ADD	62,674	1.2%	45,822	0.9%	48,209	1.0%
10,491	2.1%	8,423	1.9%	7,149	1.6%	Workers Comp	101,373	1.9%	97,245	1.9%	74,377	1.5%
-	-	-	-	-	-	Workers Comp Rehab	-	-	-	-	-	-
-	-	-	-	-	-	Pension Union	-	-	-	-	-	-
12,359	2.4%	7,938	1.8%	10,058	2.2%	Pension 401K/Company Pension	129,618	2.4%	91,644	1.8%	95,505	1.9%
-	-	-	-	-	-	Deferred Comp Plan Employer Mat	-	-	-	-	-	-
533	0.1%	309	0.1%	261	0.1%	All Other Benefits	5,296	0.1%	3,564	0.1%	2,947	0.1%
3,340	0.7%	4,935	1.1%	5,299	1.2%	H/R Allocated Benefits	78,865	1.5%	91,266	1.8%	91,430	1.9%
-	-	-	-	-	-	Deferred Comp Plan Exps & Gain/	-	-	-	-	-	-
-	-	-	-	-	-	Employee Meals	11	-	-	-	-	-
-	-	-	-	-	-	Staff Housing	-	-	-	-	-	-
80,755	16.0%	73,198	16.4%	69,367	15.3%	Total Employee Benefits	932,517	17.4%	879,408	17.1%	799,429	16.2%
586,230	116.0%	518,918	116.4%	523,015	115.3%	Total Payroll and Benefits	6,297,049	117.4%	6,027,514	117.1%	5,733,733	116.2%

Payroll Summary Part 2

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Amount	EFTEs'	Amount	EFTEs'	Amount	EFTEs'	Amount	EFTEs'	Amount	EFTEs'	Amount	EFTEs'
						Total Payroll (Incl. Supplemental) & EFTEs'					
						Management					
31,543	5.1	28,104	5.1	21,731	4.2	332,648	5.1	337,583	5.6	315,562	5.5
47,131	7.7	42,595	8.0	31,601	5.8	479,792	7.7	494,285	8.3	444,966	7.4
-	-	-	-	-	-	-	-	-	-	-	-
50,285	4.7	43,066	4.6	39,107	4.7	602,898	5.2	541,930	5.3	476,121	4.9
26,411	3.1	22,160	3.2	22,342	3.5	315,664	3.9	302,427	4.2	254,697	3.7
3,772	0.9	7,546	1.4	3,444	0.9	42,502	0.9	89,123	1.5	35,051	0.8
159,143	21.5	143,471	22.4	118,225	19.0	1,773,504	22.8	1,765,347	24.8	1,526,397	22.1
						Hourly					
101,780	25.3	103,471	26.9	99,192	26.0	1,345,390	30.5	1,288,610	29.9	1,242,425	29.4
196,095	56.6	156,112	44.2	193,796	54.3	1,699,442	42.4	1,571,865	38.6	1,638,655	41.3
3,212	0.8	5,376	1.4	3,763	1.0	54,196	1.2	68,228	1.6	44,809	1.1
23,472	5.0	17,893	4.1	18,310	4.3	238,985	4.9	228,175	4.7	245,808	5.4
3,769	0.9	3,155	0.7	3,220	0.8	41,195	0.9	43,238	0.9	41,827	0.9
18,005	3.4	16,242	3.5	17,142	3.5	211,819	3.6	182,642	3.5	194,382	3.5
346,332	92.1	302,249	80.7	335,424	89.8	3,591,027	83.6	3,382,758	79.1	3,407,907	81.6
						Total					
133,323	30.4	131,575	32.0	120,923	30.2	1,678,039	35.6	1,626,194	35.5	1,557,987	34.9
243,226	64.3	198,707	52.1	225,397	60.1	2,179,234	50.1	2,066,150	46.8	2,083,621	48.7
3,212	0.8	5,376	1.4	3,763	1.0	54,196	1.2	68,228	1.6	44,809	1.1
73,757	9.8	60,959	8.7	57,417	9.0	841,883	10.1	770,105	9.9	721,929	10.2
30,180	4.0	25,314	3.9	25,562	4.3	356,859	4.8	345,664	5.0	296,525	4.6
21,777	4.3	23,788	4.9	20,586	4.3	254,321	4.6	271,765	5.0	229,434	4.2
505,475	113.5	445,720	103.1	453,648	108.8	5,364,531	106.4	5,148,106	103.9	4,934,304	103.7

