

# Nathan Hale Inn and Conference Center Fiscal Year 2017

-Final-

	<b>Summary</b>
Room Revenue (Note 1)	1,998,643
Food Revenue	534,842
Beverage Revenue	188,532
Misc Dept Revenue	30,159
Miscellaneous Income (Net)	268
<b>Total Revenue</b>	<b>2,752,443</b>
Room Expense	603,543
Food Expense	616,887
Beverage Expense	134,236
Conference Svcs Expense	351
Misc Dept Expense	1,216
<b>Departmental Expense</b>	<b>1,356,233</b>
Administrative and General	429,551
Sales and Marketing	116,474
Energy	10,579
IT Systems	72,918
Repairs and Maintenance	266,729
<b>Undistributed Expense</b>	<b>896,250</b>
<b>Gross Operating Profit</b>	<b>499,960</b>
<b>Flow %</b>	
Management Fees	132,679
Insurance	46,991
<b>EBITDA</b>	<b>320,291</b>

Note 1: Revenue includes payment of \$531,429 by UConn for rental of two floors for 38 weeks (13,034 room nights)

### Excluding UConn Payment and Occupancy

Rooms Available	22,736
Rooms Sold	13,612
ADR	107.79
Occupancy%	59.9%
RevPAR	64.53

**Nathan Hale Inn and Conference Center  
Rooms Department  
Fiscal Year 2017**

	Actual	
Rooms Available	35,770	
Rooms Sold	26,646	
ADR	75.01	
Occupancy%	74.5%	
RevPAR	55.87	
<b>Transient Rooms Revenue</b>		
Retail	403,555	20.2%
Retail - Extended Stay	-	-
Discount	303,467	15.2%
Negotiated	71,496	3.6%
Qualified	238,720	11.9%
Wholesale	316,911	15.9%
<b>Total Transient Rooms Revenue</b>	<b>1,334,149</b>	<b>66.8%</b>
<b>Group Rooms Revenue</b>		
Association	54,479	2.7%
Corporate	51,910	2.6%
UConn	531,429	26.6%
<b>Total Group Rooms Revenue</b>	<b>637,818</b>	<b>31.9%</b>
Contract	3,627	0.2%
Other Room Revenue	23,049	1.2%
<b>Total Revenue</b>	<b>1,998,643</b>	<b>100.0%</b>
<b>Salaries &amp; Wages</b>		
<b>Management</b>	90,108	4.5%
<b>Non-Management</b>		
Front Office - Non Management	88,190	4.4%
Housekeeping Other - Non Management	53,247	2.7%
Housekeeping Room - Non Management	85,744	4.3%
<b>Sub Total Salaries and Wages</b>	<b>317,289</b>	<b>15.9%</b>
10-61599 - Bonuses & Incentives	(7,271)	-0.4%
<b>Total Salaries, Wages, CL and Bonuses</b>	<b>310,017</b>	<b>15.5%</b>
<b>Total Payroll Related Expenses</b>	<b>93,973</b>	<b>4.7%</b>
<b>Total Labor Cost and Related Expenses</b>	<b>403,991</b>	<b>20.2%</b>
<b>Rooms Other Expenses</b>		
10-71100 - Guest Supplies	34,495	1.7%
10-71150 - Linen	669	0.0%
10-71200 - Laundry and Dry Cleaning	88,295	4.4%
10-71230 - Cleaning Supplies	5,809	0.3%
10-71250 - Decorations	-	-
10-71280 - Contract Services	1,114	0.1%
10-71300 - Operating Supplies	2,037	0.1%
10-71350 - Commissions	28,246	1.4%
10-71355 - Commissions and Fees-Group	3,148	0.2%
10-71370 - Guest Relocation	709	0.0%
10-71450 - Complimentary Food and Beverage	2,823	0.1%
10-71700 - Reservations	13,484	0.7%
10-71750 - Uniform Costs	1,877	0.1%
10-71800 - Complimentary In-Room/Media Entertainment	16,641	0.8%
10-71820 - Complimentary Services and Gifts	87	0.0%
10-71850 - Guest Transportation	-	-
10-71860 - Printing & Stationery	85	0.0%
10-71950 - Equipment Rental	-	-
10-71975 - Miscellaneous	33	0.0%
<b>Total Rooms Other Expenses</b>	<b>199,552</b>	<b>10.0%</b>
<b>Total Expenses</b>	<b>603,543</b>	<b>30.2%</b>
<b>Room Profit/(Loss)</b>	<b>1,395,100</b>	<b>69.8%</b>

