



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

Actual PTD	Actual PTD %	Budget PTD	Budget PTD %	Actual PTD Var to Bud	Last Year PTD	Last Year PTD %	Actual PTD Var to LY	PTD POR	Budget PTD POR		Actual YTD	Actual YTD %	Budget YTD	Budget YTD %	Actual YTD Var to Bud	Last Year YTD	Last Year YTD %	Actual YTD Var to LY	Actual YTD POR	Budget YTD POR	
Statistics																					
12,276		12,276		0	12,276		0	1.32	1.25	Rooms Available	120,384		120,384		0	120,384		0	1.33	1.24	
9,307		9,844		-537	9,467		-160	1.00	1.00	Rooms Sold	90,328		96,744		-6,416	93,148		-2,820	1.00	1.00	
75.81%		80.30%		(4.49%)	77.12%		(1.30%)	0.01%	0.01%	Occupancy	75.03%		80.35%		(5.32%)	77.38%		(2.34%)	0.00%	0.00%	
145.88		133.96		11.92	128.71		17.17	0.02	0.01	Average Daily Rate	139.98		131.25		8.74	121.51		18.47	0.00	0.00	
144.48		133.07		11.40	127.87		16.61	0.02	0.01	Average Daily Rate (Market Segment Only)	138.83		130.36		8.48	120.89		17.95	0.00	0.00	
110.60		107.42		3.18	99.26		11.34	0.01	0.01	Rooms RevPAR	105.03		105.47		(0.44)	94.02		11.01	0.00	0.00	
133.02		129.93		3.09	149.21		-16.19	0.01	0.01	Total RevPAR	128.33		128.00		0.33	134.67		-6.34	0.00	0.00	
33.47		17.86		15.61	31.48		1.99	0.00	0.00	GOP PAR	27.50		15.24		12.26	19.62		7.88	0.00	0.00	
PROFIT & LOSS																					
1,357,705	83.14%	1,318,721	82.68%	38,984	1,218,462	66.52%	139,243	145.88	133.77	Room Revenue	12,644,508	81.85%	12,697,202	82.40%	-52,694	11,318,528	69.81%	1,325,980	139.98	131.26	
162,938	9.98%	174,092	10.91%	-11,154	515,774	28.16%	-352,836	17.51	17.66	Food & Beverage Revenue	1,419,800	9.19%	1,708,252	11.09%	-288,451	3,866,894	23.85%	-2,447,094	15.72	17.66	
91,135	5.58%	99,444	6.23%	-8,309	91,386	4.99%	-251	9.79	10.09	Other Operated Departments	1,273,597	8.24%	975,806	6.33%	297,792	868,491	5.36%	405,106	14.10	10.09	
21,190	1.30%	2,799	0.18%	18,392	6,059	0.33%	15,131	2.28	0.28	Miscellaneous Income	110,905	0.72%	27,934	0.18%	82,971	158,449	0.98%	-47,544	1.23	0.29	
1,632,968	100.00%	1,595,056	100.00%	37,913	1,831,681	100.00%	-198,713	175.46	161.80	Total Operating Revenue	15,448,810	100.00%	15,409,194	100.00%	39,617	16,212,362	100.00%	-763,551	171.03	159.30	
524,073	32.09%	568,383	35.63%	-44,310	507,991	27.73%	16,081	56.31	57.66	Room Expense	4,941,046	31.98%	5,606,713	36.39%	-665,667	5,076,498	31.31%	-135,452	54.70	57.96	
231,804	14.20%	295,448	18.52%	-63,644	447,235	24.42%	-215,431	24.91	29.97	Food & Beverage Expense	2,474,437	16.02%	2,882,098	18.70%	-407,660	3,891,527	24.00%	-1,417,090	27.39	29.80	
11,011	0.67%	4,533	0.28%	6,478	4,093	0.22%	6,918	1.18	0.46	Other Operated Departments Expense	107,229	0.69%	44,483	0.29%	62,746	48,211	0.30%	59,018	1.19	0.46	
766,888	46.96%	868,364	54.44%	-101,476	959,320	52.37%	-192,432	82.40	88.09	Total Departmental Expenses	7,522,713	48.69%	8,533,294	55.38%	-1,010,581	9,016,236	55.61%	-1,493,524	83.28	88.22	
866,080	53.04%	726,692	45.56%	139,389	872,361	47.63%	-6,281	93.06	73.72	Total Departmental Profit	7,926,097	51.31%	6,875,900	44.62%	1,050,198	7,196,125	44.39%	729,972	87.75	71.08	
118,315	7.25%	143,708	9.01%	-25,393	141,454	7.72%	-23,139	12.71	14.58	Administration & General	1,265,446	8.19%	1,426,227	9.26%	-160,781	1,290,206	7.96%	-24,760	14.01	14.74	
16,119	0.99%	14,370	0.90%	1,749	3,357	0.18%	12,761	1.73	1.46	Information & Telecommunications Systems	142,905	0.93%	143,697	0.93%	-792	89,760	0.55%	53,145	1.58	1.49	
168,675	10.33%	170,782	10.71%	-2,107	186,058	10.16%	-17,383	18.12	17.32	Sales & Marketing	1,650,868	10.69%	1,674,542	10.87%	-23,675	1,809,729	11.16%	-158,862	18.28	17.31	
79,648	4.88%	107,119	6.72%	-27,471	96,152	5.25%	-16,504	8.56	10.87	Property Operation & Maintenance	883,249	5.72%	1,094,049	7.10%	-210,800	968,754	5.98%	-85,505	9.78	11.31	
72,419	4.43%	71,493	4.48%	926	58,852	3.21%	13,567	7.78	7.25	Utilities	672,618	4.35%	702,608	4.56%	-29,990	675,325	4.17%	-2,706	7.45	7.26	
455,175	27.87%	507,471	31.82%	-52,296	485,873	26.53%	-30,698	48.91	51.48	Total Undistributed Expenses	4,615,086	29.87%	5,041,124	32.72%	-426,038	4,833,774	29.82%	-218,687	51.09	52.12	
410,905	25.16%	219,221	13.74%	191,685	386,488	21.10%	24,417	44.15	22.24	Gross Operating Profit	3,311,011	21.43%	1,834,775	11.91%	1,476,236	2,362,352	14.57%	948,660	36.66	18.97	
53,071	3.25%	46,346	2.91%	6,726	59,532	3.25%	-6,461	5.70	4.70	Management Fees	481,335	3.12%	446,930	2.90%	34,404	526,904	3.25%	-45,570	5.33	4.62	
357,834	21.91%	172,875	10.84%	184,959	326,956	17.85%	30,878	38.45	17.54	Income Before Non-Operating Items	2,829,677	18.32%	1,387,845	9.01%	1,441,832	1,835,447	11.32%	994,229	31.33	14.35	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Income	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
440	0.03%	0	0.00%	440	629	0.03%	-189	0.05	0.00	Rent	3,709	0.02%	0	0.00%	3,709	5,691	0.04%	-1,982	0.04	0.00	
102,974	6.31%	0	0.00%	102,974	100,828	5.50%	2,147	11.06	0.00	Property & Other Taxes	1,024,013	6.63%	0	0.00%	1,024,013	997,365	6.15%	26,648	11.34	0.00	
17,313	1.06%	12,170	0.76%	5,143	10,676	0.58%	6,638	1.86	1.23	Insurance	195,625	1.27%	117,217	0.76%	78,407	105,480	0.65%	90,145	2.17	1.21	
475	0.03%	0	0.00%	475	0	0.00%	475	0.05	0.00	Other	-175	0.00%	0	0.00%	-175	-1,891,227	-11.67%	1,891,052	0.00	0.00	
121,202	7.42%	12,170	0.76%	109,032	112,132	6.12%	9,070	13.02	1.23	Total Non-Operating Items	1,223,172	7.92%	117,217	0.76%	1,105,954	-782,691	-4.83%	2,005,863	13.54	1.21	
236,631	14.49%	160,705	10.08%	75,927	214,824	11.73%	21,808	25.43	16.30	EBITDA	1,606,505	10.40%	1,270,628	8.25%	335,877	2,618,139	16.15%	-1,011,634	17.79	13.14	
107,993	6.61%	0	0.00%	107,993	82,570	4.51%	25,423	11.60	0.00	Interest	1,045,418	6.77%	0	0.00%	1,045,418	725,057	4.47%	320,361	11.57	0.00	
0	0.00%	0	0.00%	0	123,850	6.76%	-123,850	0.00	0.00	Depreciation	990,786	6.41%	0	0.00%	990,786	1,223,793	7.55%	-233,007	10.97	0.00	
4,148	0.25%	0	0.00%	4,148	12,342	0.67%	-8,194	0.45	0.00	Amortization	107,031	0.69%	0	0.00%	107,031	123,420	0.76%	-16,389	1.18	0.00	
112,141	6.87%	0	0.00%	112,141	218,762	11.94%	-106,621	12.05	0.00	Total Interest, Depreciation & Amortization	2,143,235	13.87%	0	0.00%	2,143,235	2,072,269	12.78%	70,965	23.73	0.00	
124,491	7.62%	160,705	10.08%	-36,214	-3,938	-0.21%	128,429	13.38	16.30	Income Before Income Taxes	-536,729	-3.47%	1,270,628	8.25%	-1,807,357	545,869	3.37%	-1,082,599	-5.94	13.14	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Income Taxes	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
124,491	7.62%	160,705	10.08%	-36,214	-3,938	-0.21%	128,429	13.38	16.30	Net Income	-536,729	-3.47%	1,270,628	8.25%	-1,807,357	545,869	3.37%	-1,082,599	-5.94	13.14	
ADJUSTED NET OPERATING INCOME																					
236,631	14.49%	160,705	10.08%	75,927	214,824	11.73%	21,808	25.43	16.30	EBITDA	1,606,505	10.40%	1,270,628	8.25%	335,877	2,618,139	16.15%	-1,011,634	17.79	13.14	
475	0.03%	0	0.00%	475	0	0.00%	475	0.05	0.00	Non-operating Adjustments to Net Income	-175	0.00%	0	0.00%	-175	-1,891,227	-11.67%	1,891,052	0.00	0.00	
-65,319	-4.00%	-63,802	-4.00%	-1,517	-73,267	-4.00%	7,949	-7.02	-6.47	Calculated Replacement Reserve	-617,952	-4.00%	-616,368	-4.00%	-1,585	-648,494	-4.00%	30,542	-6.84	-6.37	
171,788	10.52%	96,903	6.08%	74,885	141,556	7.73%	30,231	18.46	9.83	Adjusted Net Operating Income	988,378	6.40%	654,260	4.25%	334,118	78,417	0.48%	909,961	10.94	6.76	



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ROOMS DEPARTMENT																				
877,825	64.66%	1,309,970	99.34%	-432,144	721,523	59.22%	156,302	94.32	132.88	Transient Revenue	8,135,958	64.34%	12,611,197	99.32%	-4,475,239	6,275,722	55.45%	1,860,237	90.07	130.38
89,738	6.61%	0	0.00%	89,738	157,341	12.91%	-67,603	9.64	0.00	Group Revenue	738,367	5.84%	0	0.00%	738,367	1,205,797	10.65%	-467,429	8.17	0.00
377,091	27.77%	0	0.00%	377,091	331,634	27.22%	45,457	40.52	0.00	Contract Revenue	3,666,217	28.99%	0	0.00%	3,666,217	3,778,893	33.39%	-112,676	40.59	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Brand/Media Promotions	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Consortia	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Wholesale	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Convention	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Tour/Wholesale	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
1,344,654	99.04%	1,309,970	99.34%	34,685	1,210,498	99.35%	134,156	144.48	132.88	Total Market Segment Revenue	12,540,543	99.18%	12,611,197	99.32%	-70,654	11,260,411	99.49%	1,280,132	138.83	130.38
563	0.04%	1,091	0.08%	-529	1,055	0.09%	-492	0.06	0.11	Pet Cleaning Fee	5,889	0.05%	10,725	0.08%	-4,836	9,335	0.08%	-3,446	0.07	0.11
0	0.00%	135	0.01%	-135	0	0.00%	0	0.00	0.01	Smoking Fee	0	0.00%	1,330	0.01%	-1,330	736	0.01%	-736	0.00	0.01
563	0.04%	1,227	0.09%	-664	1,055	0.09%	-492	0.06	0.12	Surcharges & Service Charges	5,889	0.05%	12,055	0.09%	-6,166	10,071	0.09%	-4,182	0.07	0.12
9,843	0.72%	6,390	0.48%	3,453	6,021	0.49%	3,822	1.06	0.65	No-Shows	86,781	0.69%	62,796	0.49%	23,986	59,249	0.52%	27,532	0.96	0.65
3,409	0.25%	1,126	0.09%	2,283	905	0.07%	2,504	0.37	0.11	Day Use	15,773	0.12%	11,065	0.09%	4,708	9,949	0.09%	5,824	0.17	0.11
0	0.00%	9	0.00%	-9	0	0.00%	0	0.00	0.00	Departure Fees	0	0.00%	90	0.00%	-90	100	0.00%	-100	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Rollaway/Crib Rental & Miscellaneous	530	0.00%	0	0.00%	530	0	0.00%	530	0.01	0.00
13,815	1.02%	8,751	0.66%	5,063	7,981	0.66%	5,833	1.48	0.89	Total Other Revenue	108,973	0.86%	86,005	0.68%	22,968	79,370	0.70%	29,604	1.21	0.89
-764	-0.06%	0	0.00%	-764	-18	0.00%	-746	-0.08	0.00	Less: Allowances	-5,009	-0.04%	0	0.00%	-5,009	-21,253	-0.19%	16,244	-0.06	0.00
1,357,705	100.00%	1,318,721	100.00%	38,984	1,218,462	100.00%	139,243	145.88	133.77	Total Revenue	12,644,508	100.00%	12,697,202	100.00%	-52,694	11,318,528	100.00%	1,325,980	139.98	131.26



