



Presented by:



2004 Lodging Corporate Annual Report©



Dear Lodging Executive:

Welcome to the HCE Hospitality Compensation Exchange®, the lodging industry's most comprehensive guide to compensation and benefits. We created the HCE to provide hotel owners and operators with current and credible information concerning salary, incentive, and employee benefit trends. Data from the 2004 Lodging Corporate Annual Report© has been obtained through written survey as well as public documentation. One hundred and two companies are represented in the survey. We hope that you will find the HCE an exciting tool for managing your business, allowing you to attract and retain management talent through equitable compensation practices.

With kind regards, I am,

A handwritten signature in black ink, appearing to read "K. Kefgen".

Keith Kefgen
President
HVS Executive Search





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HVS Executive Search

<http://www.hvsinternational.com/Services/ExecutiveSearch/>

Hospitality Compensation Exchange

The HCE Hospitality Compensation Exchange® is the largest industry forum for the exchange of compensation and benefit information. Annual HCE Surveys are conducted for the lodging, gaming, restaurant and retail industries and encompass corporate and property-level positions. Furthermore, clients have access to more focused reports through HCE Select and HCE Custom.

HCE Annual Report

HCE Annual Reports contain an executive summary of the national HCE survey data. The data is categorized by suitable industry criteria. Lodging, Gaming, Restaurant and Retail Annual Reports are available for both corporate and property level positions. An HCE Annual Report is \$350.

HCE Select

HCE Select generates criteria-specific reports based on data from the national survey. Users can determine their own query parameters for an HCE Select Report. The HCE Select program allows for numerous parameters to be considered simultaneously. A typical HCE Select is \$500-\$1,000.

HCE Custom

HCE Custom creates client-defined reports from newly gathered data. HCE Custom gives clients access to information not collected in the national HCE surveys. Custom surveys are designed to consider an unlimited number of parameters, positions and questions. It is specifically targeted to competitive properties. This ground-up approach results in a fully customized report. A typical HCE Custom is \$2,500-\$10,000.

Participating in the HCE

There is no charge to become a participant in the HCE Hospitality Compensation Exchange®. HCE participants are eligible to receive discounts on HCE services. As confidentiality is the cornerstone of our business, protecting the reputation and data integrity of the participants is of critical importance. To that end, we only provide results in aggregate format.

For More Information

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Nationwide

Findings from the 2004 HCE Lodging Corporate Annual Report© include compensation data from 102 hotel companies, representing approximately 13% of the 780 companies that have at least 400 hotel rooms in their portfolio. The survey is the fifth national examination of corporate level compensation, the first was completed in 1996, the second in 1998, the third in 2000 and the fourth in 2002. The results of the study cover twenty-two executive positions. Period comparisons between 2000, 2002 and 2004 have been noted and are illustrated in the charts that follow.

Over the last two years, the lodging industry has experienced steady improvement. In terms of REVPAR performance, fiscal 2004 did not reach the lofty performance of 2000, but it was better than 65% of all other years since 1980. Most major US cities experienced improvement in occupancy each of the last two years. Average room rate increased but predominantly in the past twelve months. As the economy improves, recruiting and retaining talent will become more difficult. Bonus compensation improved substantially in 2004, as more companies reached their financial goals. Furthermore, companies tended to increase their bonus targets, while decreasing long-term incentive objectives.