**Nathan Hale Inn and Conference Center**  
**F&B Summary**  
**Fiscal Year 2017**  
**-Final-**

	Actual	
<b>Food Revenue</b>		
Venue Food Revenue	282,174	39.0%
In-Room Dining Food Revenue	13,143	1.8%
Banquet/Conference/Catering Food Revenue	151,024	20.9%
<b>Total Food Revenue</b>	<b>446,341</b>	<b>61.7%</b>
<b>Beverage Revenue</b>		
Venue Beverage Revenue	172,860	23.9%
In-Room Dining Beverage Revenue	771	0.1%
Banquet/Conference/Catering Beverage Revenue	13,027	1.8%
Beverage Revenue Other	1,875	0.3%
<b>Total Beverage Revenue</b>	<b>188,532</b>	<b>26.1%</b>
<b>Allowances</b>		
Allowances-Food	(390)	-0.1%
Allowances-Beverage	-	-
<b>Total Allowances</b>	<b>(390)</b>	<b>-0.1%</b>
<b>Total Food and Beverage Revenue</b>	<b>634,482</b>	<b>87.7%</b>
Audio Visual Revenue	4,505	0.6%
Function Room Rental and Setup Charges	40,200	5.6%
Surcharges and Service Charges	43,208	6.0%
Miscellaneous Other Revenue	979	0.1%
<b>Total Other Revenue</b>	<b>88,891</b>	<b>12.3%</b>
<b>Total Revenue</b>	<b>723,374</b>	<b>100.0%</b>
<b>Cost of Sales and Other Revenue</b>		
<b>Cost of Food and Beverage Sales</b>		
<i>Cost of Food - Gross</i>	139,331	31.2%
<i>Employee Meal Credit</i>	(73)	-0.0%
Cost of Food Sales	139,258	31.2%
<i>Cost of Beer</i>	23,152	12.3%
<i>Cost of Liquor</i>	11,501	6.1%
<i>Cost of Wine</i>	11,177	5.9%
<i>Cost of Non-Alcohol</i>	1,113	0.6%
Cost of Beverage Sales	46,944	24.9%
<b>Total Cost of Food and Beverage Sales</b>	<b>186,201</b>	<b>29.3%</b>
Audio Visual Cost	1,492	1.7%
Cost of Banquet Misc	-	-
Cost of Misc Other	25	0.0%
<b>Total Cost of Sales</b>	<b>187,718</b>	<b>26.0%</b>
<b>Gross Profit</b>	<b>535,655</b>	<b>74.0%</b>
<b>Salaries &amp; Wages</b>		
Management - Service	63,231	8.7%
Management Kitchen	61,013	8.4%
<b>Non-Management</b>		
Non Mgmt - Food Bqt/Conf Svc/Cater	20,588	2.8%
Non Mgmt - Kitchen	147,753	20.4%
Non Mgmt - Venues	75,139	10.4%
<b>Sub Total Salaries and Wages</b>	<b>367,724</b>	<b>50.8%</b>
Service Charge Distribution	21,861	3.0%
Contract Labor	1,680	0.2%
Incentives	195	0.0%
<b>Total Salaries, Wages, CL and Bonuses</b>	<b>391,460</b>	<b>54.1%</b>
<b>Total Payroll Related Expenses</b>	<b>120,445</b>	<b>16.7%</b>
<b>Total Labor Cost and Related Expenses</b>	<b>511,906</b>	<b>70.8%</b>
<b>Other Expenses</b>		
Operating Expenses - Food	37,208	5.1%
Operating Expenses - Beverage	14,642	2.0%
<b>Total Other Expenses</b>	<b>51,850</b>	<b>7.2%</b>
<b>Total Expenses</b>	<b>751,474</b>	<b>103.9%</b>
<b>Food &amp; Beverage Profit/(Loss)</b>	<b>(28,100)</b>	<b>-3.9%</b>