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Rooms Department Continued																					
Management																					
40,199	2.96%	57,903	4.39%	-17,704	48,912	4.01%	-8,714	4.32	5.87	Management	371,346	2.94%	568,522	4.48%	-197,176	413,605	3.65%	-42,258	4.11	5.88	
1,000	0.07%	0	0.00%	1,000	0	0.00%	1,000	0.11	0.00	Front Office Management	4,487	0.04%	0	0.00%	4,487	0	0.00%	4,487	0.05	0.00	
Non-Management																					
29,012	2.14%	32,674	2.48%	-3,662	23,781	1.95%	5,231	3.12	3.31	Guest Service Agent	245,271	1.94%	318,962	2.51%	-73,691	239,382	2.11%	5,888	2.72	3.30	
106,204	7.82%	108,662	8.24%	-2,458	110,086	9.03%	-3,883	11.41	11.02	Housekeepers	984,809	7.79%	1,067,445	8.41%	-82,636	961,715	8.50%	23,094	10.90	11.04	
35,421	2.61%	39,343	2.98%	-3,922	31,408	2.58%	4,012	3.81	3.99	Housemen	318,876	2.52%	388,067	3.06%	-69,191	311,378	2.75%	7,498	3.53	4.01	
211,835	15.60%	238,582	18.09%	-26,747	214,188	17.58%	-2,353	22.76	24.20	Total Salaries & Wages	1,924,790	15.22%	2,342,996	18.45%	-418,206	1,926,080	17.02%	-1,290	21.31	24.22	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Contract Labor	0	0.00%	0	0.00%	0	4,095	0.04%	-4,095	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Contracted Labor	0	0.00%	0	0.00%	0	4,095	0.04%	-4,095	0.00	0.00	
-1,745	-0.13%	2,040	0.15%	-3,785	349	0.03%	-2,094	-0.19	0.21	Bonus & Incentives	4,396	0.03%	20,400	0.16%	-16,004	7,645	0.07%	-3,249	0.05	0.21	
3,301	0.24%	0	0.00%	3,301	5,891	0.48%	-2,589	0.35	0.00	Service Charge Distribution	29,036	0.23%	0	0.00%	29,036	91,694	0.81%	-62,658	0.32	0.00	
213,392	15.72%	240,622	18.25%	-27,230	220,427	18.09%	-7,036	22.93	24.41	Total Labor Costs	1,958,222	15.49%	2,363,396	18.61%	-405,174	2,029,513	17.93%	-71,292	21.68	24.43	
Payroll-Related Expenses																					
Payroll Taxes																					
24,426	1.80%	27,556	2.09%	-3,130	22,164	1.82%	2,262	2.62	2.80	Holiday/Sick	113,188	0.90%	270,616	2.13%	-157,428	231,817	2.05%	-118,629	1.25	2.80	
5,106	0.38%	14,315	1.09%	-9,209	4,116	0.34%	990	0.55	1.45	Quarantine Pay	151,781	1.20%	140,580	1.11%	11,202	203,407	1.80%	-51,625	1.68	1.45	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Vacation	0	0.00%	0	0.00%	0	3,958	0.02%	-3,958	0.00	0.00	
7,929	0.58%	15,508	1.18%	-7,579	4,251	0.35%	3,679	0.85	1.57	Supplemental Pay	115,044	0.91%	152,295	1.20%	-37,251	136,673	1.21%	-21,629	1.27	1.57	
13,035	0.96%	29,823	2.26%	-16,788	8,366	0.69%	4,668	1.40	3.03	Total Payroll-Related Expenses	266,825	2.11%	292,875	2.31%	-26,049	344,038	3.04%	-77,212	2.95	3.03	
59,769	4.40%	56,366	4.27%	3,403	54,181	4.45%	5,588	6.42	5.72	Group Insurance	599,924	4.74%	563,660	4.44%	36,264	541,526	4.78%	58,398	6.64	5.83	
1,121	0.08%	1,239	0.09%	-118	449	0.04%	671	0.12	0.13	Life Insurance	5,342	0.04%	12,390	0.10%	-7,048	3,894	0.03%	1,448	0.06	0.13	
3,163	0.23%	2,362	0.18%	801	2,997	0.25%	165	0.34	0.24	Workers Comp	27,236	0.22%	23,196	0.18%	4,041	25,365	0.22%	1,871	0.30	0.24	
15,360	1.13%	7,917	0.60%	7,444	9,803	0.80%	5,557	1.65	0.80	Union Pension	119,488	0.94%	79,167	0.62%	40,322	78,559	0.69%	40,929	1.32	0.82	
79,413	5.85%	67,884	5.15%	11,529	67,430	5.53%	11,983	8.53	6.89	Employee Benefits	751,991	5.95%	678,412	5.34%	73,578	649,345	5.74%	102,646	8.33	7.01	
116,873	8.61%	125,263	9.50%	-8,389	97,961	8.04%	18,913	12.56	12.71	Total Payroll-Related Expenses	1,132,004	8.95%	1,241,903	9.78%	-109,899	1,225,200	10.82%	-93,196	12.53	12.84	
330,265	24.33%	365,885	27.75%	-35,620	318,388	26.13%	11,877	35.49	37.12	Total Labor Costs & Related Expenses	3,090,226	24.44%	3,605,299	28.39%	-515,073	3,254,713	28.76%	-164,488	34.21	37.27	



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

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Rooms Department Continued																				
110	0.01%	0	0.00%	110	0	0.00%	110	0.01	0.00	Guest Satisfaction	448	0.00%	0	0.00%	448	362	0.00%	87	0.00	0.00
110	0.01%	0	0.00%	110	0	0.00%	110	0.01	0.00	Miscellaneous Expense	448	0.00%	0	0.00%	448	362	0.00%	87	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Complimentary Food & Beverage	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
1,208	0.09%	3,507	0.27%	-2,299	454	0.04%	754	0.13	0.36	Contract Services	8,050	0.06%	35,067	0.28%	-27,017	9,826	0.09%	-1,777	0.09	0.36
1,208	0.09%	3,507	0.27%	-2,299	454	0.04%	754	0.13	0.36	Contract Services	8,050	0.06%	35,067	0.28%	-27,017	9,826	0.09%	-1,777	0.09	0.36
5,427	0.40%	2,662	0.20%	2,766	3,807	0.31%	1,620	0.58	0.27	Cleaning Supplies	36,857	0.29%	26,117	0.21%	10,740	25,328	0.22%	11,529	0.41	0.27
5,427	0.40%	2,662	0.20%	2,766	3,807	0.31%	1,620	0.58	0.27	Cleaning Supplies	36,857	0.29%	26,117	0.21%	10,740	25,328	0.22%	11,529	0.41	0.27
20,298	1.50%	19,716	1.50%	582	22,885	1.88%	-2,587	2.18	2.00	Commissions	193,967	1.53%	193,460	1.52%	507	209,367	1.85%	-15,400	2.15	2.00
1,886	0.14%	5,520	0.42%	-3,634	3,567	0.29%	-1,681	0.20	0.56	Commissions and Rebates-Group	27,757	0.22%	54,169	0.43%	-26,412	38,000	0.34%	-10,242	0.31	0.56
6,183	0.46%	6,703	0.51%	-520	5,466	0.45%	718	0.66	0.68	Complimentary In-Room/Media Entertainment	70,611	0.56%	65,776	0.52%	4,835	57,930	0.51%	12,681	0.78	0.68
3,287	0.24%	0	0.00%	3,287	-134	-0.01%	3,420	0.35	0.00	Complimentary Services and Gifts	4,890	0.04%	0	0.00%	4,890	2,022	0.02%	2,869	0.05	0.00
576	0.04%	600	0.05%	-24	608	0.05%	-32	0.06	0.06	Decorations	5,470	0.04%	6,000	0.05%	-530	2,287	0.02%	3,183	0.06	0.06
16,358	1.20%	13,308	1.01%	3,050	11,357	0.93%	5,001	1.76	1.35	Guest Supplies	106,184	0.84%	130,586	1.03%	-24,402	126,407	1.12%	-20,223	1.18	1.35
74,400	5.48%	72,800	5.52%	1,600	62,855	5.16%	11,545	7.99	7.38	Guest Transportation	727,266	5.75%	728,000	5.73%	-734	611,741	5.40%	115,525	8.05	7.53
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Licenses and Permits	1,903	0.02%	0	0.00%	1,903	0	0.00%	1,903	0.02	0.00
15,044	1.11%	10,844	0.82%	4,200	15,976	1.31%	-932	1.62	1.10	Linen	107,692	0.85%	106,403	0.84%	1,289	102,691	0.91%	5,001	1.19	1.10
22,050	1.62%	33,123	2.51%	-11,073	29,295	2.40%	-7,245	2.37	3.36	Laundry and Dry Cleaning	268,395	2.12%	325,013	2.56%	-56,618	314,511	2.78%	-46,116	2.97	3.36
5,783	0.43%	7,394	0.56%	-1,610	6,151	0.50%	-367	0.62	0.75	Operating Supplies	72,144	0.57%	72,548	0.57%	-404	69,161	0.61%	2,983	0.80	0.75
0	0.00%	296	0.02%	-296	0	0.00%	0	0.00	0.03	Printing and Stationary	0	0.00%	2,902	0.02%	-2,902	0	0.00%	0	0.00	0.03
21,197	1.56%	25,138	1.91%	-3,941	26,905	2.21%	-5,708	2.28	2.55	Reservation Fees	216,614	1.71%	246,662	1.94%	-30,047	243,597	2.15%	-26,982	2.40	2.55
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Training	2	0.00%	0	0.00%	2	0	0.00%	2	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Travel-Meals and Entertainment	0	0.00%	1	0.00%	-1	1	0.00%	-1	0.00	0.00
0	0.00%	1	0.00%	-1	0	0.00%	0	0.00	0.00	Travel-Other	211	0.00%	6	0.00%	204	0	0.00%	210	0.00	0.00
0	0.00%	887	0.07%	-887	413	0.03%	-413	0.00	0.09	Uniforms	2,359	0.02%	8,706	0.07%	-6,346	8,554	0.08%	-6,195	0.03	0.09
193,807	14.27%	202,498	15.36%	-8,691	189,603	15.56%	4,204	20.82	20.54	Total Other Expenses	1,850,821	14.64%	2,001,414	15.76%	-150,593	1,821,785	16.10%	29,036	20.49	20.69
524,073	38.60%	568,383	43.10%	-44,310	507,991	41.69%	16,081	56.31	57.66	Total Expenses	4,941,046	39.08%	5,606,713	44.16%	-665,667	5,076,498	44.85%	-135,452	54.70	57.96
833,633	61.40%	750,338	56.90%	83,295	710,471	58.31%	123,162	89.57	76.11	Departmental Profit(Loss)	7,703,461	60.92%	7,090,489	55.84%	612,972	6,242,030	55.15%	1,461,432	85.28	73.30



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
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ROOM REVENUE STATISTICS																				
REVENUE MIX																				
877,825	64.66%	1,309,970	99.34%	-432,144	721,523	59.22%	156,302	94.32	132.88	Transient Revenue	8,135,958	64.34%	12,611,197	99.32%	-4,475,239	6,275,722	55.45%	1,860,237	90.07	130.38
89,738	6.61%	0	0.00%	89,738	157,341	12.91%	-67,603	9.64	0.00	Group Revenue	738,367	5.84%	0	0.00%	738,367	1,205,797	10.65%	-467,429	8.17	0.00
377,091	27.77%	0	0.00%	377,091	331,634	27.22%	45,457	40.52	0.00	Contract Revenue	3,666,217	28.99%	0	0.00%	3,666,217	3,778,893	33.39%	-112,676	40.59	0.00
13,815	1.02%	8,751	0.66%	5,063	7,981	0.66%	5,833	1.48	0.89	Other Revenue	108,973	0.86%	86,005	0.68%	22,968	79,370	0.70%	29,604	1.21	0.89
-764	-0.06%	0	0.00%	-764	-18	0.00%	-746	-0.08	0.00	Less: Allowances	-5,009	-0.04%	0	0.00%	-5,009	-21,253	-0.19%	16,244	-0.06	0.00
1,357,705	100.00%	1,318,721	100.00%	38,984	1,218,462	100.00%	139,243	145.88	133.77	Total Room Revenue	12,644,508	100.00%	12,697,202	100.00%	-52,694	11,318,528	100.00%	1,325,980	139.98	131.26
OCCUPANCY																				
5,562	45.31%	9,844	80.19%	-4,282	5,050	41.14%	512	0.60	1.00	Transient Rooms	52,840	43.89%	96,744	80.36%	-43,904	46,220	38.39%	6,620	0.58	1.00
456	3.71%	0	0.00%	456	1,157	9.42%	-701	0.05	0.00	Group Rooms	4,865	4.04%	0	0.00%	4,865	9,155	7.60%	-4,290	0.05	0.00
3,289	26.79%	0	0.00%	3,289	3,260	26.56%	29	0.35	0.00	Contract Rooms	32,623	27.10%	0	0.00%	32,623	37,773	31.38%	-5,150	0.36	0.00
9,307	75.81%	9,844	80.19%	-537	9,467	77.12%	-160	1.00	1.00	Rooms Sold	90,328	75.03%	96,744	80.36%	-6,416	93,148	77.38%	-2,820	1.00	1.00
6	0.05%	0	0.00%	6	0	0.00%	6	0.00	0.00	Comp Rooms	32	0.03%	0	0.00%	32	89	0.07%	-57	0.00	0.00
9,313	75.86%	9,844	80.19%	-531	9,467	77.12%	-154	1.00	1.00	Rooms Occupied	90,360	75.06%	96,744	80.36%	-6,384	93,237	77.45%	-2,877	1.00	1.00
518	4.22%	0	0.00%	518	364	2.97%	154	0.06	0.00	Out of Order Rooms	3,431	2.85%	0	0.00%	3,431	3,350	2.78%	81	0.04	0.00
2,445	19.92%	2,432	19.81%	13	2,445	19.92%	0	0.26	0.25	Vacant Rooms	26,593	22.09%	23,640	19.64%	2,953	23,797	19.77%	2,796	0.29	0.24
12,276	100.00%	12,276	100.00%	0	12,276	100.00%	0	1.32	1.25	Available Rooms	120,384	100.00%	120,384	100.00%	0	120,384	100.00%	0	1.33	1.24
AVERAGE DAILY RATE (ADR)																				
157.83		133.07		24.75	142.88		14.95	0.02	0.01	Transient ADR	153.97		130.36		23.62	135.78		18.19	0.00	0.00
196.79		0.00		196.79	135.99		60.80	0.02	0.00	Group ADR	151.77		0.00		151.77	131.71		20.06	0.00	0.00
114.65		0.00		114.65	101.73		12.92	0.01	0.00	Contract ADR	112.38		0.00		112.38	100.04		12.34	0.00	0.00
144.48		133.07		11.40	127.87		16.61	0.02	0.01	Total Market Segment ADR	138.83		130.36		8.48	120.89		17.95	0.00	0.00