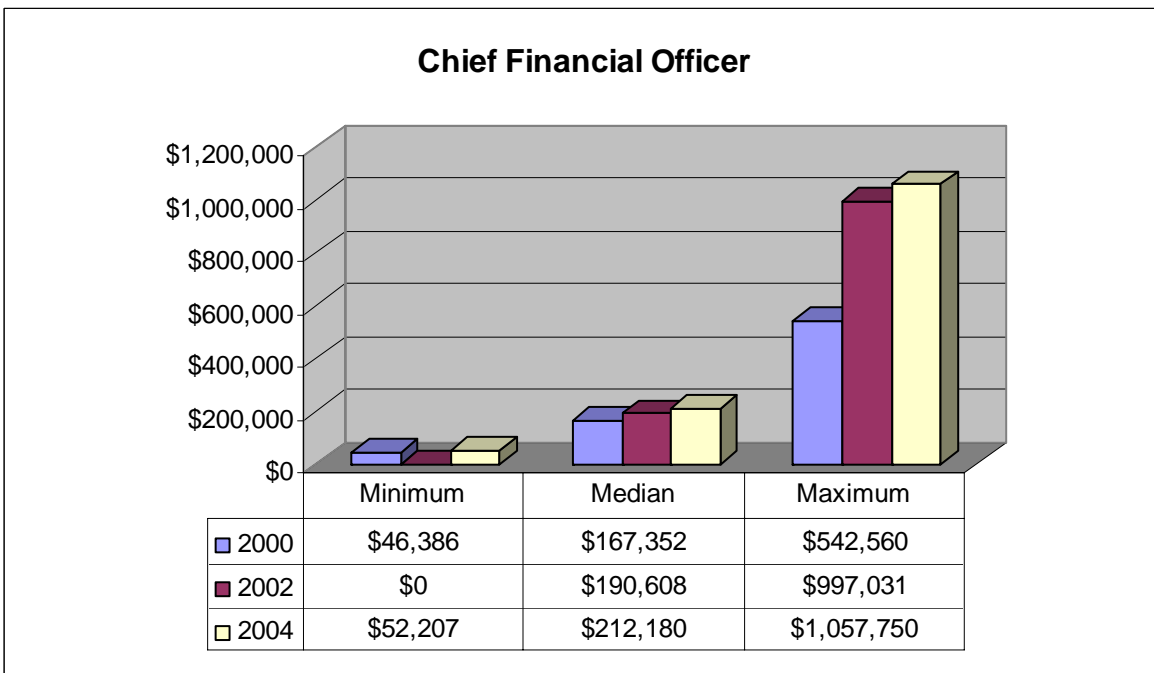
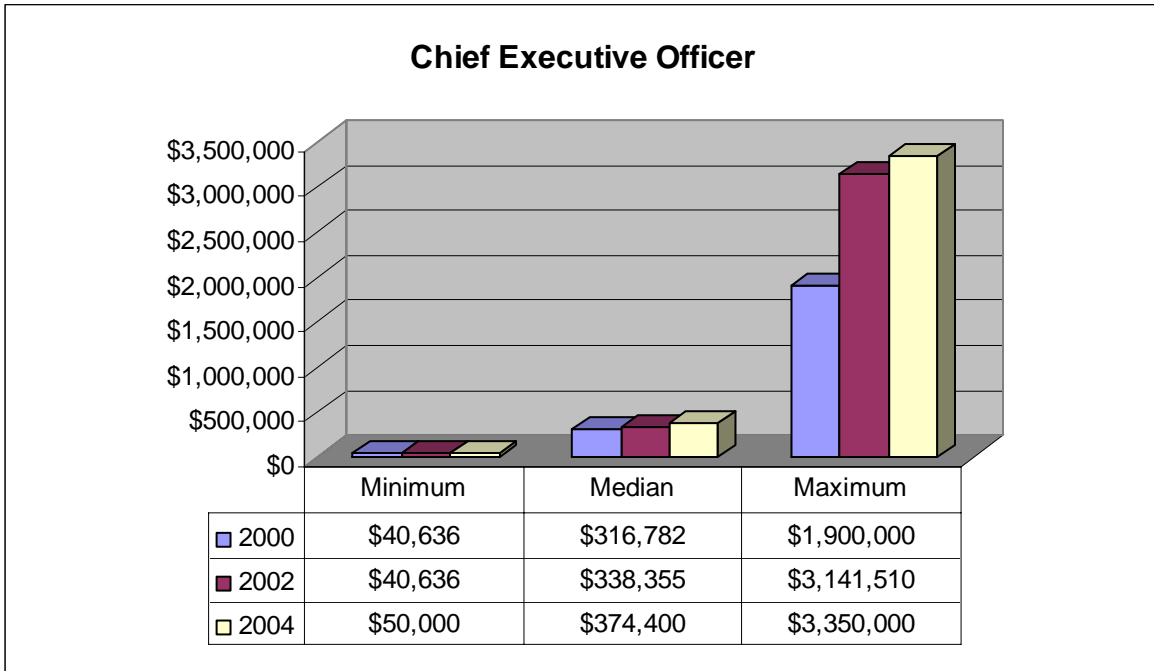
The national results also confirm that compensation in the lodging industry continues to be connected to the hierarchy of a traditional organization chart. Looking at median salaries and bonuses, Chief Executive Officers made the most, while sub-department heads made the least. The prominence of operational, sales & marketing and technology skills continues to be sought after. The industry has moved into a growth stage, with transactions running at an all-time high. We predict that base compensation will increase at a rate of 5% in 2005. We also expect that there will be greater gains in bonus compensation as the economy improves. Finally, we foresee that public companies will favor the use of restricted stock awards over non-qualified stock options.