Rooms Division Payroll Summary

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate
Payroll & Average Hourly Rate of Pay											
Management											
11,841	22.77	10,696	22.07	11,725	22.21	152,014	22.46	157,979	22.29	152,433	-
4,109	37.58	2,078	33.05	1,327	27.65	26,155	34.03	23,909	32.92	23,106	31.46
7,876	28.96	10,371	29.27	5,339	33.37	89,844	30.47	113,026	28.75	97,471	31.46
-	-	-	-	-	-	1,566	23.03	-	-	9,561	21.77
23,826	26.43	23,145	25.67	18,391	24.99	269,579	25.55	294,913	25.11	282,571	24.65
Hourly											
18,439	20.12	19,433	19.67	16,527	18.89	227,264	19.46	209,825	19.40	199,888	18.03
2,461	19.85	3,207	19.90	1,978	19.02	37,042	19.79	39,589	19.82	36,538	19.29
18,336	19.37	20,102	19.04	21,538	18.75	233,454	18.92	235,302	18.96	210,789	18.11
34,679	18.66	36,086	18.86	30,377	18.14	532,315	18.63	556,639	18.80	496,428	18.15
7,856	14.49	9,115	14.22	6,518	13.64	89,930	14.34	105,641	14.16	80,886	13.47
210	28.99	-	-	355	22.91	27,386	27.90	-	-	37,906	27.03
-	-	-	-	-	-	-	-	-	-	1,264	16.00
-	-	-	-	1,289	14.40	25,469	15.99	-	-	27,165	15.84
1,660	18.86	-	-	4,058	18.36	6,496	18.77	-	-	8,060	26.60
83,641	18.66	87,945	18.48	82,638	17.94	1,179,355	18.53	1,146,996	18.41	1,098,925	17.88
Total Rooms Division											
30,280	21.08	30,130	20.46	28,252	20.14	379,279	20.56	367,803	20.55	352,321	19.59
6,570	28.16	5,285	23.59	3,305	21.74	63,196	23.93	63,498	23.31	59,644	22.69
26,212	21.51	30,473	21.61	26,877	20.54	323,298	21.15	348,328	21.31	308,261	20.51
34,679	18.66	36,086	18.86	30,377	18.14	532,315	18.63	556,639	18.80	496,428	18.15
7,856	14.49	9,115	14.22	6,518	13.64	89,930	14.34	105,641	14.16	80,886	13.47
-	-	-	-	-	-	-	-	-	-	-	-
210	28.99	-	-	355	22.91	27,386	27.90	-	-	37,906	27.03
-	-	-	-	-	-	-	-	-	-	1,264	16.00
-	-	-	-	1,289	14.40	27,035	16.27	-	-	36,726	17.05
1,660	18.86	-	-	4,058	18.36	6,496	18.77	-	-	8,060	26.60
107,468	19.96	111,090	19.62	101,029	18.91	1,448,934	19.52	1,441,910	19.47	1,381,497	18.94
25,855	4.80	20,485	3.62	19,893	3.72	229,105	3.09	184,284	2.49	176,490	2.42
22,058	4.10	21,898	3.87	18,570	3.48	296,140	3.99	282,894	3.82	258,356	3.54
155,381	28.86	153,473	27.11	139,493	26.11	1,974,179	26.60	1,909,087	25.78	1,816,343	24.90