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

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Food & Beverage Department																					
88,504	54.32%	104,692	60.14%	-16,188	107,606	20.86%	-19,102	9.51	10.62	Venue Food Revenue	821,970	57.89%	1,027,273	60.14%	-205,302	984,835	25.47%	-162,865	9.10	10.62	
6,155	3.78%	6,013	3.45%	142	6,818	1.32%	-663	0.66	0.61	In-Room Dining Food Revenue	57,583	4.06%	59,005	3.45%	-1,423	27,609	0.71%	29,973	0.64	0.61	
0	0.00%	0	0.00%	0	167,952	32.56%	-167,952	0.00	0.00	Banquet/Catering/Conference Food Revenue	0	0.00%	0	0.00%	0	1,052,804	27.23%	-1,052,804	0.00	0.00	
-502	-0.31%	0	0.00%	-502	-1,701	-0.33%	1,199	-0.05	0.00	Other Food Revenue	-13,293	-0.94%	0	0.00%	-13,293	-20,635	-0.53%	7,342	-0.15	0.00	
94,156	57.79%	110,705	63.59%	-16,549	280,675	54.42%	-186,519	10.12	11.23	Total Food Revenue	866,261	61.01%	1,086,278	63.59%	-220,017	2,044,613	52.87%	-1,178,353	9.59	11.23	
65,442	40.16%	62,204	35.73%	3,238	62,964	12.21%	2,478	7.03	6.31	Venue Beverage Revenue	524,042	36.91%	610,366	35.73%	-86,324	581,870	15.05%	-57,828	5.80	6.31	
728	0.45%	1,183	0.68%	-455	1,072	0.21%	-344	0.08	0.12	In-Room Dining Beverage Revenue	5,680	0.40%	11,608	0.68%	-5,928	3,922	0.10%	1,758	0.06	0.12	
0	0.00%	0	0.00%	0	10,980	2.13%	-10,980	0.00	0.00	Banquet/Catering/Conference Beverage Revenue	0	0.00%	0	0.00%	0	58,160	1.50%	-58,160	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Other Beverage Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
66,170	40.61%	63,387	36.41%	2,783	75,016	14.54%	-8,846	7.11	6.43	Total Beverage Revenue	529,722	37.31%	621,974	36.41%	-92,252	643,952	16.65%	-114,230	5.86	6.43	
160,326	98.40%	174,092	100.00%	-13,766	355,691	68.96%	-195,365	17.23	17.66	Total Food & Beverage Revenue	1,395,982	98.32%	1,708,252	100.00%	-312,270	2,688,565	69.53%	-1,292,583	15.45	17.66	
0	0.00%	0	0.00%	0	62,600	12.14%	-62,600	0.00	0.00	Audiovisual	0	0.00%	0	0.00%	0	461,060	11.92%	-461,060	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Cover Charges	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	41,106	7.97%	-41,106	0.00	0.00	Function Room Rental & Setup Charges	0	0.00%	0	0.00%	0	332,307	8.59%	-332,307	0.00	0.00	
2,612	1.60%	0	0.00%	2,612	55,413	10.74%	-52,801	0.28	0.00	Surcharges & Service Charges	23,728	1.67%	0	0.00%	23,728	369,164	9.55%	-345,435	0.26	0.00	
0	0.00%	0	0.00%	0	963	0.19%	-963	0.00	0.00	Miscellaneous Other Revenue	90	0.01%	0	0.00%	90	15,798	0.41%	-15,708	0.00	0.00	
2,612	1.60%	0	0.00%	2,612	160,083	31.04%	-157,471	0.28	0.00	Total Other Revenue	23,818	1.68%	0	0.00%	23,818	1,178,329	30.47%	-1,154,510	0.26	0.00	
162,938	100.00%	174,092	100.00%	-11,154	515,774	100.00%	-352,836	17.51	17.66	Total Revenue	1,419,800	100.00%	1,708,252	100.00%	-288,451	3,866,894	100.00%	-2,447,094	15.72	17.66	
Cost of Sales & Other Revenue																					
37,594	39.93%	30,998	28.00%	6,597	82,153	29.27%	-44,559	4.04	3.14	Cost of Food Sales	304,035	35.10%	304,158	28.00%	-123	554,078	27.10%	-250,043	3.37	3.14	
12,615	19.07%	13,311	21.00%	-696	12,103	16.13%	512	1.36	1.35	Cost of Beverage Sales	96,482	18.21%	130,615	21.00%	-34,132	110,257	17.12%	-13,775	1.07	1.35	
50,210	31.32%	44,309	25.45%	5,901	94,256	26.50%	-44,047	5.39	4.49	Total Cost of Food & Beverage Sales	400,517	28.69%	434,772	25.45%	-34,255	664,335	24.71%	-263,817	4.43	4.49	
0	0.00%	0	0.00%	0	33,139	52.94%	-33,139	0.00	0.00	Audiovisual Cost	0	0.00%	0	0.00%	0	232,041	50.33%	-232,041	0.00	0.00	
0	0.00%	0	0.00%	0	2,280	236.67%	-2,280	0.00	0.00	Miscellaneous Cost	0	0.00%	0	0.00%	0	3,493	22.11%	-3,493	0.00	0.00	
0	0.00%	0	0.00%	0	35,419	22.13%	-35,419	0.00	0.00	Total Cost of Other Revenue	0	0.00%	0	0.00%	0	235,534	19.99%	-235,534	0.00	0.00	
50,210	30.82%	44,309	25.45%	5,901	129,675	25.14%	-79,465	5.39	4.49	Total Cost of Sales & Other Revenue	400,517	28.21%	434,772	25.45%	-34,255	899,869	23.27%	-499,351	4.43	4.49	
112,729	69.18%	129,784	74.55%	-17,055	386,099	74.86%	-273,371	12.11	13.17	Gross Profit	1,019,283	71.79%	1,273,479	74.55%	-254,197	2,967,025	76.73%	-1,947,742	11.28	13.17	



Profit and Loss Statement
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Food & Beverage Department Continued																					
Management																					
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Banquets/Conference/Catering Services	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	7,512	1.46%	-7,512	0.00	0.00	Kitchen	0	0.00%	0	0.00%	0	55,715	1.44%	-55,715	0.00	0.00	
19,671	12.07%	31,221	17.93%	-11,550	22,399	4.34%	-2,728	2.11	3.17	Venues	250,002	17.61%	307,168	17.98%	-57,166	217,030	5.61%	32,971	2.77	3.18	
Non-Management																					
0	0.00%	0	0.00%	0	21,807	4.23%	-21,807	0.00	0.00	Banquets/Conference/Catering Services	1,531	0.11%	0	0.00%	1,531	165,800	4.29%	-164,269	0.02	0.00	
38,389	23.56%	48,503	27.86%	-10,114	67,657	13.12%	-29,268	4.12	4.92	Kitchen	436,059	30.71%	474,386	27.77%	-38,327	557,980	14.43%	-121,920	4.83	4.90	
34,064	20.91%	48,991	28.14%	-14,927	46,949	9.10%	-12,885	3.66	4.97	Venues	332,230	23.40%	480,426	28.12%	-148,196	393,210	10.17%	-60,979	3.68	4.97	
92,125	56.54%	128,715	73.93%	-36,590	166,324	32.25%	-74,200	9.90	13.06	Total Salaries & Wages	1,019,822	71.83%	1,261,980	73.88%	-242,158	1,389,734	35.94%	-369,912	11.29	13.05	
0	0.00%	0	0.00%	0	21,033	4.08%	-21,033	0.00	0.00	Service Charge Distribution	7,948	0.56%	0	0.00%	7,948	163,067	4.22%	-155,119	0.09	0.00	
0	0.00%	0	0.00%	0	1,035	0.20%	-1,035	0.00	0.00	Contracted Labor	-10,350	-0.73%	0	0.00%	-10,350	21,982	0.57%	-32,332	-0.11	0.00	
-3,333	-2.05%	0	0.00%	-3,333	667	0.13%	-4,000	-0.36	0.00	Bonus & Incentives	4,062	0.29%	0	0.00%	4,062	16,259	0.42%	-12,198	0.04	0.00	
88,791	54.49%	128,715	73.93%	-39,924	189,059	36.66%	-100,267	9.54	13.06	Total Labor Costs	1,021,482	71.95%	1,261,980	73.88%	-240,498	1,591,043	41.15%	-569,561	11.31	13.05	
Payroll-Related Expenses																					
10,018	6.15%	14,867	8.54%	-4,849	21,699	4.21%	-11,681	1.08	1.51	Payroll Taxes	74,434	5.24%	145,759	8.53%	-71,324	213,051	5.51%	-138,616	0.82	1.51	
12,042	7.39%	14,212	8.16%	-2,169	14,723	2.85%	-2,680	1.29	1.44	Supplemental Pay	283,880	19.99%	139,341	8.16%	144,540	294,640	7.62%	-10,760	3.14	1.44	
57,108	35.05%	71,373	41.00%	-14,265	71,494	13.86%	-14,386	6.14	7.24	Employee Benefits	559,656	39.42%	713,484	41.77%	-153,828	719,069	18.60%	-159,413	6.20	7.38	
79,168	48.59%	100,452	57.70%	-21,284	107,915	20.92%	-28,747	8.51	10.19	Total Payroll-Related Expense	917,970	64.65%	998,583	58.46%	-80,613	1,226,760	31.72%	-308,790	10.16	10.32	
167,960	103.08%	229,167	131.64%	-61,207	296,974	57.58%	-129,014	18.05	23.25	Total Labor Costs & Related Expenses	1,939,452	136.60%	2,260,563	132.33%	-321,111	2,817,803	72.87%	-878,351	21.47	23.37	



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

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Food & Beverage Department Continued																				
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Banquet Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
588	0.36%	3,000	1.72%	-2,412	0	0.00%	588	0.06	0.30	China	1,797	0.13%	12,000	0.70%	-10,203	503	0.01%	1,294	0.02	0.12
5,564	3.41%	3,450	1.98%	2,114	2,567	0.50%	2,997	0.60	0.35	Cleaning Supplies	34,460	2.43%	33,856	1.98%	604	32,642	0.84%	1,818	0.38	0.35
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Cluster Services	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Commissions	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Complimentary Services & Gifts	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
1,052	0.65%	1,200	0.69%	-148	977	0.19%	75	0.11	0.12	Contract Services	11,217	0.79%	16,200	0.95%	-4,983	8,859	0.23%	2,358	0.12	0.17
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Corporate Office Reimbursables	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Decorations	0	0.00%	0	0.00%	0	229	0.01%	-229	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Dishwashing Supplies	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
250	0.15%	0	0.00%	250	0	0.00%	250	0.03	0.00	Dues & Subscriptions	2,500	0.18%	0	0.00%	2,500	668	0.02%	1,832	0.03	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Entertainment-In-House	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Equipment Rental	0	0.00%	0	0.00%	0	6,862	0.18%	-6,862	0.00	0.00
0	0.00%	1,000	0.57%	-1,000	0	0.00%	0	0.00	0.10	Flatware	0	0.00%	4,000	0.23%	-4,000	5,478	0.14%	-5,478	0.00	0.04
0	0.00%	650	0.37%	-650	0	0.00%	0	0.00	0.07	Glassware	1,376	0.10%	4,400	0.26%	-3,024	2,311	0.06%	-936	0.02	0.05
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Ice	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Kitchen Fuel	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	1,048	0.20%	-1,048	0.00	0.00	Kitchen Smallwares	617	0.04%	0	0.00%	617	2,085	0.05%	-1,467	0.01	0.00
410	0.25%	1,084	0.62%	-674	1,422	0.28%	-1,012	0.04	0.11	Laundry & Dry Cleaning	4,043	0.28%	10,640	0.62%	-6,597	9,258	0.24%	-5,214	0.04	0.11
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Licenses & Permits	2,781	0.20%	1,000	0.06%	1,781	2,995	0.08%	-214	0.03	0.01
0	0.00%	1,500	0.86%	-1,500	-95	-0.02%	95	0.00	0.15	Linen	0	0.00%	6,000	0.35%	-6,000	6,580	0.17%	-6,580	0.00	0.06
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Management Fees	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Menus & Beverage Lists	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Miscellaneous	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Music & Entertainment	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
257	0.16%	986	0.57%	-729	1,373	0.27%	-1,116	0.03	0.10	Operating Supplies	1,669	0.12%	9,673	0.57%	-8,004	6,990	0.18%	-5,321	0.02	0.10
3,793	2.33%	6,802	3.91%	-3,009	10,995	2.13%	-7,202	0.41	0.69	Paper & Plastics	56,026	3.95%	66,744	3.91%	-10,718	63,701	1.65%	-7,675	0.62	0.69
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Postage & Overnight Delivery Charges	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Printing & Stationery	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Reservations	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Royalty Fees	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	150	0.09%	-150	0	0.00%	0	0.00	0.02	Training	296	0.02%	750	0.04%	-454	945	0.02%	-649	0.00	0.01
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Travel-Meals & Entertainment	0	0.00%	0	0.00%	0	57	0.00%	-57	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Travel-Other	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	150	0.09%	-150	132	0.03%	-132	0.00	0.02	Uniform Costs	0	0.00%	1,500	0.09%	-1,500	4,415	0.11%	-4,415	0.00	0.02
1,721	1.06%	2,000	1.15%	-279	2,166	0.42%	-445	0.18	0.20	Uniform Laundry	17,684	1.25%	20,000	1.17%	-2,316	19,278	0.50%	-1,593	0.20	0.21
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Utensils	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
13,635	8.37%	21,973	12.62%	-8,338	20,586	3.99%	-6,951	1.47	2.23	Total Other Expenses	134,468	9.47%	186,763	10.93%	-52,295	173,855	4.50%	-39,388	1.49	1.93
231,804	142.27%	295,448	169.71%	-63,644	447,235	86.71%	-215,431	24.91	29.97	Total Expenses	2,474,437	174.28%	2,882,098	168.72%	-407,660	3,891,527	100.64%	-1,417,090	27.39	29.80
-68,866	-42.27%	-121,356	-69.71%	52,490	68,539	13.29%	-137,405	-7.40	-12.31	Departmental Profit (Loss)	-1,054,637	-74.28%	-1,173,846	-68.72%	119,209	-24,633	-0.64%	-1,030,004	-11.68	-12.14