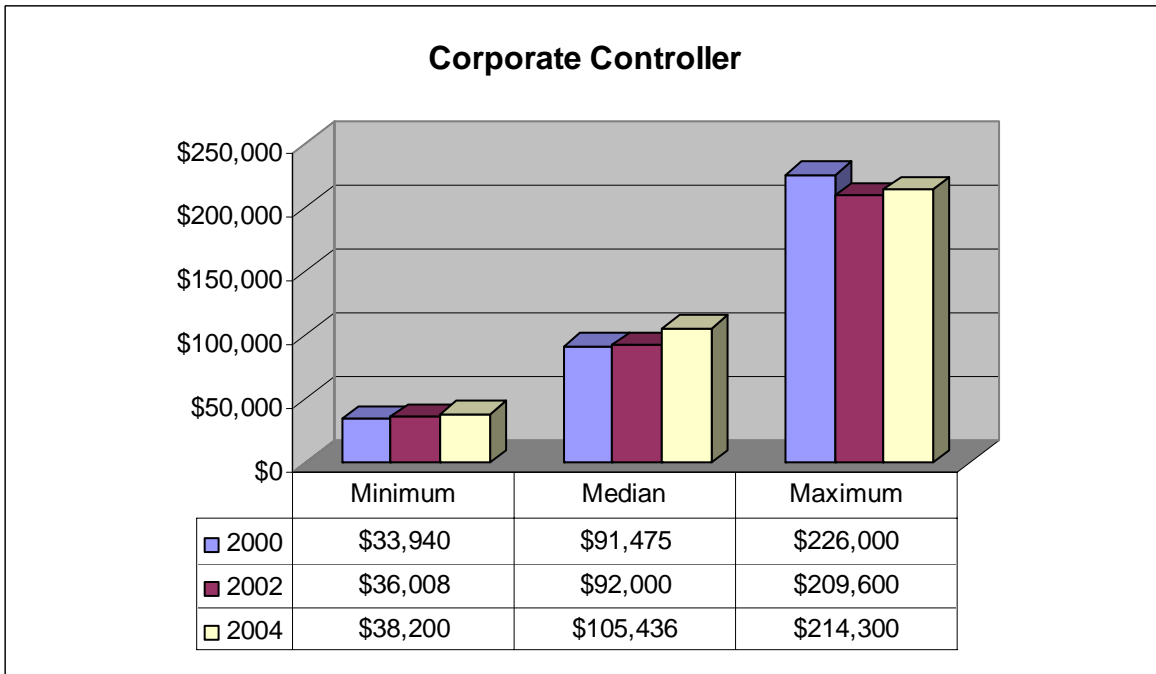
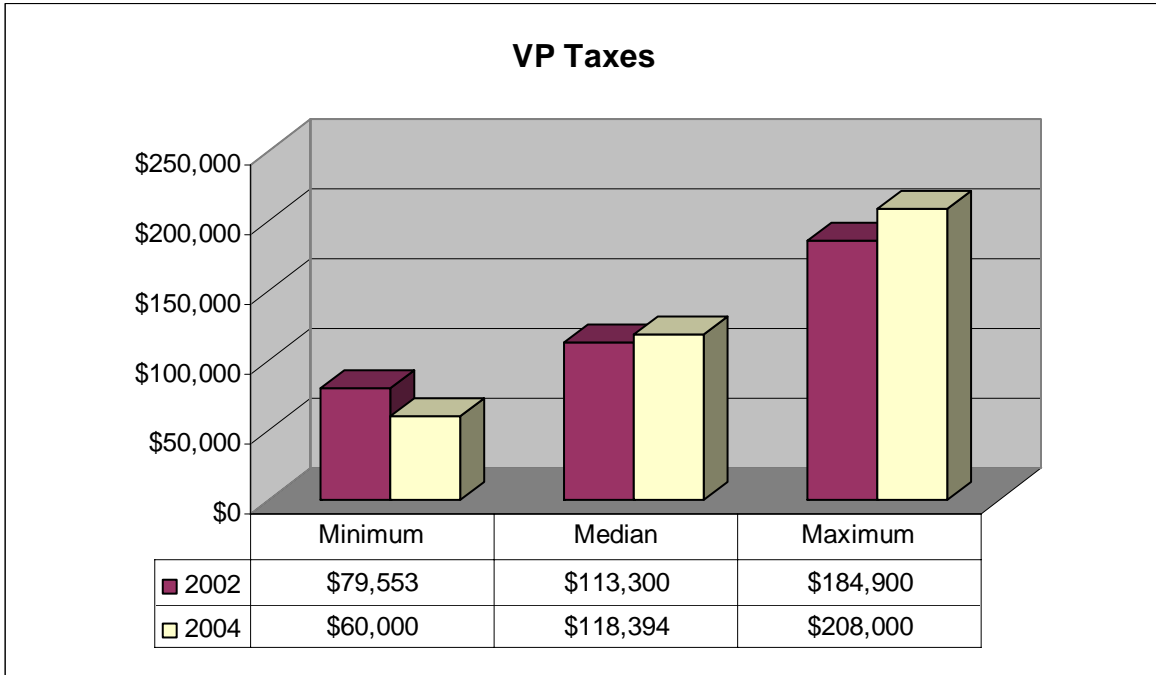
Nationwide Base Salaries and Average Bonuses