**Nathan Hale Inn and Conference Center  
Administration Department  
Fiscal Year 2017  
-Final-**

	Actual	
Total Revenue	2,752,443	
<b>Management</b>	161,017	5.8%
<b>Non-Management</b>		
Admin and General Accounting - Non Management	30,202	1.1%
Admin and General Night Audit - Non Management	23,101	0.8%
<b>Sub Total Salaries and Wages</b>	214,320	7.8%
Admin and Gen Misc Payroll	-	-
60-66199 - Bonuses & Incentives	5,607	0.2%
<b>Total Salaries, Wages, CL and Bonuses</b>	<b>219,927</b>	<b>8.0%</b>
<b>Total Payroll Related Expenses</b>	<b>61,957</b>	<b>2.3%</b>
<b>Total Labor Cost and Related Expenses</b>	<b>281,884</b>	<b>10.2%</b>
<b>Other Expenses</b>		
60-76600 - Employee Recruiting	5,316	0.2%
60-76610 - Employee Relocation	-	-
60-76620 - Employee Relations	3,259	0.1%
60-76622 - Awards & Recognition	569	0.0%
Human Resources	9,144	0.3%
60-76045 - Payroll Processing	8,906	0.3%
60-76100 - Centralized Accounting Charges	30,000	1.1%
60-76175 - Dues and Subscriptions	2,849	0.1%
60-76250 - Decorations	188	0.0%
60-76300 - Security	-	-
60-76350 - Telecommunications	-	-
60-76400 - Complimentary Services and Gifts	2,066	0.1%
60-76450 - Provision For Doubtful Accounts	1,523	0.1%
60-76460 - Chargebacks	4,354	0.2%
60-76500 - Equipment Rental	37	0.0%
60-76501 - Information Systems	1,511	0.1%
60-76520 - Bank Charges	3,023	0.1%
60-76550 - Cash Overage and Shortage	(983)	-0.0%
60-76650 - Safety	-	-
60-76700 - Credit Card Commission	57,264	2.1%
60-76750 - License & Permits	1,503	0.1%
60-76760 - Uniform Cost	-	-
60-76770 - Guest Relations	75	0.0%
60-76800 - Professional Fees	4,054	0.1%
60-76801 - Legal Services	1,770	0.1%
60-76804 - Crisis Communications	409	0.0%
60-76830 - Overnight Mail/Couriers	-	-
60-76840 - Postage & Overnight Delivery	918	0.0%
60-76860 - Operating Supplies	7,911	0.3%
60-76878 - Travel-Meals & Entertainment	314	0.0%
60-76880 - Travel-Other	1,995	0.1%
60-76883 - Training	1,104	0.0%
60-76950 - Miscellaneous	7,735	0.3%
60-76951 - Donations	-	-
<b>Total Other Expenses</b>	<b>147,667</b>	<b>5.4%</b>
<b>Total Expenses</b>	<b>429,551</b>	<b>15.6%</b>

**Nathan Hale Inn and Conference Center  
Maintenance Department  
Fiscal Year 2017  
-Final-**

	Actual	
<b>Total Revenue</b>	<b>2,752,443</b>	
<b>Management</b>	47,986	1.7%
<b>Non-Management</b>		
Repairs and Maintenance Engineers - Non Management	25,250	0.9%
<b>Sub Total Salaries and Wages</b>	<b>73,236</b>	<b>2.7%</b>
80-68199 - Bonuses & Incentives	-	-
<b>Total Salaries, Wages, CL and Bonuses</b>	<b>73,236</b>	<b>2.7%</b>
<b>Total Payroll Related Expenses</b>	<b>17,903</b>	<b>0.7%</b>
<b>Total Labor Cost and Related Expenses</b>	<b>91,139</b>	<b>3.3%</b>
<b>Other Expenses</b>		
80-78100 - Building Supplies	535	0.0%
80-78400 - Signage Repairs	-	-
80-78550 - Keys & Locks	1,051	0.0%
80-78992 - Common Area Maintenance	1,803	0.1%
<b>Building</b>	<b>3,388</b>	<b>0.1%</b>
80-78140 - Snow Removal	3,900	0.1%
80-78350 - Grounds, Roads, Walkways	-	-
Grounds Maintenance & Landscaping	3,900	0.1%
80-78102 - Painting and Wallcovering	24	0.0%
80-78130 - Life/Safety	171	0.0%
80-78135 - Light Bulbs	1,492	0.1%
80-78150 - Electrical and Mechanical Equipment	1,023	0.0%
80-78160 - Telephone	-	-
80-78165 - Television	52	0.0%
80-78200 - Heating, Ventilation, and Air Conditioning Equipment	3,771	0.1%
80-78250 - Plumbing	673	0.0%
80-78300 - Swimming Pool	908	0.0%
80-78450 - Furniture and Equipment	71	0.0%
80-78500 - Kitchen Equipment	4,316	0.2%
80-78600 - Engineering Supplies	370	0.0%
80-78650 - Pest Control	3,443	0.1%
80-78700 - Waste Removal	(1,382)	-0.1%
80-78750 - Uniform Laundry	22	0.0%
80-78800 - Contract Services	153,059	5.6%
80-78950 - Elevators and Escalators	-	-
80-78952 - Gas and Oil	7	0.0%
80-78990 - Miscellaneous	281	0.0%
<b>Total Other Expenses</b>	<b>175,589</b>	<b>6.4%</b>
<b>Total Expenses</b>	<b>266,729</b>	<b>9.7%</b>