Profit and Loss Statement
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FOOD DEPARTMENT																					
5,117	5.29%	14,393	13.00%	-9,276	15,756	3.57%	-10,639	0.55	1.46	Dining Room Food-Breakfast	58,379	6.56%	141,226	13.00%	-82,847	132,339	4.11%	-73,960	0.65	1.46	
20,452	21.14%	26,715	24.13%	-6,263	24,393	5.53%	-3,941	2.20	2.71	Dining Room Food-Lunch	188,287	21.15%	262,138	24.13%	-73,851	252,122	7.82%	-63,835	2.08	2.71	
62,935	65.04%	63,584	57.44%	-649	67,457	15.30%	-4,523	6.76	6.45	Dining Room Food-Dinner	575,304	64.64%	623,909	57.44%	-48,604	600,374	18.63%	-25,070	6.37	6.45	
88,504	91.46%	104,692	94.57%	-16,188	107,606	24.41%	-19,102	9.51	10.62	Dining Room Food Revenue	821,970	92.35%	1,027,273	94.57%	-205,302	984,835	30.56%	-162,865	9.10	10.62	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Outlet #2 Food Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Bar Food Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
88,504	91.46%	104,692	94.57%	-16,188	107,606	24.41%	-19,102	9.51	10.62	Total Venue Food Revenue	821,970	92.35%	1,027,273	94.57%	-205,302	984,835	30.56%	-162,865	9.10	10.62	
727	0.75%	591	0.53%	136	382	0.09%	345	0.08	0.06	Room Service Food-Breakfast	6,293	0.71%	5,804	0.53%	489	2,049	0.06%	4,244	0.07	0.06	
1,366	1.41%	1,577	1.42%	-211	1,793	0.41%	-427	0.15	0.16	Room Service Food-Lunch	14,292	1.61%	15,477	1.42%	-1,185	6,408	0.20%	7,884	0.16	0.16	
4,062	4.20%	3,845	3.47%	217	4,643	1.05%	-581	0.44	0.39	Room Service Food-Dinner	36,999	4.16%	37,725	3.47%	-726	19,153	0.59%	17,845	0.41	0.39	
6,155	6.36%	6,013	5.43%	142	6,818	1.55%	-663	0.66	0.61	Total In-Room Dining Food Revenue	57,583	6.47%	59,005	5.43%	-1,423	27,609	0.86%	29,973	0.64	0.61	
0	0.00%	0	0.00%	0	20,212	4.59%	-20,212	0.00	0.00	Banquet Food-Breakfast	0	0.00%	0	0.00%	0	103,866	3.22%	-103,866	0.00	0.00	
0	0.00%	0	0.00%	0	47,917	10.87%	-47,917	0.00	0.00	Banquet Food-Lunch	0	0.00%	0	0.00%	0	332,403	10.31%	-332,403	0.00	0.00	
0	0.00%	0	0.00%	0	38,288	8.69%	-38,288	0.00	0.00	Banquet Food-Dinner	0	0.00%	0	0.00%	0	292,312	9.07%	-292,312	0.00	0.00	
0	0.00%	0	0.00%	0	40,562	9.20%	-40,562	0.00	0.00	Banquet Food-Break	0	0.00%	0	0.00%	0	259,237	8.04%	-259,237	0.00	0.00	
0	0.00%	0	0.00%	0	20,974	4.76%	-20,974	0.00	0.00	Banquet Food-Reception	0	0.00%	0	0.00%	0	64,986	2.02%	-64,986	0.00	0.00	
0	0.00%	0	0.00%	0	167,952	38.11%	-167,952	0.00	0.00	Total Bqt/ Catering/ Conf Food Revenue	0	0.00%	0	0.00%	0	1,052,804	32.67%	-1,052,804	0.00	0.00	
-502	-0.52%	0	0.00%	-502	-1,701	-0.39%	1,199	-0.05	0.00	Food Allowance	-13,293	-1.49%	0	0.00%	-13,293	-20,635	-0.64%	7,342	-0.15	0.00	
-502	-0.52%	0	0.00%	-502	-1,701	-0.39%	1,199	-0.05	0.00	Total Other Food Revenue	-13,293	-1.49%	0	0.00%	-13,293	-20,635	-0.64%	7,342	-0.15	0.00	
94,156	97.30%	110,705	100.00%	-16,549	280,675	63.68%	-186,519	10.12	11.23	Total Food Revenue	866,261	97.32%	1,086,278	100.00%	-220,017	2,044,613	63.44%	-1,178,353	9.59	11.23	
0	0.00%	0	0.00%	0	62,600	14.20%	-62,600	0.00	0.00	Audiovisual	0	0.00%	0	0.00%	0	461,060	14.31%	-461,060	0.00	0.00	
0	0.00%	0	0.00%	0	41,106	9.33%	-41,106	0.00	0.00	Meeting Room Rental	0	0.00%	0	0.00%	0	332,307	10.31%	-332,307	0.00	0.00	
1,482	1.53%	0	0.00%	1,482	54,258	12.31%	-52,776	0.16	0.00	Administrative Fee	14,178	1.59%	0	0.00%	14,178	366,529	11.37%	-352,350	0.16	0.00	
1,130	1.17%	0	0.00%	1,130	1,155	0.26%	-25	0.12	0.00	Room Service - Service Charge	9,550	1.07%	0	0.00%	9,550	2,635	0.08%	6,915	0.11	0.00	
0	0.00%	0	0.00%	0	963	0.22%	-963	0.00	0.00	Miscellaneous Food Revenue	90	0.01%	0	0.00%	90	15,798	0.49%	-15,708	0.00	0.00	
2,612	2.70%	0	0.00%	2,612	160,083	36.32%	-157,471	0.28	0.00	Total Other Revenue	23,818	2.68%	0	0.00%	23,818	1,178,329	36.56%	-1,154,510	0.26	0.00	
96,768	100.00%	110,705	100.00%	-13,937	440,759	100.00%	-343,990	10.40	11.23	Total Food Department Revenue	890,079	100.00%	1,086,278	100.00%	-196,199	3,222,942	100.00%	-2,332,863	9.85	11.23	
Cost of Sales & Other Revenue																					
37,594	39.93%	30,998	28.00%	6,597	82,153	29.27%	-44,559	4.04	3.14	Food Cost of Sales	304,035	35.10%	304,158	28.00%	-123	554,078	27.10%	-250,043	3.37	3.14	
37,594	39.93%	30,998	28.00%	6,597	82,153	29.27%	-44,559	4.04	3.14	Total Cost of Food Sales	304,035	35.10%	304,158	28.00%	-123	554,078	27.10%	-250,043	3.37	3.14	
0	0.00%	0	0.00%	0	33,139	52.94%	-33,139	0.00	0.00	Audiovisual Cost	0	0.00%	0	0.00%	0	232,041	50.33%	-232,041	0.00	0.00	
0	0.00%	0	0.00%	0	2,280	236.67%	-2,280	0.00	0.00	Miscellaneous Cost	0	0.00%	0	0.00%	0	3,493	22.11%	-3,493	0.00	0.00	
0	0.00%	0	0.00%	0	35,419	22.13%	-35,419	0.00	0.00	Total Cost of Other Revenue	0	0.00%	0	0.00%	0	235,534	19.99%	-235,534	0.00	0.00	
37,594	38.85%	30,998	28.00%	6,597	117,572	26.67%	-79,978	4.04	3.14	Total Cost of Sales & Other Revenue	304,035	34.16%	304,158	28.00%	-123	789,612	24.50%	-485,576	3.37	3.14	
59,174	61.15%	79,708	72.00%	-20,534	323,187	73.33%	-264,013	6.36	8.09	Gross Profit	586,044	65.84%	782,120	72.00%	-196,077	2,433,330	75.50%	-1,847,287	6.49	8.09	



Profit and Loss Statement
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Year from 1/1/2023 to 10/31/2023
As defined in report

Actual PTD	Actual PTD %	Budget PTD	Budget PTD %	Actual PTD Var to Bud	Last Year PTD	Last Year PTD %	Actual PTD Var to LY	PTD POR	Budget PTD POR		Actual YTD	Actual YTD %	Budget YTD	Budget YTD %	Actual YTD Var to Bud	Last Year YTD	Last Year YTD %	Actual YTD Var to LY	Actual YTD POR	Budget YTD POR	
Food Department Continued																					
Management																					
4,570	4.72%	31,221	28.20%	-26,651	8,450	1.92%	-3,880	0.49	3.17	Management - Service	51,109	5.74%	307,168	28.28%	-256,059	203,081	6.30%	-151,972	0.57	3.18	
0	0.00%	0	0.00%	0	7,512	1.70%	-7,512	0.00	0.00	Management - Kitchen	0	0.00%	0	0.00%	0	55,715	1.73%	-55,715	0.00	0.00	
15,101	15.61%	0	0.00%	15,101	13,949	3.16%	1,152	1.62	0.00	F&B Managers	198,892	22.35%	0	0.00%	198,892	13,949	0.43%	184,943	2.20	0.00	
Non-Management																					
0	0.00%	0	0.00%	0	11,384	2.58%	-11,384	0.00	0.00	Banquet Houseperson	195	0.02%	0	0.00%	195	88,964	2.76%	-88,769	0.00	0.00	
0	0.00%	0	0.00%	0	10,423	2.36%	-10,423	0.00	0.00	Banquet Servers	1,336	0.15%	0	0.00%	1,336	76,836	2.38%	-75,500	0.01	0.00	
0	0.00%	5,381	4.86%	-5,381	4,111	0.93%	-4,111	0.00	0.55	Baristas	4,306	0.48%	52,770	4.86%	-48,464	43,425	1.35%	-39,119	0.05	0.55	
5,990	6.19%	10,026	9.06%	-4,036	12,838	2.91%	-6,848	0.64	1.02	Servers	81,989	9.21%	98,318	9.05%	-16,329	98,822	3.07%	-16,834	0.91	1.02	
16,266	16.81%	23,064	20.83%	-6,798	19,155	4.35%	-2,889	1.75	2.34	F&B Attendant	155,574	17.48%	226,176	20.82%	-70,602	160,591	4.98%	-5,017	1.72	2.34	
38,389	39.67%	48,503	43.81%	-10,114	67,657	15.35%	-29,268	4.12	4.92	Kitchen	436,059	48.99%	474,386	43.67%	-38,327	557,980	17.31%	-121,920	4.83	4.90	
80,317	83.00%	118,195	106.77%	-37,878	155,479	35.28%	-75,163	8.63	11.99	Total Salaries & Wages	929,460	104.42%	1,158,818	106.68%	-229,358	1,299,363	40.32%	-369,903	10.29	11.98	
0	0.00%	0	0.00%	0	21,033	4.77%	-21,033	0.00	0.00	Service Charge Distribution	7,948	0.89%	0	0.00%	7,948	163,067	5.06%	-155,119	0.09	0.00	
0	0.00%	0	0.00%	0	1,035	0.23%	-1,035	0.00	0.00	Contract Labor	-10,350	-1.16%	0	0.00%	-10,350	21,982	0.68%	-32,332	-0.11	0.00	
0	0.00%	0	0.00%	0	1,035	0.23%	-1,035	0.00	0.00	Contracted Labor	-10,350	-1.16%	0	0.00%	-10,350	21,982	0.68%	-32,332	-0.11	0.00	
-3,333	-3.44%	0	0.00%	-3,333	667	0.15%	-4,000	-0.36	0.00	Bonus & Incentives	4,062	0.46%	0	0.00%	4,062	16,259	0.50%	-12,198	0.04	0.00	
76,983	79.55%	118,195	106.77%	-41,212	178,213	40.43%	-101,230	8.27	11.99	Total Labor Costs	931,119	104.61%	1,158,818	106.68%	-227,699	1,500,671	46.56%	-569,552	10.31	11.98	
Payroll-Related Expenses																					
8,843	9.14%	13,652	12.33%	-4,808	20,494	4.65%	-11,651	0.95	1.38	Payroll Taxes	67,591	7.59%	133,843	12.32%	-66,252	198,602	6.16%	-131,011	0.75	1.38	
3,236	3.34%	4,846	4.38%	-1,610	3,327	0.75%	-90	0.35	0.49	Holiday/Sick	112,536	12.64%	47,512	4.37%	65,024	145,359	4.51%	-32,823	1.25	0.49	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Severance	45,487	5.11%	0	0.00%	45,487	1,126	0.03%	44,361	0.50	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Quarantine Pay	0	0.00%	0	0.00%	0	3,463	0.02%	-3,463	0.00	0.00	
8,806	9.10%	7,683	6.94%	1,124	8,586	1.95%	221	0.95	0.78	Vacation	107,503	12.08%	75,323	6.93%	32,180	121,507	3.77%	-14,004	1.19	0.78	
12,042	12.44%	12,529	11.32%	-486	11,912	2.70%	130	1.29	1.27	Supplemental Pay	265,526	29.83%	122,835	11.31%	142,691	271,455	8.42%	-5,929	2.94	1.27	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Dental Insurance	0	0.00%	0	0.00%	0	-19	0.00%	19	0.00	0.00	
40,933	42.30%	61,644	55.68%	-20,711	56,703	12.86%	-15,770	4.40	6.25	Group Insurance	446,969	50.22%	616,440	56.75%	-169,471	602,105	18.68%	-155,136	4.95	6.37	
1,097	1.13%	0	0.00%	1,097	590	0.13%	508	0.12	0.00	Life Insurance	5,498	0.62%	0	0.00%	5,498	5,714	0.18%	-216	0.06	0.00	
1,374	1.42%	1,170	1.06%	204	2,630	0.60%	-1,256	0.15	0.12	Workers Comp	13,073	1.47%	11,472	1.06%	1,601	19,453	0.60%	-6,380	0.14	0.12	
8,438	8.72%	6,300	5.69%	2,138	8,601	1.95%	-163	0.91	0.64	Union Pension	62,089	6.98%	63,000	5.80%	-911	68,014	2.11%	-5,925	0.69	0.65	
51,842	53.57%	69,114	62.43%	-17,272	68,522	15.55%	-16,681	5.57	7.01	Employee Benefits	527,629	59.28%	690,912	63.60%	-163,283	695,266	21.57%	-167,637	5.84	7.14	
72,728	75.16%	95,294	86.08%	-22,567	100,929	22.90%	-28,201	7.81	9.67	Total Payroll-Related Expenses	860,747	96.70%	947,591	87.23%	-86,844	1,165,323	36.16%	-304,577	9.53	9.80	
149,711	154.71%	213,489	192.84%	-63,778	279,142	63.33%	-129,431	16.09	21.66	Total Labor Costs & Related Expenses	1,791,866	201.32%	2,106,409	193.91%	-314,542	2,665,995	82.72%	-874,129	19.84	21.78	



Profit and Loss Statement
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Food Department Continued																				
588	0.61%	3,000	2.71%	-2,412	0	0.00%	588	0.06	0.30	China	1,797	0.20%	12,000	1.10%	-10,203	503	0.02%	1,294	0.02	0.12
5,564	5.75%	3,450	3.12%	2,114	2,567	0.58%	2,997	0.60	0.35	Cleaning Supplies	34,460	3.87%	33,856	3.12%	604	32,642	1.01%	1,818	0.38	0.35
1,052	1.09%	1,200	1.08%	-148	977	0.22%	75	0.11	0.12	Contract Services	11,217	1.26%	16,200	1.49%	-4,983	8,859	0.27%	2,358	0.12	0.17
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Decorations	0	0.00%	0	0.00%	0	229	0.01%	-229	0.00	0.00
250	0.26%	0	0.00%	250	0	0.00%	250	0.03	0.00	Dues and Subscriptions	2,500	0.28%	0	0.00%	2,500	668	0.02%	1,832	0.03	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Equipment Rental	0	0.00%	0	0.00%	0	6,862	0.21%	-6,862	0.00	0.00
0	0.00%	1,000	0.90%	-1,000	0	0.00%	0	0.00	0.10	Flatware	0	0.00%	4,000	0.37%	-4,000	5,478	0.17%	-5,478	0.00	0.04
0	0.00%	650	0.59%	-650	0	0.00%	0	0.00	0.07	Glassware	1,376	0.15%	4,400	0.41%	-3,024	2,311	0.07%	-936	0.02	0.05
0	0.00%	0	0.00%	0	1,048	0.24%	-1,048	0.00	0.00	Kitchen Smallwares	617	0.07%	0	0.00%	617	2,085	0.06%	-1,467	0.01	0.00
410	0.42%	1,084	0.98%	-674	1,422	0.32%	-1,012	0.04	0.11	Laundry and Dry Cleaning	4,043	0.45%	10,640	0.98%	-6,597	9,258	0.29%	-5,214	0.04	0.11
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Licenses and Permits	925	0.10%	1,000	0.09%	-75	1,615	0.05%	-690	0.01	0.01
0	0.00%	1,500	1.35%	-1,500	-95	-0.02%	95	0.00	0.15	Linen	0	0.00%	6,000	0.55%	-6,000	6,580	0.20%	-6,580	0.00	0.06
257	0.27%	986	0.89%	-729	1,373	0.31%	-1,116	0.03	0.10	Operating Supplies	1,669	0.19%	9,673	0.89%	-8,004	6,990	0.22%	-5,321	0.02	0.10
3,793	3.92%	6,802	6.14%	-3,009	10,995	2.49%	-7,202	0.41	0.69	Paper and Plastics	56,026	6.29%	66,744	6.14%	-10,718	63,701	1.98%	-7,675	0.62	0.69
0	0.00%	150	0.14%	-150	0	0.00%	0	0.00	0.02	Training	296	0.03%	750	0.07%	-454	945	0.03%	-649	0.00	0.01
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Travel-Meals and Entertainment	0	0.00%	0	0.00%	0	57	0.00%	-57	0.00	0.00
1,721	1.78%	2,000	1.81%	-279	2,166	0.49%	-445	0.18	0.20	Uniform Laundry	17,684	1.99%	20,000	1.84%	-2,316	19,278	0.60%	-1,593	0.20	0.21
0	0.00%	150	0.14%	-150	132	0.03%	-132	0.00	0.02	Uniforms	0	0.00%	1,500	0.14%	-1,500	4,415	0.14%	-4,415	0.00	0.02
13,635	14.09%	21,973	19.85%	-8,338	20,586	4.67%	-6,951	1.47	2.23	Total Other Expenses	132,612	14.90%	186,763	17.19%	-54,151	172,475	5.35%	-39,864	1.47	1.93
200,940	207.65%	266,459	240.69%	-65,519	417,300	94.68%	-216,360	21.59	27.03	Total Expenses	2,228,513	250.37%	2,597,329	239.10%	-368,816	3,628,082	112.57%	-1,399,569	24.67	26.85
-104,172	-107.65%	-155,754	-140.69%	51,582	23,458	5.32%	-127,630	-11.19	-15.80	Departmental Profit (Loss)	-1,338,434	-150.37%	-1,511,051	-139.10%	172,617	-405,140	-12.57%	-933,294	-14.82	-15.62