	Minimum	25th Percent	50th Percent	75th Percent	Maximum	Avg. Base	Avg. Bonus
Chief Executive Officer	\$50,000.00	\$300,000.00	\$374,400.00	\$531,510.90	\$3,350,000.00	\$504,489.72	\$625,804.24
Chief Financial Officer	\$52,207.85	\$112,550.88	\$212,180.00	\$282,277.91	\$1,057,750.19	\$252,220.86	\$121,824.05
VP Taxes	\$60,000.00	\$90,519.27	\$118,394.50	\$148,851.46	\$208,000.00	\$120,717.01	\$25,078.26
Corporate Controller	\$38,200.89	\$95,120.25	\$105,436.54	\$136,123.91	\$214,300.74	\$115,961.05	\$17,182.48
Treasurer	\$50,000.00	\$106,224.63	\$117,286.00	\$147,674.63	\$223,849.90	\$127,064.48	\$34,450.26
Chief Information Officer	\$65,790.00	\$98,422.21	\$157,527.00	\$239,433.25	\$328,879.00	\$170,411.63	\$54,853.66
Chief Operating Officer	\$92,828.75	\$199,500.00	\$286,443.00	\$341,222.57	\$1,394,231.00	\$322,558.42	\$154,187.69
Sr. VP Operations	\$73,322.27	\$176,457.31	\$199,874.57	\$237,606.00	\$503,927.50	\$211,309.12	\$65,913.78
Regional VP Operations	\$63,668.16	\$115,000.00	\$137,917.00	\$173,365.00	\$285,105.89	\$149,480.75	\$36,818.40
VP Sales	\$36,000.00	\$113,099.13	\$152,823.90	\$185,188.25	\$406,319.94	\$155,933.66	\$33,960.71
VP Marketing	\$84,413.16	\$122,203.74	\$180,000.00	\$222,023.06	\$468,440.00	\$188,727.92	\$58,517.80
Dir. Marketing	\$45,841.10	\$77,976.15	\$108,881.47	\$131,713.36	\$160,000.00	\$105,814.50	\$12,918.00
General Counsel	\$68,925.61	\$157,431.34	\$202,712.50	\$303,717.00	\$795,675.00	\$254,592.58	\$153,528.29
VP Administration	\$74,263.00	\$86,510.50	\$160,399.64	\$202,433.54	\$303,784.47	\$156,071.80	\$44,904.31
VP Corp Communication	\$82,238.80	\$89,030.32	\$98,703.53	\$154,640.00	\$353,067.52	\$137,739.57	\$44,045.87
VP Design/Construction	\$45,000.00	\$110,136.34	\$145,320.75	\$183,030.13	\$246,900.00	\$146,776.45	\$33,677.11
VP Development	\$95,668.25	\$137,246.92	\$180,000.00	\$248,316.92	\$700,349.36	\$194,883.53	\$67,159.32
VP Finance	\$76,107.00	\$109,983.34	\$144,500.00	\$165,000.00	\$291,747.50	\$151,521.99	\$32,103.04
VP Food & Beverage	\$76,377.28	\$98,810.05	\$117,301.34	\$144,305.67	\$169,744.00	\$120,108.60	\$21,075.54
VP Franchising	\$92,922.11	\$109,504.50	\$171,557.54	\$179,825.25	\$472,321.00	\$185,829.40	\$76,158.42
VP Human Resources	\$47,271.37	\$106,090.00	\$135,938.83	\$157,745.36	\$286,867.36	\$131,274.05	\$26,262.56
VP Purchasing	\$50,934.53	\$85,955.01	\$103,503.83	\$152,464.39	\$204,117.16	\$119,506.09	\$23,678.88