Rooms Division Summary part 2

						Year-to-Date						
This Year		Month Budget		Last Year		This Year		Budget		Last Year		
EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	EFTE's	Productivity	
Summary of EFTEs' & Productivity												
(Productivity: Hours worked per Room Occupied)												
Management												
2.9	0.16	2.7	0.15	3.0	0.16	Front Office	3.2	0.13	3.4	0.14	3.3	0.14
0.6	0.03	0.4	0.02	0.3	0.01	Reservations	0.4	0.02	0.3	0.01	0.4	0.01
1.5	0.08	2.0	0.11	0.9	0.05	Housekeeping	1.4	0.06	1.9	0.08	1.6	0.07
-	-	-	-	-	-	Training	0.0	0.00	-	-	0.2	0.01
5.1	0.28	5.1	0.28	4.2	0.23	Total Management	5.1	0.21	5.6	0.24	5.5	0.23
Hourly												
5.2	0.28	5.6	0.31	4.9	0.27	Front Office	5.6	0.23	5.2	0.22	5.3	0.22
0.7	0.04	0.9	0.05	0.6	0.03	Reservations	0.9	0.04	1.0	0.04	0.9	0.04
5.3	0.29	6.0	0.33	6.5	0.35	Housekeeping	5.9	0.24	6.0	0.25	5.6	0.23
10.5	0.58	10.8	0.59	9.5	0.51	Room Attendants	13.7	0.56	14.2	0.59	13.1	0.55
3.1	0.17	3.6	0.20	2.7	0.15	Uniform Service	3.0	0.12	3.6	0.15	2.9	0.12
0.0	0.00	-	-	0.1	0.00	Overtime	0.5	0.02	-	-	0.7	0.03
-	-	-	-	-	-	Leased Labour	-	-	-	-	0.0	0.00
-	-	-	-	0.5	0.03	Training	0.8	0.03	-	-	0.8	0.03
0.5	0.03	-	-	1.2	0.07	Modified Duty	0.2	0.01	-	-	0.1	0.01
25.3	1.39	26.9	1.47	26.0	1.41	Total Hourly	30.5	1.24	29.9	1.25	29.4	1.24
Total Rooms Division												
8.1	0.45	8.3	0.46	7.9	0.43	Front Office	8.8	0.36	8.6	0.36	8.6	0.36
1.3	0.07	1.3	0.07	0.9	0.05	Reservations	1.3	0.05	1.3	0.05	1.3	0.05
6.9	0.38	8.0	0.44	7.4	0.40	Housekeeping	7.3	0.30	7.8	0.33	7.2	0.30
10.5	0.58	10.8	0.59	9.5	0.51	Room Attendants	13.7	0.56	14.2	0.59	13.1	0.55
3.1	0.17	3.6	0.20	2.7	0.15	Uniform Service	3.0	0.12	3.6	0.15	2.9	0.12
0.0	0.00	-	-	0.1	0.00	Overtime	0.5	0.02	-	-	0.7	0.03
-	-	-	-	-	-	Leased Labour	-	-	-	-	0.0	0.00
-	-	-	-	0.5	0.03	Training	0.8	0.03	-	-	1.0	0.04
0.5	0.03	-	-	1.2	0.07	Modified Duty	0.2	0.01	-	-	0.1	0.01
30.4	1.67	32.0	1.75	30.2	1.63	Total Division	35.6	1.45	35.5	1.48	34.9	1.47
Hours:												
Management												
520		485		528		Front Office	6,768		7,087		6,901	
109		63		48		Reservations	769		726		735	
272		354		160		Housekeeping	2,949		3,931		3,390	
-		-		-		Training	68		-		439	
901		902		736		Total Management	10,553		11,745		11,464	
Hourly												
916		988		875		Front Office	11,680		10,815		11,084	
124		161		104		Reservations	1,872		1,998		1,895	
947		1,056		1,149		Housekeeping	12,340		12,413		11,638	
1,858		1,913		1,675		Rooms Attendant	28,576		29,614		27,356	
542		641		478		Uniform Service	6,269		7,461		6,003	
7		-		16		Overtime Hours	982		-		1,403	
-		-		-		Leased Labour	-		-		79	
-		-		90		Training	1,593		-		1,715	
88		-		221		Modified Duty	346		-		303	
4,482		4,759		4,606		Total Hourly	63,659		62,301		61,475	
Total Rooms Division												
1,436		1,473		1,403		Front Office	18,448		17,902		17,985	
233		224		152		Reservations	2,641		2,724		2,629	
1,219		1,410		1,309		Housekeeping	15,289		16,344		15,028	
1,858		1,913		1,675		Room Attendants	28,576		29,614		27,356	
542		641		478		Uniform Service	6,269		7,461		6,003	
7		-		16		Overtime Hours	982		-		1,403	
-		-		-		Leased Labour	-		-		79	
-		-		90		Training	1,661		-		2,154	
88		-		221		Modified Duty	346		-		303	
5,383		5,661		5,342		Total Hours	74,211		74,046		72,939	