Profit and Loss Statement
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Beverage Department																				
19,721	29.80%	21,392	33.75%	-1,671	21,289	28.38%	-1,568	2.12	2.17	Dining Room Beverage-Beer	163,943	30.95%	209,904	33.75%	-45,961	199,328	30.95%	-35,385	1.81	2.17
27,524	41.60%	24,054	37.95%	3,470	24,204	32.27%	3,320	2.96	2.44	Dining Room Beverage-Liquor	204,198	38.55%	236,021	37.95%	-31,823	222,929	34.62%	-18,731	2.26	2.44
18,197	27.50%	16,759	26.44%	1,438	17,471	23.29%	726	1.96	1.70	Dining Room Beverage-Wine	155,901	29.43%	164,441	26.44%	-8,540	159,613	24.79%	-3,712	1.73	1.70
65,442	98.90%	62,204	98.13%	3,238	62,964	83.93%	2,478	7.03	6.31	Dining Room Beverage Revenue	524,042	98.93%	610,366	98.13%	-86,324	581,870	90.36%	-57,828	5.80	6.31
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Dining Room #2 Beverage Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Bar Beverage Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Bar #2 Beverage Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
65,442	98.90%	62,204	98.13%	3,238	62,964	83.93%	2,478	7.03	6.31	Total Venue Beverage Revenue	524,042	98.93%	610,366	98.13%	-86,324	581,870	90.36%	-57,828	5.80	6.31
148	0.22%	296	0.47%	-148	271	0.36%	-123	0.02	0.03	Room Service Beverage-Beer	1,083	0.20%	2,902	0.47%	-1,819	945	0.15%	138	0.01	0.03
48	0.07%	296	0.47%	-248	256	0.34%	-208	0.01	0.03	Room Service Beverage-Liquor	557	0.11%	2,902	0.47%	-2,345	742	0.12%	-185	0.01	0.03
532	0.80%	591	0.93%	-59	545	0.73%	-13	0.06	0.06	Room Service Beverage-Wine	4,040	0.76%	5,804	0.93%	-1,764	2,235	0.35%	1,805	0.04	0.06
728	1.10%	1,183	1.87%	-455	1,072	1.43%	-344	0.08	0.12	Total In-Room Dining Beverage Revenue	5,680	1.07%	11,608	1.87%	-5,928	3,922	0.61%	1,758	0.06	0.12
0	0.00%	0	0.00%	0	2,855	3.81%	-2,855	0.00	0.00	Banquet Beverage-Beer	0	0.00%	0	0.00%	0	12,699	1.97%	-12,699	0.00	0.00
0	0.00%	0	0.00%	0	3,735	4.98%	-3,735	0.00	0.00	Banquet Beverage-Liquor	0	0.00%	0	0.00%	0	26,361	4.09%	-26,361	0.00	0.00
0	0.00%	0	0.00%	0	4,391	5.85%	-4,391	0.00	0.00	Banquet Beverage-Wine	0	0.00%	0	0.00%	0	19,100	2.97%	-19,100	0.00	0.00
0	0.00%	0	0.00%	0	10,980	14.64%	-10,980	0.00	0.00	Total Bqt/Catering/Conf Beverage Revenue	0	0.00%	0	0.00%	0	58,160	9.03%	-58,160	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Other Beverage Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
66,170	100.00%	63,387	100.00%	2,783	75,016	100.00%	-8,846	7.11	6.43	Total Beverage Revenue	529,722	100.00%	621,974	100.00%	-92,252	643,952	100.00%	-114,230	5.86	6.43
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Other Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
66,170	100.00%	63,387	100.00%	2,783	75,016	100.00%	-8,846	7.11	6.43	Total Beverage Department Revenue	529,722	100.00%	621,974	100.00%	-92,252	643,952	100.00%	-114,230	5.86	6.43
Cost of Sales & Other Revenue																				
4,335	21.82%	4,554	21.00%	-220	3,561	14.59%	774	0.47	0.46	Beverage Cost-Beer	31,038	18.81%	44,689	21.00%	-13,651	36,541	17.16%	-5,504	0.34	0.46
4,581	16.62%	5,113	21.00%	-532	4,728	16.77%	-147	0.49	0.52	Beverage Cost-Liquor	36,261	17.71%	50,174	21.00%	-13,913	41,986	16.79%	-5,725	0.40	0.52
3,699	19.75%	3,644	21.00%	56	3,814	17.02%	-115	0.40	0.37	Beverage Cost-Wine	29,183	18.25%	35,751	21.00%	-6,568	31,571	17.45%	-2,388	0.32	0.37
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Beverage Cost-Mix/Garnish	0	0.00%	0	0.00%	0	159	0.06%	-159	0.00	0.00
12,615	19.07%	13,311	21.00%	-696	12,103	16.13%	512	1.36	1.35	Total Cost of Beverage Sales	96,482	18.21%	130,615	21.00%	-34,132	110,257	17.12%	-13,775	1.07	1.35
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Cost of Other Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
12,615	19.07%	13,311	21.00%	-696	12,103	16.13%	512	1.36	1.35	Total Cost of Sales & Other Revenue	96,482	18.21%	130,615	21.00%	-34,132	110,257	17.12%	-13,775	1.07	1.35
53,555	80.93%	50,076	79.00%	3,479	62,913	83.87%	-9,358	5.75	5.08	Gross Profit	433,239	81.79%	491,359	79.00%	-58,120	533,695	82.88%	-100,456	4.80	5.08



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Beverage Department Continued																				
Management																				
Non-Management																				
11,808	17.85%	10,520	16.60%	1,288	10,845	14.46%	963	1.27	1.07	Bartender	90,362	17.06%	103,162	16.59%	-12,800	90,372	14.03%	-9	1.00	1.07
11,808	17.85%	10,520	16.60%	1,288	10,845	14.46%	963	1.27	1.07	Total Salaries & Wages	90,362	17.06%	103,162	16.59%	-12,800	90,372	14.03%	-9	1.00	1.07
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Contracted Labor	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Bonus & Incentives	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
11,808	17.85%	10,520	16.60%	1,288	10,845	14.46%	963	1.27	1.07	Total Labor Costs	90,362	17.06%	103,162	16.59%	-12,800	90,372	14.03%	-9	1.00	1.07
Payroll-Related Expenses																				
1,174	1.77%	1,215	1.92%	-41	1,205	1.61%	-30	0.13	0.12	Payroll Taxes	6,843	1.29%	11,915	1.92%	-5,072	14,449	2.24%	-7,606	0.08	0.12
0	0.00%	684	1.08%	-684	323	0.43%	-323	0.00	0.07	Holiday/Sick	8,759	1.65%	6,706	1.08%	2,054	10,763	1.67%	-2,004	0.10	0.07
0	0.00%	999	1.58%	-999	2,487	3.32%	-2,487	0.00	0.10	Vacation	9,595	1.81%	9,800	1.58%	-205	12,423	1.93%	-2,828	0.11	0.10
0	0.00%	1,683	2.66%	-1,683	2,810	3.75%	-2,810	0.00	0.17	Supplemental Pay	18,354	3.46%	16,506	2.65%	1,848	23,186	3.60%	-4,831	0.20	0.17
3,750	5.67%	1,755	2.77%	1,995	2,207	2.94%	1,543	0.40	0.18	Group Insurance	24,732	4.67%	17,550	2.82%	7,182	18,524	2.88%	6,209	0.27	0.18
275	0.42%	104	0.16%	171	179	0.24%	96	0.03	0.01	Workers Comp	1,544	0.29%	1,021	0.16%	522	1,302	0.20%	241	0.02	0.01
1,241	1.87%	400	0.63%	841	585	0.78%	655	0.13	0.04	Union Pension	5,751	1.09%	4,000	0.64%	1,751	3,977	0.62%	1,774	0.06	0.04
5,266	7.96%	2,259	3.56%	3,007	2,971	3.96%	2,295	0.57	0.23	Employee Benefits	32,026	6.05%	22,571	3.63%	9,455	23,802	3.70%	8,224	0.35	0.23
6,440	9.73%	5,157	8.14%	1,283	6,986	9.31%	-546	0.69	0.52	Total Payroll-Related Expenses	57,224	10.80%	50,992	8.20%	6,231	61,437	9.54%	-4,213	0.63	0.53
18,249	27.58%	15,677	24.73%	2,571	17,832	23.77%	417	1.96	1.59	Total Labor Costs & Related Expenses	147,586	27.86%	154,154	24.78%	-6,568	151,808	23.57%	-4,222	1.63	1.59



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

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Beverage Department Continued																				
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Licenses and Permits	1,856	0.35%	0	0.00%	1,856	1,380	0.21%	476	0.02	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Other Expenses	1,856	0.35%	0	0.00%	1,856	1,380	0.21%	476	0.02	0.00
30,864	46.64%	28,989	45.73%	1,875	29,935	39.90%	929	3.32	2.94	Total Expenses	245,924	46.43%	284,769	45.78%	-38,845	263,445	40.91%	-17,521	2.72	2.94
35,306	53.36%	34,398	54.27%	908	45,081	60.10%	-9,775	3.79	3.49	Departmental Profit (Loss)	283,797	53.57%	337,205	54.22%	-53,408	380,507	59.09%	-96,709	3.14	3.49



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

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OTHER OPERATED DEPT - MINOR																					
9,732	10.68%	9,464	9.52%	268	10,829	11.85%	-1,097	1.05	0.96	Gift Shop	99,472	7.81%	92,861	9.52%	6,611	86,132	9.92%	13,339	1.10	0.96	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Guest Communications Internet	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
1,396	1.53%	1,812	1.82%	-417	2,130	2.33%	-734	0.15	0.18	Guest Communication Revenue	16,549	1.30%	17,812	1.83%	-1,263	16,025	1.85%	524	0.18	0.18	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	In Room Amenities Revenue	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
48	0.05%	37	0.04%	11	10	0.01%	38	0.01	0.00	Guest In-Room Entertainment	365	0.03%	366	0.04%	-1	330	0.04%	35	0.00	0.00	
151	0.17%	0	0.00%	151	0	0.00%	151	0.02	0.00	Guest Valet Laundry	151	0.01%	0	0.00%	151	0	0.00%	151	0.00	0.00	
52,090	57.16%	68,415	68.80%	-16,325	56,166	61.46%	-4,076	5.60	6.94	Self Parking	896,130	70.36%	671,306	68.80%	224,824	649,535	74.79%	246,595	9.92	6.94	
27,719	30.41%	19,716	19.83%	8,003	22,252	24.35%	5,467	2.98	2.00	Valet Parking	260,930	20.49%	193,460	19.83%	67,470	116,468	13.41%	144,462	2.89	2.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Suite Alcohol	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
91,135	100.00%	99,444	100.00%	-8,309	91,386	100.00%	-251	9.79	10.09	Total Minor Operated Revenue	1,273,597	100.00%	975,806	100.00%	297,792	868,491	100.00%	405,106	14.10	10.09	
2,483	25.52%	4,259	45.00%	-1,775	4,093	37.80%	-1,610	0.27	0.43	Gift Shop Expenses	42,764	42.99%	41,787	45.00%	977	45,036	52.29%	-2,272	0.47	0.43	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Guest Communications Internet Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Guest Communication Expense	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	In Room Amenities Expense	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
28	58.40%	0	0.00%	28	0	0.00%	28	0.00	0.00	Guest In-Room Entertainment Expenses	534	146.11%	0	0.00%	534	164	49.76%	369	0.01	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Guest Valet Laundry Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
8,500	16.32%	274	0.40%	8,226	0	0.00%	8,500	0.91	0.03	Self Parking Expenses	63,932	7.13%	2,696	0.40%	61,236	3,010	0.46%	60,921	0.71	0.03	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Valet Parking Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Suite Alcohol Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
11,011	12.08%	4,533	4.56%	6,478	4,093	4.48%	6,918	1.18	0.46	Total Minor Operated Expenses	107,229	8.42%	44,483	4.56%	62,746	48,211	5.55%	59,018	1.19	0.46	
7,249	74.48%	5,205	55.00%	2,044	6,736	62.20%	513	0.78	0.53	Gift Shop Profit	56,707	57.01%	51,073	55.00%	5,634	41,096	47.71%	15,611	0.63	0.53	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Guest Communications Internet Profit	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
1,396	100.00%	1,812	100.00%	-417	2,130	100.00%	-734	0.15	0.18	Guest Communications Phone & Other Profit	16,549	100.00%	17,812	100.00%	-1,263	16,025	100.00%	524	0.18	0.18	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	In Room Amenities Profit	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
20	41.60%	37	100.00%	-17	10	100.00%	10	0.00	0.00	Guest In-Room Entertainment Profit	-168	-46.11%	366	100.00%	-535	166	50.24%	-334	0.00	0.00	
151	100.00%	0	0.00%	151	0	0.00%	151	0.02	0.00	Guest Valet Laundry Profit	151	100.00%	0	0.00%	151	0	0.00%	151	0.00	0.00	
43,590	83.68%	68,140	99.60%	-24,550	56,166	100.00%	-12,576	4.68	6.91	Self Parking Profit	832,199	92.87%	668,610	99.60%	163,588	646,525	99.54%	185,674	9.21	6.91	
27,719	100.00%	19,716	100.00%	8,003	22,252	100.00%	5,467	2.98	2.00	Valet Parking Profit	260,930	100.00%	193,460	100.00%	67,470	116,468	100.00%	144,462	2.89	2.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Suite Alcohol Profit	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
80,124	87.92%	94,911	95.44%	-14,787	87,293	95.52%	-7,169	8.61	9.63	Total Minor Operated Profit	1,166,368	91.58%	931,322	95.44%	235,046	820,280	94.45%	346,088	12.91	9.63	
MISCELLANEOUS INCOME																					
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Miscellaneous Revenue	0	0.00%	0	0.00%	0	3,566	2.25%	-3,566	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Misc. Revenue - Non-taxable	0	0.00%	0	0.00%	0	873	0.55%	-873	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Other Income	0	0.00%	0	0.00%	0	4,439	2.80%	-4,439	0.00	0.00	
13,584	64.11%	1,000	35.73%	12,584	1,390	22.94%	12,194	1.46	0.10	Attrition Penalties	13,584	12.25%	10,000	35.80%	3,584	12,194	7.70%	1,391	0.15	0.10	
3,515	16.59%	1,500	53.60%	2,015	4,417	72.90%	-901	0.38	0.15	Cancellation Penalties	56,272	50.74%	15,000	53.70%	41,272	138,571	87.45%	-82,299	0.62	0.16	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Cash Discounts	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
238	1.12%	299	10.67%	-61	252	4.16%	-14	0.03	0.03	Commissions	565	0.51%	2,934	10.50%	-2,369	3,246	2.05%	-2,681	0.01	0.03	
3,853	18.18%	0	0.00%	3,853	0	0.00%	3,853	0.41	0.00	Interest Income	40,484	36.50%	0	0.00%	40,484	0	0.00%	40,484	0.45	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Antenna Rental	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Space Rental & Concessions	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
21,190	100.00%	2,799	100.00%	18,392	6,059	100.00%	15,131	2.28	0.28	Total Miscellaneous Income	110,905	100.00%	27,934	100.00%	82,971	158,449	100.00%	-47,544	1.23	0.29	