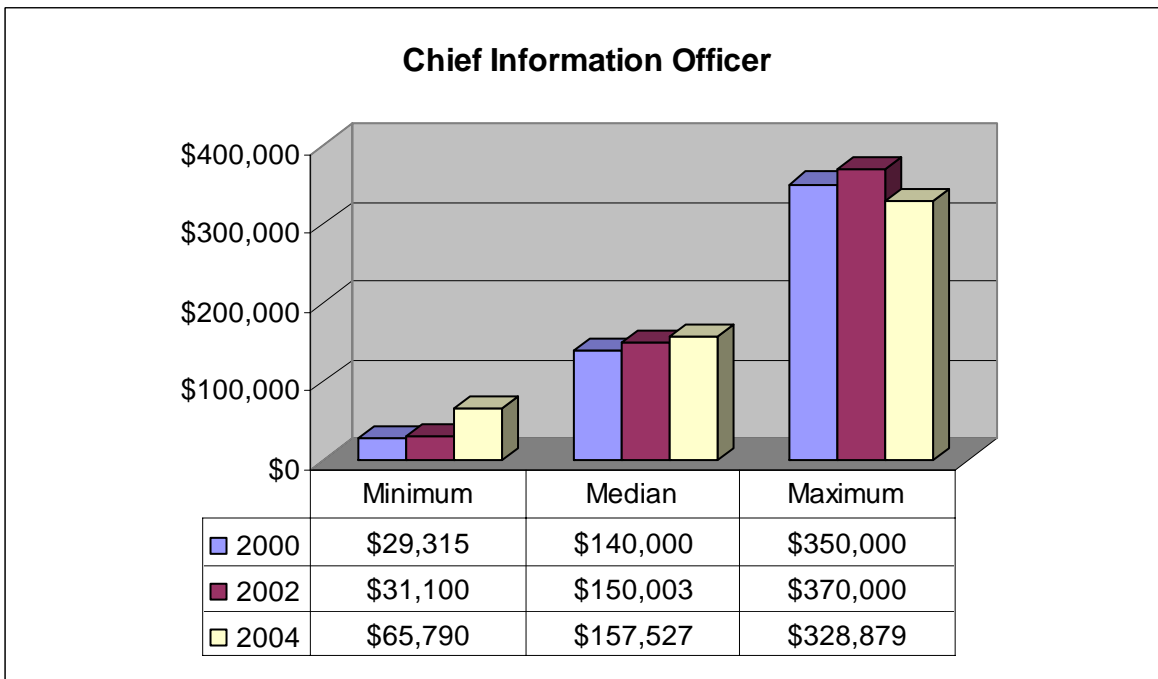
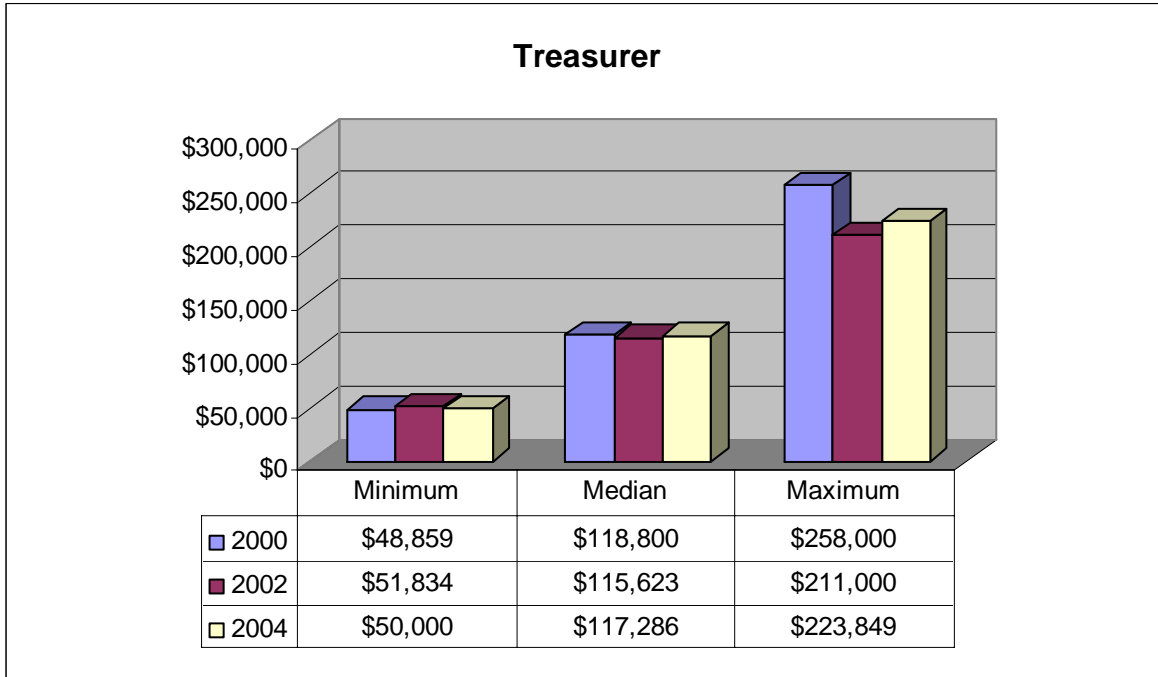
Nationwide Base Salary Comparisons