Food and Beverage Payroll Summary

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate	Payroll \$	Hrly Rate
Payroll Cost & Average Hourly Rate of Pay											
Management											
8,519	24.20	8,026	22.88	2,543	33.46	102,857	22.65	107,368	23.07	81,575	9,506.38
-	-	-	-	-	-	-	-	-	-	-	-
9,520	23.80	9,941	23.51	5,758	25.26	103,053	24.05	116,797	23.79	96,590	-
16,588	27.28	17,390	27.32	16,179	26.61	189,940	27.51	207,699	27.16	198,302	26.56
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	1,803	14.94	-	-	3,681	27.16
-	-	-	-	2,415	20.51	3,718	21.74	-	-	9,506	20.51
34,626	25.46	35,357	25.07	26,895	26.12	401,371	25.05	431,864	25.09	389,654	25.24
Hourly											
28,849	14.53	28,105	15.00	26,977	14.36	235,757	14.47	254,748	15.06	262,696	14.16
4,680	14.26	5,244	14.10	4,817	13.05	61,634	13.96	62,770	14.04	59,197	13.75
46,373	15.75	48,552	16.12	44,888	15.93	485,469	15.80	494,705	16.24	439,026	15.62
48,464	21.74	40,381	21.40	43,251	20.46	455,725	20.92	445,690	21.32	438,263	20.57
15,928	18.87	12,684	18.60	13,815	17.61	137,669	18.61	142,385	18.52	127,247	17.84
-	-	-	-	-	-	-	-	-	-	-	-
10,915	23.38	-	-	15,878	26.10	48,599	25.20	-	-	58,498	26.29
12,793	12.08	-	-	13,096	16.42	33,539	11.12	-	-	27,832	12.43
1,945	11.29	-	-	1,534	14.47	38,976	15.52	-	-	22,001	14.68
-	-	-	-	1,960	13.85	5,884	14.03	-	-	16,744	15.22
169,946	16.95	134,967	17.24	166,216	17.28	1,503,252	16.99	1,400,298	17.41	1,451,502	16.79
Total F&B Division											
37,368	15.99	36,131	16.24	29,520	15.11	338,614	16.26	362,117	-	344,271	15.78
4,680	14.26	5,244	14.10	4,817	13.05	61,634	13.96	62,770	14.04	59,197	13.75
55,893	16.72	58,493	17.03	50,646	16.63	588,522	16.81	611,501	17.28	535,616	16.63
65,052	22.93	57,771	22.90	59,430	21.83	645,665	22.51	653,389	22.88	636,565	22.13
15,928	18.87	12,684	18.60	13,815	17.61	137,669	18.61	142,385	18.52	127,247	17.84
-	-	-	-	-	-	-	-	-	-	-	-
10,915	23.38	-	-	15,878	26.10	48,599	25.20	-	-	58,498	26.29
12,793	12.08	-	-	13,096	16.42	33,539	11.12	-	-	27,832	12.46
1,945	11.29	-	-	1,534	14.47	40,780	15.49	-	-	25,682	15.72
-	-	-	-	4,375	16.88	9,602	16.27	-	-	26,250	16.79
204,572	17.96	170,324	18.44	193,111	18.14	1,904,623	18.22	1,832,162	18.76	1,841,156	18.07
38,654	3.39	28,383	3.07	32,286	3.03	274,610	2.63	233,988	2.40	242,465	2.38
37,791	3.32	33,256	3.60	33,442	3.14	383,499	3.67	360,834	3.69	337,249	3.31
281,017	24.68	231,963	25.11	258,839	24.31	2,562,733	24.52	2,426,984	24.85	2,420,870	23.76