Profit and Loss Statement
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ADMINISTRATIVE & GENERAL																				
0	0.00%	33,390	2.09%	-33,390	0	0.00%	0	0.00	3.39	Management	0	0.00%	327,438	2.12%	-327,438	0	0.00%	0	0.00	3.39
21,555	1.32%	0	0.00%	21,555	30,575	1.67%	-9,020	2.32	0.00	Management	247,671	1.60%	0	0.00%	247,671	269,242	1.66%	-21,571	0.00	3.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Non-Management Accounting	576	0.00%	0	0.00%	576	0	0.00%	576	0.01	0.00
21,554	1.32%	33,390	2.09%	-11,836	30,575	1.67%	-9,021	2.32	3.39	Total Salaries & Wages	248,247	1.61%	327,438	2.12%	-79,191	269,242	1.66%	-20,995	2.75	3.39
5,717	0.35%	0	0.00%	5,717	1,833	0.10%	3,883	0.61	0.00	Contract Task Force	73,785	0.48%	0	0.00%	73,785	7,961	0.05%	65,824	0.82	0.00
5,717	0.35%	0	0.00%	5,717	1,833	0.10%	3,883	0.61	0.00	Contracted Labor	73,785	0.48%	0	0.00%	73,785	7,961	0.05%	65,824	0.82	0.00
-5,738	-0.35%	3,000	0.19%	-8,738	1,148	0.06%	-6,886	-0.62	0.30	Bonus & Incentives	11,180	0.07%	30,000	0.19%	-18,820	37,099	0.23%	-25,918	0.12	0.31
21,533	1.32%	36,390	2.28%	-14,857	33,556	1.83%	-12,023	2.31	3.69	Total Labor Costs	333,213	2.16%	357,438	2.32%	-24,225	314,302	1.94%	18,911	3.69	3.70
1,120	0.07%	2,888	0.18%	-1,769	2,623	0.14%	-1,503	0.12	0.29	Payroll-Related Expenses	-10,030	-0.06%	28,323	0.18%	-38,353	28,541	0.18%	-38,571	-0.11	0.29
0	0.00%	1,369	0.09%	-1,369	240	0.01%	-240	0.00	0.14	Payroll Taxes	7,584	0.05%	13,425	0.09%	-5,841	5,793	0.04%	1,790	0.08	0.14
500	0.03%	1,836	0.12%	-1,336	2,818	0.15%	-2,318	0.05	0.19	Holiday/Sick	5,361	0.03%	18,009	0.12%	-12,648	17,194	0.11%	-11,833	0.06	0.19
500	0.03%	3,205	0.20%	-2,705	3,058	0.17%	-2,558	0.05	0.33	Vacation	12,945	0.08%	31,434	0.20%	-18,489	22,988	0.14%	-10,043	0.14	0.32
2,064	0.13%	4,583	0.29%	-2,519	581	0.03%	1,484	0.22	0.46	Supplemental Pay	12,821	0.08%	45,833	0.30%	-33,013	6,595	0.04%	6,226	0.14	0.47
0	0.00%	99	0.01%	-99	102	0.01%	-102	0.00	0.01	Group Insurance	578	0.00%	967	0.01%	-389	855	0.01%	-277	0.01	0.01
10,540	0.65%	9,500	0.60%	1,040	10,540	0.58%	0	1.13	0.96	Life Insurance	102,180	0.66%	95,000	0.62%	7,180	102,220	0.63%	-40	1.13	0.98
0	0.00%	0	0.00%	0	-10,540	-0.58%	10,540	0.00	0.00	Allocation	0	0.00%	0	0.00%	0	-102,220	-0.63%	102,220	0.00	0.00
0	0.00%	0	0.00%	0	10,540	0.58%	-10,540	0.00	0.00	Employee Cafeteria Allocation	0	0.00%	0	0.00%	0	102,220	0.63%	-102,220	0.00	0.00
13,716	0.84%	9,168	0.57%	4,548	8,429	0.46%	5,287	1.47	0.93	Staff Dining Food Cost	74,796	0.48%	89,959	0.58%	-15,163	86,920	0.54%	-12,123	0.83	0.93
394	0.02%	331	0.02%	63	441	0.02%	-47	0.04	0.03	Unallocated Benefits	3,607	0.02%	3,242	0.02%	366	3,597	0.02%	11	0.04	0.03
26,714	1.64%	23,680	1.48%	3,034	20,092	1.10%	6,623	2.87	2.40	Workers Comp	193,982	1.26%	235,001	1.53%	-41,019	200,186	1.23%	-6,204	2.15	2.43
28,334	1.74%	29,774	1.87%	-1,440	25,772	1.41%	2,562	3.04	3.02	Employee Benefits	196,898	1.27%	294,759	1.91%	-97,861	251,715	1.55%	-54,818	2.18	3.05
49,867	3.05%	66,164	4.15%	-16,298	59,328	3.24%	-9,461	5.36	6.71	Total Payroll-Related Expenses	530,110	3.43%	652,197	4.23%	-122,086	566,017	3.49%	-35,907	5.87	6.74
											530,110	3.43%	652,197	4.23%	-122,086	566,017	3.49%	-35,907	5.87	6.74
											530,110	3.43%	652,197	4.23%	-122,086	566,017	3.49%	-35,907	5.87	6.74



Profit and Loss Statement
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Year from 1/1/2023 to 10/31/2023
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Administrative & General Continued																				
868	0.05%	500	0.03%	368	1,373	0.07%	-505	0.09	0.05	Human Resources-Employee Relations	5,189	0.03%	13,200	0.09%	-8,011	9,255	0.06%	-4,066	0.06	0.14
0	0.00%	493	0.03%	-493	356	0.02%	-356	0.00	0.05	Human Resources-Recruitment	750	0.00%	4,837	0.03%	-4,086	5,817	0.04%	-5,067	0.01	0.05
868	0.05%	993	0.06%	-125	1,729	0.09%	-861	0.09	0.10	Human Resources	5,939	0.04%	18,037	0.12%	-12,098	15,072	0.09%	-9,133	0.07	0.19
0	0.00%	2,384	0.15%	-2,384	0	0.00%	0	0.00	0.24	Provision for Doubtful Accounts	0	0.00%	23,026	0.15%	-23,026	0	0.00%	0	0.00	0.24
1,997	0.12%	0	0.00%	1,997	2,174	0.12%	-177	0.21	0.00	Provision For Chargebacks	20,559	0.13%	0	0.00%	20,559	16,098	0.10%	4,461	0.23	0.00
1,997	0.12%	2,384	0.15%	-386	2,174	0.12%	-177	0.21	0.24	Provision for Doubtful Accounts	20,559	0.13%	23,026	0.15%	-2,467	16,098	0.10%	4,461	0.23	0.24
4,633	0.28%	4,929	0.31%	-296	4,633	0.25%	0	0.50	0.50	Accounting Fees	46,329	0.30%	48,365	0.31%	-2,037	46,477	0.29%	-148	0.51	0.50
2,312	0.14%	2,312	0.14%	0	0	0.00%	2,312	0.25	0.23	Procurement Fees	23,121	0.15%	23,121	0.15%	0	0	0.00%	23,121	0.26	0.24
0	0.00%	500	0.03%	-500	0	0.00%	0	0.00	0.05	Audit Charges	0	0.00%	5,000	0.03%	-5,000	0	0.00%	0	0.00	0.05
40	0.00%	982	0.06%	-941	43	0.00%	-3	0.00	0.10	Bank Charges	4,993	0.03%	9,819	0.06%	-4,826	7,685	0.05%	-2,691	0.06	0.10
0	0.00%	0	0.00%	0	54	0.00%	-54	0.00	0.00	Cash Over/Short	-3,482	-0.02%	0	0.00%	-3,482	198	0.00%	-3,680	-0.04	0.00
0	0.00%	0	0.00%	0	125	0.01%	-125	0.00	0.00	Complimentary Services and Gifts	19	0.00%	0	0.00%	19	180	0.00%	-161	0.00	0.00
322	0.02%	2,300	0.14%	-1,978	1,154	0.06%	-832	0.03	0.23	Contract Services	10,678	0.07%	23,000	0.15%	-12,322	21,605	0.13%	-10,927	0.12	0.24
33,481	2.05%	37,658	2.36%	-4,177	46,333	2.53%	-12,852	3.60	3.82	Credit Card Commissions	341,646	2.21%	369,509	2.40%	-27,863	363,086	2.24%	-21,441	3.78	3.82
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Donations	0	0.00%	0	0.00%	0	200	0.00%	-200	0.00	0.00
14	0.00%	1,242	0.08%	-1,227	859	0.05%	-845	0.00	0.13	Dues and Subscriptions	12,905	0.08%	12,204	0.08%	701	11,911	0.07%	994	0.14	0.13
15	0.00%	100	0.01%	-85	46	0.00%	-32	0.00	0.01	Legal Services	7,493	0.05%	1,000	0.01%	6,493	852	0.01%	6,641	0.08	0.01
1,875	0.11%	2,083	0.13%	-208	1,875	0.10%	0	0.20	0.21	Licenses and Permits	19,278	0.12%	20,833	0.14%	-1,555	19,256	0.12%	22	0.21	0.22
9	0.00%	493	0.03%	-484	-92	-0.01%	101	0.00	0.05	Operating Supplies	1,122	0.01%	4,837	0.03%	-3,714	3,906	0.02%	-2,783	0.01	0.05
2,500	0.15%	1,972	0.12%	528	2,283	0.12%	217	0.27	0.20	Payroll Processing	20,337	0.13%	19,346	0.13%	991	24,678	0.15%	-4,341	0.23	0.20
241	0.01%	197	0.01%	44	65	0.00%	176	0.03	0.02	Postage and Overnight Delivery Charges	2,036	0.01%	1,935	0.01%	102	1,496	0.01%	540	0.02	0.02
121	0.01%	800	0.05%	-679	0	0.00%	121	0.01	0.08	Professional Fees	19,552	0.13%	8,000	0.05%	11,552	8,561	0.05%	10,991	0.22	0.08
19,085	1.17%	17,000	1.07%	2,085	17,597	0.96%	1,488	2.05	1.72	Security	186,725	1.21%	170,000	1.10%	16,725	170,418	1.05%	16,307	2.07	1.76
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Settlement Costs	2,303	0.01%	0	0.00%	2,303	0	0.00%	2,303	0.03	0.00
4	0.00%	0	0.00%	4	0	0.00%	4	0.00	0.00	Staff Transportation	80	0.00%	0	0.00%	80	0	0.00%	80	0.00	0.00
404	0.02%	300	0.02%	104	1,813	0.10%	-1,409	0.04	0.03	Training	3,797	0.02%	3,000	0.02%	797	2,219	0.01%	1,578	0.04	0.03
69	0.00%	300	0.02%	-231	69	0.00%	0	0.01	0.03	Travel-Meals and Entertainment	2,953	0.02%	3,000	0.02%	-47	1,136	0.01%	1,817	0.03	0.03
457	0.03%	1,000	0.06%	-543	1,365	0.07%	-908	0.05	0.10	Travel-Other	6,953	0.05%	10,000	0.06%	-3,047	9,154	0.06%	-2,201	0.08	0.10
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Uniform Laundry	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
68,449	4.19%	77,544	4.86%	-9,095	82,126	4.48%	-13,678	7.35	7.87	Total Other Expenses	735,335	4.76%	774,030	5.02%	-38,695	724,188	4.47%	11,147	8.14	8.00
118,315	7.25%	143,708	9.01%	-25,393	141,454	7.72%	-23,139	12.71	14.58	Total Expenses	1,265,446	8.19%	1,426,227	9.26%	-160,781	1,290,206	7.96%	-24,760	14.01	14.74