Food and Beverage Payroll Summary part 2

Month						Year-to-Date					
This Year		Budget		Last Year		This Year		Budget		Last Year	
EFTEs'	Productivity	EFTEs'	Productivity	EFTEs'	Productivity	EFTEs'	Productivity	EFTEs'	Productivity	EFTEs'	Productivity
Summary EFTEs' & Productivity											
Management											
2.0	0.05	2.0	0.06	0.4	0.01	2.2	0.06	2.2	0.06	1.6	0.04
-	0.00	-	0.00	-	0.00	-	0.00	-	0.00	-	0.00
2.3	0.06	2.4	0.06	1.3	0.04	2.1	0.07	2.4	0.08	2.0	0.07
3.4	0.04	3.6	0.05	3.4	0.04	3.3	0.05	3.7	0.05	3.6	0.05
-	0.00	-	0.00	-	0.00	-	0.00	-	0.00	-	0.00
-	0.00	-	0.00	-	0.00	-	0.00	-	0.00	-	0.00
-	0.00	-	0.00	0.0	0.00	-	0.00	-	0.00	0.0	0.00
0.0	0.00	-	0.00	0.0	0.00	0.1	0.00	-	0.00	0.1	0.00
0.0	0.00	-	0.00	0.7	0.01	0.1	0.00	-	0.00	0.2	0.00
7.7	0.09	8.0	0.11	5.8	0.07	7.7	0.11	8.3	0.12	7.4	0.11
Hourly											
11.2	0.29	10.6	0.33	10.6	0.28	7.8	0.21	8.1	0.23	8.9	0.25
1.9	0.43	2.1	0.58	2.1	0.57	2.1	0.45	2.1	0.47	2.1	0.46
16.6	0.42	17.0	0.44	15.9	0.44	14.7	0.48	14.6	0.49	13.4	0.47
12.6	0.15	10.7	0.14	11.9	0.15	10.4	0.14	10.0	0.14	10.2	0.15
4.8	0.06	3.9	0.05	4.4	0.06	3.5	0.05	3.7	0.05	3.4	0.05
-	0.00	-	0.00	-	0.00	-	0.00	-	0.00	-	0.00
2.6	0.03	-	0.00	3.4	0.04	0.9	0.01	-	0.00	1.1	0.02
6.0	0.07	-	0.00	4.5	0.06	1.4	0.02	-	0.00	1.1	0.02
1.0	0.01	-	0.00	0.6	0.01	1.2	0.02	-	0.00	0.7	0.01
0.0	0.00	-	0.00	0.8	0.01	0.2	0.00	-	0.00	0.5	0.01
56.6	0.69	44.2	0.59	54.3	0.70	42.4	0.58	38.6	0.56	41.3	0.60
Total F&B Division											
13.2	0.34	12.6	0.39	11.0	0.29	10.0	0.27	10.3	0.30	10.4	0.29
1.9	0.43	2.1	0.58	2.1	0.57	2.1	0.45	2.1	0.47	2.1	0.46
18.9	0.48	19.4	0.50	17.2	0.47	16.8	0.54	17.0	0.57	15.4	0.54
16.0	0.19	14.2	0.19	15.4	0.20	13.8	0.19	13.7	0.20	13.8	0.20
4.8	0.06	3.9	0.05	4.4	0.06	3.5	0.05	3.7	0.05	3.4	0.05
0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00
2.6	0.03	0.0	0.00	3.4	0.04	0.9	0.01	0.0	0.00	1.1	0.02
6.0	0.07	0.0	0.00	4.5	0.06	1.4	0.02	0.0	0.00	1.1	0.02
1.0	0.01	0.0	0.00	0.6	0.01	1.3	0.02	0.0	0.00	0.8	0.01
0.0	0.00	0.0	0.00	1.5	0.02	0.3	0.00	0.0	0.00	0.7	0.01
64.3	0.78	52.1	0.70	60.1	0.77	50.1	0.69	46.8	0.68	48.7	0.70
Hours											
Management											
352		351		76		4,542		4,654		3,262	
-		-		-		-		-		-	
400		423		228		4,285		4,910		4,115	
608		637		608		6,904		7,647		7,466	
-		-		-		-		-		-	
-		-		-		-		-		-	
-		-		0		-		-		(6)	
0		-		0		121		-		136	
0		-		118		171		-		464	
1,360		1,410		1,030		16,023		17,211		15,436	
Hourly											
1,985		1,874		1,878		16,289		16,916		18,557	
328		372		369		4,414		4,472		4,307	
2,944		3,013		2,817		30,724		30,468		28,100	
2,229		1,887		2,114		21,783		20,905		21,304	
844		682		785		7,399		7,689		7,131	
-		-		-		-		-		-	
467		-		608		1,928		-		2,225	
1,059		-		798		3,016		-		2,240	
172		-		106		2,511		-		1,498	
0		-		142		419		-		1,100	
10,028		7,827		9,617		88,484		80,449		86,462	
Total F&B Division											
2,337		2,225		1,954		20,831		21,570		21,819	
328		372		369		4,414		4,472		4,307	
3,344		3,436		3,045		35,009		35,378		32,215	
2,837		2,523		2,722		28,687		28,552		28,771	
844		682		785		7,399		7,689		7,131	
-		-		-		-		-		-	
467		-		608		1,928		-		2,225	
1,059		-		798		3,016		-		2,234	
172		-		106		2,632		-		1,634	
0		-		259		590		-		1,564	
11,388		9,238		10,646		104,507		97,661		101,899	

Balance Sheet

<u>Amount</u>		<u>Amount</u>	<u>Variance</u>	
<u>Current Year</u>	<u>Prior Year</u>		<u>Amount</u>	<u>%</u>
<u>ASSETS</u>				
<u>Current Assets</u>				
<u>Cash</u>				
510,240	214,926	Cash In Bank - Canadian	295,314	137.40%
7,020	241	Cash In Bank - US	6,779	2,815.34%
446	(3)	Exchange Bank Account	449	(14,082.13%)
30,000	30,000	House Banks	-	-
547,706	245,164	Total Cash	302,542	123.40%
<u>Short-Term Investments Receivables</u>				
174,698	252,970	City Ledger - A/R Interface	(78,272)	(30.94%)
73,517	44,278	Guest Ledger	29,238	66.03%
105,860	42,552	Other	63,308	148.78%
354,075	339,801	Total Receivables	14,274	4.20%
(439)	(128)	Allowance For Doubtful Accounts	(312)	243.80%
353,636	339,673	AR_Net	13,963	4.11%
<u>Inventories</u>				
76,623	61,945	Food and Beverage	14,679	23.70%
12,477	14,757	Supplies and All Other	(2,280)	(15.45%)
89,100	76,701	Inventories	12,399	16.17%
77,310	43,515	Prepaid Expenses	33,796	77.67%
1,067,753	705,053	Current Assets	362,699	51.44%
<u>LONG-TERM ASSETS</u>				
248,630	99,196	Furniture, Fixtures & Equipment	149,434	150.64%
248,630	99,196	Net Furniture, Fixtures & Equipment	149,434	150.64%
248,630	99,196	Net PP&E	149,434	150.64%
248,630	99,196	Long Term Assets	149,434	150.64%
1,316,382	804,249	Total Assets	512,133	63.68%