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

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INFORMATION & TELECOM. SYSTEMS																					
1,152	0.07%	1,650	0.10%	-498	-352	-0.02%	1,504	0.12	0.17	Cost of Cell Phones	13,027	0.08%	16,500	0.11%	-3,473	-7,321	-0.05%	20,348	0.14	0.17	
3,182	0.19%	1,409	0.09%	1,773	-503	-0.03%	3,685	0.34	0.14	Cost of Telephone Services	19,019	0.12%	14,092	0.09%	4,926	14,480	0.09%	4,539	0.21	0.15	
3,619	0.22%	2,981	0.19%	638	-1,540	-0.08%	5,159	0.39	0.30	Cost of Internet Services	34,880	0.23%	29,808	0.19%	5,072	30,532	0.19%	4,348	0.39	0.31	
7,953	0.49%	6,040	0.38%	1,913	-2,395	-0.13%	10,348	0.85	0.61	Total Cost of Services	66,926	0.43%	60,400	0.39%	6,525	37,691	0.23%	29,235	0.74	0.62	
1,830	0.11%	1,761	0.11%	69	663	0.04%	1,167	0.20	0.18	Administrative & General	13,456	0.09%	17,607	0.11%	-4,151	8,647	0.05%	4,809	0.15	0.18	
640	0.04%	776	0.05%	-136	640	0.03%	0	0.07	0.08	Food & Beverage Systems	8,419	0.05%	7,763	0.05%	656	7,763	0.05%	656	0.09	0.08	
175	0.01%	244	0.02%	-69	175	0.01%	0	0.02	0.02	Human Resources Systems	2,130	0.01%	2,441	0.02%	-311	2,122	0.01%	8	0.02	0.03	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Information Security Systems	0	0.00%	0	0.00%	0	436	0.00%	-436	0.00	0.00	
0	0.00%	200	0.01%	-200	77	0.00%	-77	0.00	0.02	Information Systems	1,474	0.01%	2,000	0.01%	-526	1,552	0.01%	-77	0.02	0.02	
275	0.02%	0	0.00%	275	0	0.00%	275	0.03	0.00	Parking Systems	2,725	0.02%	0	0.00%	2,725	0	0.00%	2,725	0.03	0.00	
2,475	0.15%	3,049	0.19%	-574	4,196	0.23%	-1,722	0.27	0.31	Rooms Systems	37,437	0.24%	30,486	0.20%	6,951	31,180	0.19%	6,257	0.41	0.32	
2,770	0.17%	0	0.00%	2,770	0	0.00%	2,770	0.30	0.00	Sales & Marketing Systems	3,410	0.02%	0	0.00%	3,410	0	0.00%	3,410	0.04	0.00	
0	0.00%	2,300	0.14%	-2,300	0	0.00%	0	0.00	0.23	Telecommunications Systems	6,515	0.04%	23,000	0.15%	-16,485	0	0.00%	6,515	0.07	0.24	
8,165	0.50%	8,330	0.52%	-165	5,752	0.31%	2,413	0.88	0.84	Total System Expenses	75,566	0.49%	83,297	0.54%	-7,731	51,699	0.32%	23,867	0.84	0.86	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Contract Services	349	0.00%	0	0.00%	349	0	0.00%	349	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Equipment Rental	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Operating Supplies	64	0.00%	0	0.00%	64	370	0.00%	-306	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Other Equipment	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Other Expenses	413	0.00%	0	0.00%	413	370	0.00%	43	0.00	0.00	
16,119	0.99%	14,370	0.90%	1,749	3,357	0.18%	12,761	1.73	1.46	Total Expenses	142,905	0.93%	143,697	0.93%	-792	89,760	0.55%	53,145	1.58	1.49	



Profit and Loss Statement
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Year from 1/1/2023 to 10/31/2023
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SALES & MARKETING																					
Management																					
6,997	0.43%	22,578	1.42%	-15,581	39,539	2.16%	-32,542	0.75	2.29	Management	122,991	0.80%	221,139	1.44%	-98,148	364,662	2.25%	-241,671	1.36	2.29	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Director of Sales and Marketing	0	0.00%	0	0.00%	0	185	0.00%	-185	0.00	0.00	
Non-Management																					
720	0.04%	3,625	0.23%	-2,905	2,312	0.13%	-1,592	0.08	0.37	Administrative Assistant	17,882	0.12%	36,250	0.24%	-18,368	3,054	0.02%	14,828	0.20	0.37	
7,717	0.47%	26,203	1.64%	-18,486	41,851	2.28%	-34,134	0.83	2.66	Total Salaries & Wages	140,873	0.91%	257,389	1.67%	-116,516	367,901	2.27%	-227,028	1.56	2.66	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Contracted Labor	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	
-6,696	-0.41%	5,000	0.31%	-11,696	1,406	0.08%	-8,102	-0.72	0.51	Bonus & Incentives	25,310	0.16%	50,000	0.32%	-24,690	40,916	0.25%	-15,606	0.28	0.52	
1,021	0.06%	31,203	1.96%	-30,182	43,257	2.36%	-42,236	0.11	3.17	Total Labor Costs	166,183	1.08%	307,389	1.99%	-141,206	408,817	2.52%	-242,634	1.84	3.18	
415	0.03%	3,026	0.19%	-2,611	2,350	0.13%	-1,935	0.04	0.31	Payroll Taxes	1,241	0.01%	29,728	0.19%	-28,487	25,745	0.16%	-24,504	0.01	0.31	
823	0.05%	1,074	0.07%	-251	0	0.00%	823	0.09	0.11	Holiday/Sick	9,919	0.06%	10,553	0.07%	-634	9,648	0.06%	271	0.11	0.11	
0	0.00%	1,572	0.10%	-1,572	2,714	0.15%	-2,714	0.00	0.16	Vacation	3,785	0.02%	15,443	0.10%	-11,658	17,039	0.11%	-13,254	0.04	0.16	
823	0.05%	2,647	0.17%	-1,823	2,714	0.15%	-1,891	0.09	0.27	Supplemental Pay	13,705	0.09%	25,996	0.17%	-12,292	26,687	0.16%	-12,982	0.15	0.27	
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Dental Insurance	0	0.00%	0	0.00%	0	-22	0.00%	22	0.00	0.00	
2,776	0.17%	3,767	0.24%	-991	3,211	0.18%	-435	0.30	0.38	Group Insurance	34,868	0.23%	37,670	0.24%	-2,802	38,915	0.24%	-4,046	0.39	0.39	
51	0.00%	135	0.01%	-84	137	0.01%	-86	0.01	0.01	Life Insurance	750	0.00%	1,350	0.01%	-600	1,244	0.01%	-493	0.01	0.01	
367	0.02%	259	0.02%	108	83	0.00%	284	0.04	0.03	Workers Comp	2,340	0.02%	2,548	0.02%	-208	3,585	0.02%	-1,245	0.03	0.03	
3,193	0.20%	4,161	0.26%	-968	3,430	0.19%	-237	0.34	0.42	Employee Benefits	37,959	0.25%	41,568	0.27%	-3,610	43,722	0.27%	-5,763	0.42	0.43	
4,432	0.27%	9,834	0.62%	-5,403	8,495	0.46%	-4,063	0.48	1.00	Total Payroll-Related Expenses	52,904	0.34%	97,293	0.63%	-44,389	96,154	0.59%	-43,250	0.59	1.01	
5,453	0.33%	41,037	2.57%	-35,585	51,751	2.83%	-46,299	0.59	4.16	Total Labor Costs & Related Expenses	219,087	1.42%	404,682	2.63%	-185,595	504,971	3.11%	-285,884	2.43	4.18	



Profit and Loss Statement
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Sales & Marketing Continued																				
37,234	2.28%	30,194	1.89%	7,040	33,490	1.83%	3,744	4.00	3.06	Loyalty Programs and Brand Fees	303,063	1.96%	291,661	1.89%	11,401	302,818	1.87%	244	3.36	3.02
2,251	0.14%	1,907	0.12%	344	2,742	0.15%	-491	0.24	0.19	Loyalty Programs Promotional F&B	25,433	0.16%	18,421	0.12%	7,012	19,351	0.12%	6,082	0.28	0.19
39,485	2.42%	32,101	2.01%	7,384	36,231	1.98%	3,253	4.24	3.26	Loyalty Programs	328,495	2.13%	310,082	2.01%	18,413	322,169	1.99%	6,326	3.64	3.21
7,500	0.46%	7,500	0.47%	0	7,500	0.41%	0	0.81	0.76	Brand Revenue Management	75,000	0.49%	75,000	0.49%	0	75,000	0.46%	0	0.83	0.78
1,600	0.10%	1,669	0.10%	-69	1,600	0.09%	0	0.17	0.17	E-Commerce	16,025	0.10%	16,686	0.11%	-661	16,873	0.10%	-848	0.18	0.17
9,100	0.56%	9,169	0.57%	-69	9,100	0.50%	0	0.98	0.93	Corporate Office Reimbursables	91,025	0.59%	91,686	0.60%	-661	91,873	0.57%	-848	1.01	0.95
21	0.00%	0	0.00%	21	22	0.00%	0	0.00	0.00	Agency Fees	218	0.00%	0	0.00%	218	175	0.00%	43	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Collateral Material	0	0.00%	3,000	0.02%	-3,000	0	0.00%	0	0.00	0.03
0	0.00%	250	0.02%	-250	0	0.00%	0	0.00	0.03	Complimentary Services and Gifts	-35	0.00%	5,000	0.03%	-5,035	1,824	0.01%	-1,859	0.00	0.05
0	0.00%	50	0.00%	-50	0	0.00%	0	0.00	0.01	Contract Services	0	0.00%	500	0.00%	-500	640	0.00%	-640	0.00	0.01
0	0.00%	400	0.03%	-400	8	0.00%	-8	0.00	0.04	Dues and Subscriptions	2,793	0.02%	4,000	0.03%	-1,207	2,435	0.02%	358	0.03	0.04
0	0.00%	0	0.00%	0	653	0.04%	-653	0.00	0.00	Entertainment-In-House	1,436	0.01%	0	0.00%	1,436	3,848	0.02%	-2,412	0.02	0.00
33,537	2.05%	21,136	1.33%	12,402	20,881	1.14%	12,656	3.60	2.14	Franchise and Affiliation Advertising	311,225	2.01%	204,163	1.32%	107,062	213,478	1.32%	97,747	3.45	2.11
74,218	4.54%	55,938	3.51%	18,280	61,213	3.34%	13,005	7.97	5.67	Franchise Fees	639,739	4.14%	540,341	3.51%	99,398	573,295	3.54%	66,445	7.08	5.59
0	0.00%	950	0.06%	-950	19	0.00%	-19	0.00	0.10	Media	10	0.00%	9,500	0.06%	-9,490	8,747	0.05%	-8,737	0.00	0.10
0	0.00%	1	0.00%	-1	0	0.00%	0	0.00	0.00	Miscellaneous	234	0.00%	13	0.00%	221	15	0.00%	219	0.00	0.00
0	0.00%	150	0.01%	-150	0	0.00%	0	0.00	0.02	Operating Supplies	149	0.00%	1,500	0.01%	-1,351	284	0.00%	-135	0.00	0.02
0	0.00%	458	0.03%	-458	344	0.02%	-344	0.00	0.05	Outside Services	688	0.00%	4,497	0.03%	-3,809	3,762	0.02%	-3,075	0.01	0.05
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Postage and Overnight Delivery Charges	2	0.00%	0	0.00%	2	16	0.00%	-14	0.00	0.00
5,735	0.35%	8,107	0.51%	-2,372	5,723	0.31%	12	0.62	0.82	Promotion	49,951	0.32%	79,674	0.52%	-29,722	73,507	0.45%	-23,556	0.55	0.82
1,107	0.07%	187	0.01%	921	0	0.00%	1,107	0.12	0.02	Trade Shows	3,109	0.02%	7,405	0.05%	-4,295	2,048	0.01%	1,061	0.03	0.08
0	0.00%	100	0.01%	-100	0	0.00%	0	0.00	0.01	Training	0	0.00%	1,000	0.01%	-1,000	36	0.00%	-36	0.00	0.01
0	0.00%	250	0.02%	-250	5	0.00%	-5	0.00	0.03	Travel-Meals and Entertainment	1,441	0.01%	2,500	0.02%	-1,059	2,452	0.02%	-1,010	0.02	0.03
19	0.00%	500	0.03%	-481	108	0.01%	-90	0.00	0.05	Travel-Other	1,298	0.01%	5,000	0.03%	-3,702	4,154	0.03%	-2,856	0.01	0.05
163,223	10.00%	129,745	8.13%	33,478	134,307	7.33%	28,915	17.54	13.16	Total Other Expenses	1,431,781	9.27%	1,269,860	8.24%	161,920	1,304,758	8.05%	127,023	15.85	13.13
168,675	10.33%	170,782	10.71%	-2,107	186,058	10.16%	-17,383	18.12	17.32	Total Expenses	1,650,868	10.69%	1,674,542	10.87%	-23,675	1,809,729	11.16%	-158,862	18.28	17.31



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

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PROPERTY OPERATION & MAINTENANCE																				
8,075	0.49%	0	0.00%	8,075	8,528	0.47%	-452	0.87	0.00	Management	79,060	0.51%	0	0.00%	79,060	76,951	0.47%	2,109	0.88	0.00
0	0.00%	9,236	0.58%	-9,236	0	0.00%	0	0.00	0.94	Management	0	0.00%	90,572	0.59%	-90,572	0	0.00%	0	0.00	0.94
30,303	1.86%	39,035	2.45%	-8,732	36,917	2.02%	-6,614	3.26	3.96	Non-Management	358,634	2.32%	383,065	2.49%	-24,431	338,669	2.09%	19,965	3.97	3.96
38,379	2.35%	48,271	3.03%	-9,892	45,445	2.48%	-7,066	4.12	4.90	Total Salaries & Wages	437,694	2.83%	473,637	3.07%	-35,943	415,620	2.56%	22,075	4.85	4.90
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Contracted Labor	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
-2,136	-0.13%	0	0.00%	-2,136	427	0.02%	-2,563	-0.23	0.00	Bonus & Incentives	2,764	0.02%	0	0.00%	2,764	12,315	0.08%	-9,551	0.03	0.00
36,243	2.22%	48,271	3.03%	-12,028	45,872	2.50%	-9,629	3.89	4.90	Total Labor Costs	440,459	2.85%	473,637	3.07%	-33,178	427,935	2.64%	12,524	4.88	4.90
3,018	0.18%	5,575	0.35%	-2,557	3,803	0.21%	-784	0.32	0.57	Payroll-Related Expenses	11,753	0.08%	54,705	0.36%	-42,952	42,749	0.26%	-30,996	0.13	0.57
259	0.02%	1,979	0.12%	-1,720	756	0.04%	-496	0.03	0.20	Payroll Taxes	19,530	0.13%	19,419	0.13%	110	13,657	0.08%	5,873	0.22	0.20
2,116	0.13%	2,558	0.16%	-442	1,593	0.09%	522	0.23	0.26	Holiday/Sick	24,393	0.16%	25,103	0.16%	-710	27,823	0.17%	-3,430	0.27	0.26
2,375	0.15%	4,537	0.28%	-2,162	2,349	0.13%	26	0.26	0.46	Supplemental Pay	43,923	0.28%	44,522	0.29%	-599	41,479	0.26%	2,443	0.49	0.46
4,252	0.26%	7,500	0.47%	-3,248	7,526	0.41%	-3,274	0.46	0.76	Group Insurance	62,298	0.40%	75,000	0.49%	-12,702	67,711	0.42%	-5,414	0.69	0.78
562	0.03%	197	0.01%	365	202	0.01%	360	0.06	0.02	Life Insurance	1,661	0.01%	1,935	0.01%	-274	1,653	0.01%	8	0.02	0.02
556	0.03%	478	0.03%	78	5,990	0.33%	-5,433	0.06	0.05	Workers Comp	5,957	0.04%	4,689	0.03%	1,268	10,568	0.07%	-4,611	0.07	0.05
2,453	0.15%	1,000	0.06%	1,453	586	0.03%	1,867	0.26	0.10	Union Pension	17,422	0.11%	10,000	0.06%	7,422	4,524	0.03%	12,898	0.19	0.10
7,823	0.48%	9,175	0.58%	-1,352	14,303	0.78%	-6,480	0.84	0.93	Employee Benefits	87,338	0.57%	91,624	0.59%	-4,286	84,456	0.52%	2,881	0.97	0.95
13,217	0.81%	19,288	1.21%	-6,071	20,455	1.12%	-7,238	1.42	1.96	Total Payroll-Related Expenses	143,014	0.93%	190,851	1.24%	-47,837	168,685	1.04%	-25,671	1.58	1.97
49,460	3.03%	67,559	4.24%	-18,099	66,327	3.62%	-16,867	5.31	6.85	Total Labor Costs & Related Expenses	583,472	3.78%	664,488	4.31%	-81,015	596,620	3.68%	-13,147	6.46	6.87