Balance Sheet

Amount		Amount		Variance	
Current Year	Prior Year			Amount	%
<u>LIABILITIES & OWNERS' EQUITY</u>					
120,795	84,188	Accounts Payable		36,607	43.48%
71,327	88,582	Due to Concessionaires		(17,255)	(19.48%)
81,510	59,525	Advance Deposits		21,985	36.93%
270,782	232,559	Accrued Salaries and Wages		38,223	16.44%
128,201	157,889	Accrued Vacation Pay and Holiday		(29,688)	(18.80%)
179,906	10,033	Employee Benefits Accruals		169,873	1,693.20%
15,509	15,050	Utilities accruals		459	3.05%
1,187,628	698,487	Reserves		489,141	70.03%
79,477	81,952	Other Accrued Liabilities		(2,475)	(3.02%)
21,926	18,478	Payroll & Other Deductions		3,448	18.66%
98,032	112,311	Federal/Prov./State Retail Sales Tax Payable		(14,279)	(12.71%)
2,255,092	1,559,052	Current Liabilities		696,039	44.65%
2,255,092	1,559,052	Total Liabilities		696,039	44.65%
<u>EQUITY</u>					
(7,041,586)	(6,122,615)	Owners investment		(918,972)	15.01%
5,367,811	4,254,798	Retained Earnings, Opening		1,113,013	26.16%
735,065	1,113,013	Current Year Earnings		(377,948)	(33.96%)
6,102,877	5,367,811	Retained Earnings, Closing		735,065	13.69%
(938,709)	(754,803)	Total Shareholder Equity		(183,906)	24.36%
1,316,382	804,249	Total Liabilities & Shareholders' Eqty		512,133	63.68%
-	0	Out of Balance		-	-

Balance Sheet Ratio Analysis

0.5	0.5	Current Ratio
34.6	34.6	Accounts Receivable Turnover
0.6	0.5	Solvency Ratio
<u>Activity Ratios</u>		
27.1	38.6	Food Inventory Turnover
5.2	5.8	Beverage Inventory Turnover
<u>Profitability Ratios</u>		
17.5%	19.9%	Gross Operating Profit
6.0%	9.5%	Net Income

						Year-to-Date					
This Year		Month		Last Year		This Year		Budget		Last Year	
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
						Payroll					
						Expenses					
-	-	-	-	-	-	Total Other Expenses	-	-	-	-	-
-	-	-	-	-	-	Less: Transferred to A&G Other Exp	-	-	-	-	-
-	-	-	-	-	-	Net Other Expenses (Should be Nil)	-	-	-	-	-
						Employee Benefit Programs					
-	-	-	-	-	-	Training	-	-	-	-	-
592	-	650	-	2,750	-	H/R Benefit-Training	22,339	-	34,485	-	41,601
2,222	-	3,565	-	2,303	-	H/R Benefit-Colleague Relations	42,420	-	40,041	-	37,445
-	-	-	-	-	-	H/R Benefit-Service Plus Events	5,905	-	5,400	-	4,171
525	-	720	-	246	-	H/R Benefit-Health & Safety	8,201	-	11,340	-	8,214
-	-	-	-	-	-	H/R Benefit-Employee Transportati	-	-	-	-	-
-	-	-	-	-	-	H/R Benefit-Taxes On Meals	-	-	-	-	-
-	-	-	-	-	-	Employee Meals	-	-	-	-	-
-	-	-	-	-	-	Other HR Expenses	-	-	-	-	-
-	-	-	-	-	-	H/R-Employee Opinion Surveys	-	-	-	-	-
3,340	-	4,935	-	5,299	-	Total Employee Benefits Program	78,865	-	91,266	-	91,430
(3,340)	-	(4,935)	-	(5,299)	-	Less: Allocated to Departments	(78,865)	-	(91,266)	-	(91,430)
-	-	-	-	-	-	Net Benefits Programs (Should be Ni	-	-	-	-	-
-	-	-	-	-	-	Total Human Resources (MUST be	-	-	-	-	-