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
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POM continued																				
3,905	0.24%	2,221	0.14%	1,684	2,657	0.15%	1,247	0.42	0.23	Pest Control	28,812	0.19%	22,205	0.14%	6,607	21,153	0.13%	7,659	0.32	0.23
771	0.05%	1,565	0.10%	-794	1,474	0.08%	-703	0.08	0.16	Contract Services	14,763	0.10%	15,650	0.10%	-887	15,965	0.10%	-1,202	0.16	0.16
4,675	0.29%	3,786	0.24%	890	4,131	0.23%	544	0.50	0.38	Contract Services	43,575	0.28%	37,855	0.25%	5,720	37,119	0.23%	6,456	0.48	0.39
1,467	0.09%	4,962	0.31%	-3,495	5,716	0.31%	-4,249	0.16	0.50	Grounds Maintenance and Landscaping	8,618	0.06%	34,734	0.23%	-26,116	38,298	0.24%	-29,679	0.10	0.36
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Grounds Snow Removal	22,450	0.15%	53,500	0.35%	-31,050	35,450	0.22%	-13,000	0.25	0.55
1,467	0.09%	4,962	0.31%	-3,495	5,716	0.31%	-4,249	0.16	0.50	Grounds Maintenance and Landscaping	31,068	0.20%	88,234	0.57%	-57,166	73,747	0.45%	-42,679	0.34	0.91
2,886	0.18%	2,760	0.17%	126	3,644	0.20%	-758	0.31	0.28	Building	13,927	0.09%	27,084	0.18%	-13,157	27,095	0.17%	-13,168	0.15	0.28
0	0.00%	1,479	0.09%	-1,479	1,330	0.07%	-1,330	0.00	0.15	Electrical and Mechanical Equipment	8,370	0.05%	14,510	0.09%	-6,139	9,495	0.06%	-1,124	0.09	0.15
4,410	0.27%	5,718	0.36%	-1,308	3,631	0.20%	779	0.47	0.58	Elevators and Escalators	43,509	0.28%	56,103	0.36%	-12,595	42,754	0.26%	754	0.48	0.58
0	0.00%	493	0.03%	-493	200	0.01%	-200	0.00	0.05	Engineering Supplies	2,794	0.02%	4,837	0.03%	-2,043	3,571	0.02%	-777	0.03	0.05
0	0.00%	394	0.02%	-394	1,198	0.07%	-1,198	0.00	0.04	Floor Covering	0	0.00%	3,869	0.03%	-3,869	1,198	0.01%	-1,198	0.00	0.04
0	0.00%	1,577	0.10%	-1,577	1,190	0.06%	-1,190	0.00	0.16	Furniture and Equipment	8,975	0.06%	15,477	0.10%	-6,502	15,427	0.10%	-6,452	0.10	0.16
1,327	0.08%	3,845	0.24%	-2,518	2,113	0.12%	-786	0.14	0.39	Heating, Ventilation and Air Conditioning Equip.	27,229	0.18%	37,725	0.24%	-10,496	25,036	0.15%	2,192	0.30	0.39
1,519	0.09%	2,169	0.14%	-650	469	0.03%	1,050	0.16	0.22	Kitchen Equipment	13,843	0.09%	21,281	0.14%	-7,438	21,371	0.13%	-7,529	0.15	0.22
400	0.02%	197	0.01%	203	0	0.00%	400	0.04	0.02	Laundry Equipment	6,543	0.04%	1,935	0.01%	4,609	0	0.00%	6,543	0.07	0.02
1,351	0.08%	4,436	0.28%	-3,086	475	0.03%	876	0.15	0.45	Life/Safety	21,173	0.14%	43,529	0.28%	-22,356	42,828	0.26%	-21,655	0.23	0.45
0	0.00%	493	0.03%	-493	0	0.00%	0	0.00	0.05	Light Bulbs	2,080	0.01%	4,837	0.03%	-2,756	3,251	0.02%	-1,171	0.02	0.05
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Miscellaneous	150	0.00%	0	0.00%	150	0	0.00%	150	0.00	0.00
0	0.00%	296	0.02%	-296	367	0.02%	-367	0.00	0.03	Operating Supplies	2,020	0.01%	2,902	0.02%	-882	3,153	0.02%	-1,132	0.02	0.03
342	0.02%	591	0.04%	-250	762	0.04%	-420	0.04	0.06	Painting and Decorating	1,753	0.01%	5,804	0.04%	-4,051	4,747	0.03%	-2,994	0.02	0.06
6,867	0.42%	2,465	0.15%	4,403	1,080	0.06%	5,787	0.74	0.25	Plumbing	27,423	0.18%	24,183	0.16%	3,240	21,504	0.13%	5,919	0.30	0.25
0	0.00%	100	0.01%	-100	0	0.00%	0	0.00	0.01	Uniforms	1,273	0.01%	1,400	0.01%	-127	1,598	0.01%	-325	0.01	0.01
4,946	0.30%	3,800	0.24%	1,146	3,520	0.19%	1,426	0.53	0.39	Waste Removal	44,073	0.29%	38,000	0.25%	6,073	38,239	0.24%	5,833	0.49	0.39
30,188	1.85%	39,560	2.48%	-9,372	29,825	1.63%	363	3.24	4.01	Total Other Expenses	299,777	1.94%	429,562	2.79%	-129,785	372,134	2.30%	-72,357	3.32	4.44
79,648	4.88%	107,119	6.72%	-27,471	96,152	5.25%	-16,504	8.56	10.87	Total Expenses	883,249	5.72%	1,094,049	7.10%	-210,800	968,754	5.98%	-85,505	9.78	11.31
UTILITIES																				
40,753	2.50%	38,893	2.44%	1,860	31,643	1.73%	9,110	4.38	3.95	Electricity	356,690	2.31%	382,225	2.48%	-25,535	379,421	2.34%	-22,731	3.95	3.95
9,906	0.61%	14,987	0.94%	-5,081	8,774	0.48%	1,132	1.06	1.52	Gas	138,894	0.90%	147,289	0.96%	-8,395	117,602	0.73%	21,292	1.54	1.52
21,716	1.33%	17,613	1.10%	4,103	18,389	1.00%	3,327	2.33	1.79	Water/Sewage	176,600	1.14%	173,095	1.12%	3,505	177,911	1.10%	-1,312	1.96	1.79
44	0.00%	0	0.00%	44	46	0.00%	-2	0.00	0.00	Chilled Water	434	0.00%	0	0.00%	434	390	0.00%	45	0.00	0.00
72,419	4.43%	71,493	4.48%	926	58,852	3.21%	13,567	7.78	7.25	Total Utilities	672,618	4.35%	702,608	4.56%	-29,990	675,325	4.17%	-2,706	7.45	7.26



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
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MANAGEMENT FEES																				
53,071	3.25%	46,346	2.91%	6,726	59,532	3.25%	-6,461	5.70	4.70	Base Fee	481,335	3.12%	446,930	2.90%	34,404	526,904	3.25%	-45,570	5.33	4.62
53,071	3.25%	46,346	2.91%	6,726	59,532	3.25%	-6,461	5.70	4.70	Total Management Fees	481,335	3.12%	446,930	2.90%	34,404	526,904	3.25%	-45,570	5.33	4.62
NON-OPERATING INCOME & EXPENSES																				
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Income	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Land & Building Rent	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
440	0.03%	0	0.00%	440	629	0.03%	-189	0.05	0.00	Other Property & Equipment Rent	3,709	0.02%	0	0.00%	3,709	5,691	0.04%	-1,982	0.04	0.00
440	0.03%	0	0.00%	440	629	0.03%	-189	0.05	0.00	Total Rent	3,709	0.02%	0	0.00%	3,709	5,691	0.04%	-1,982	0.04	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Gross Receipts Taxes	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Sales & Franchise Taxes	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Business & Occupation Taxes	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Other Taxes & Assessments	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
102,974	6.31%	0	0.00%	102,974	100,828	5.50%	2,147	11.06	0.00	Real Estate Taxes	1,024,013	6.63%	0	0.00%	1,024,013	997,365	6.15%	26,648	11.34	0.00
102,974	6.31%	0	0.00%	102,974	100,828	5.50%	2,147	11.06	0.00	Total Property & Other Taxes	1,024,013	6.63%	0	0.00%	1,024,013	997,365	6.15%	26,648	11.34	0.00
9,404	0.58%	6,021	0.38%	3,383	5,282	0.29%	4,122	1.01	0.61	Building and Contents	81,560	0.53%	57,994	0.38%	23,566	49,689	0.31%	31,871	0.90	0.60
7,909	0.48%	6,149	0.39%	1,760	5,394	0.29%	2,516	0.85	0.62	General Liability Insurance	114,064	0.74%	59,223	0.38%	54,841	55,791	0.34%	58,274	1.26	0.61
17,313	1.06%	12,170	0.76%	5,143	10,676	0.58%	6,638	1.86	1.23	Total Insurance	195,625	1.27%	117,217	0.76%	78,407	105,480	0.65%	90,145	2.17	1.21
475	0.03%	0	0.00%	475	0	0.00%	475	0.05	0.00	Loan Service Fees	1,425	0.01%	0	0.00%	1,425	0	0.00%	1,425	0.02	0.00
475	0.03%	0	0.00%	475	0	0.00%	475	0.05	0.00	Owner Expenses	1,425	0.01%	0	0.00%	1,425	0	0.00%	1,425	0.02	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Gain/Loss on Sale	-1,600	-0.01%	0	0.00%	-1,600	0	0.00%	-1,600	-0.02	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Gain/Loss on Early Extinguishment of Debt	0	0.00%	0	0.00%	0	-1,891,227	-11.67%	1,891,227	0.00	0.00
475	0.03%	0	0.00%	475	0	0.00%	475	0.05	0.00	Total Other Expenses	-175	0.00%	0	0.00%	-175	-1,891,227	-11.67%	1,891,052	0.00	0.00
121,202	7.42%	12,170	0.76%	109,032	112,132	6.12%	9,070	13.02	1.23	Total Non-Operating Income & Expenses	1,223,172	7.92%	117,217	0.76%	1,105,954	-782,691	-4.83%	2,005,863	13.54	1.21



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
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ADJUSTMENTS TO EBITDA																				
107,993	6.61%	0	0.00%	107,993	82,570	4.51%	25,423	11.60	0.00	Interest-Mortgage #1	1,045,418	6.77%	0	0.00%	1,045,418	740,817	4.57%	304,601	11.57	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Interest Expense - Payroll Protection	0	0.00%	0	0.00%	0	-15,760	-0.10%	15,760	0.00	0.00
107,993	6.61%	0	0.00%	107,993	82,570	4.51%	25,423	11.60	0.00	Interest	1,045,418	6.77%	0	0.00%	1,045,418	725,057	4.47%	320,361	11.57	0.00
0	0.00%	0	0.00%	0	20,927	1.14%	-20,927	0.00	0.00	Depreciation-Building	167,412	1.08%	0	0.00%	167,412	203,070	1.25%	-35,658	1.85	0.00
0	0.00%	0	0.00%	0	102,923	5.62%	-102,923	0.00	0.00	Depreciation-FF&E	823,374	5.33%	0	0.00%	823,374	1,020,722	6.30%	-197,349	9.12	0.00
0	0.00%	0	0.00%	0	123,850	6.76%	-123,850	0.00	0.00	Depreciation	990,786	6.41%	0	0.00%	990,786	1,223,793	7.55%	-233,007	10.97	0.00
827	0.05%	0	0.00%	827	827	0.05%	0	0.09	0.00	Amortization-Franchise Fees	8,271	0.05%	0	0.00%	8,271	8,271	0.05%	0	0.09	0.00
3,320	0.20%	0	0.00%	3,320	3,320	0.18%	0	0.36	0.00	Amortization-Loan Fees	33,205	0.21%	0	0.00%	33,205	33,205	0.20%	0	0.37	0.00
0	0.00%	0	0.00%	0	8,194	0.45%	-8,194	0.00	0.00	Amortization-Other	65,556	0.42%	0	0.00%	65,556	81,944	0.51%	-16,389	0.73	0.00
4,148	0.25%	0	0.00%	4,148	12,342	0.67%	-8,194	0.45	0.00	Amortization	107,031	0.69%	0	0.00%	107,031	123,420	0.76%	-16,389	1.18	0.00
112,141	6.87%	0	0.00%	112,141	218,762	11.94%	-106,621	12.05	0.00	Interest Depreciation & Amortization	2,143,235	13.87%	0	0.00%	2,143,235	2,072,269	12.78%	70,965	23.73	0.00
INCOME TAXES																				
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Income Taxes	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
NON-OPERATING ADJUSTMENTS TO NET INCOME																				
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Land & Building Rent	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Sales & Franchise Taxes	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
475	0.03%	0	0.00%	475	0	0.00%	475	0.05	0.00	Other Expenses	-175	0.00%	0	0.00%	-175	-1,891,227	-11.67%	1,891,052	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Non-Operating Income	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
475	0.03%	0	0.00%	475	0	0.00%	475	0.05	0.00	Total Non-Operating Adjustments to Net Income	-175	0.00%	0	0.00%	-175	-1,891,227	-11.67%	1,891,052	0.00	0.00



Profit and Loss Statement
Period from 10/1/2023 to 10/31/2023
Year from 1/1/2023 to 10/31/2023
As defined in report

Actual PTD	Actual PTD %	Budget PTD	Budget PTD %	Actual PTD Var to Bud	Last Year PTD	Last Year PTD %	Actual PTD Var to LY	PTD POR	Budget PTD POR		Actual YTD	Actual YTD %	Budget YTD	Budget YTD %	Actual YTD Var to Bud	Last Year YTD	Last Year YTD %	Actual YTD Var to LY	Actual YTD POR	Budget YTD POR
Allocated Transportation Department Non-Management																				
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Salaries & Wages	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Contracted Labor	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Bonus & Incentives	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Labor Costs	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Payroll Taxes	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Supplemental Pay	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Employee Benefits	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Payroll-Related Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Labor Costs & Related Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Other Expenses	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Cost of Transportation	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Total Allocations	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00
0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00	Net Recovery	0	0.00%	0	0.00%	0	0	0.00%	0	0.00	0.00