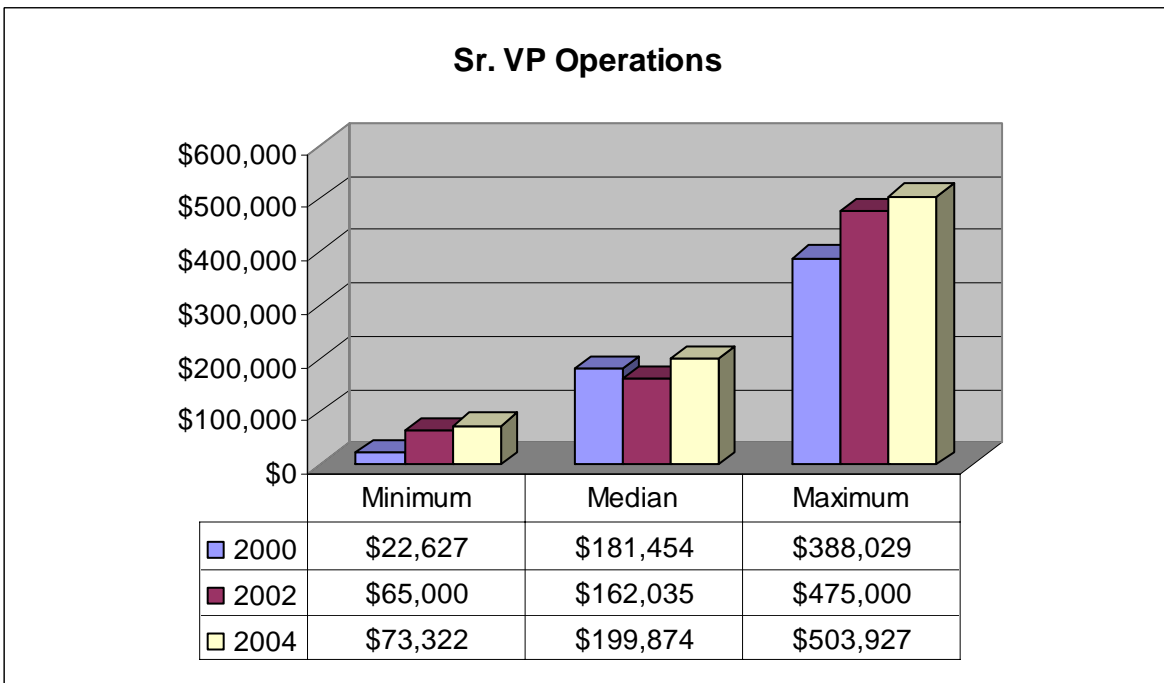
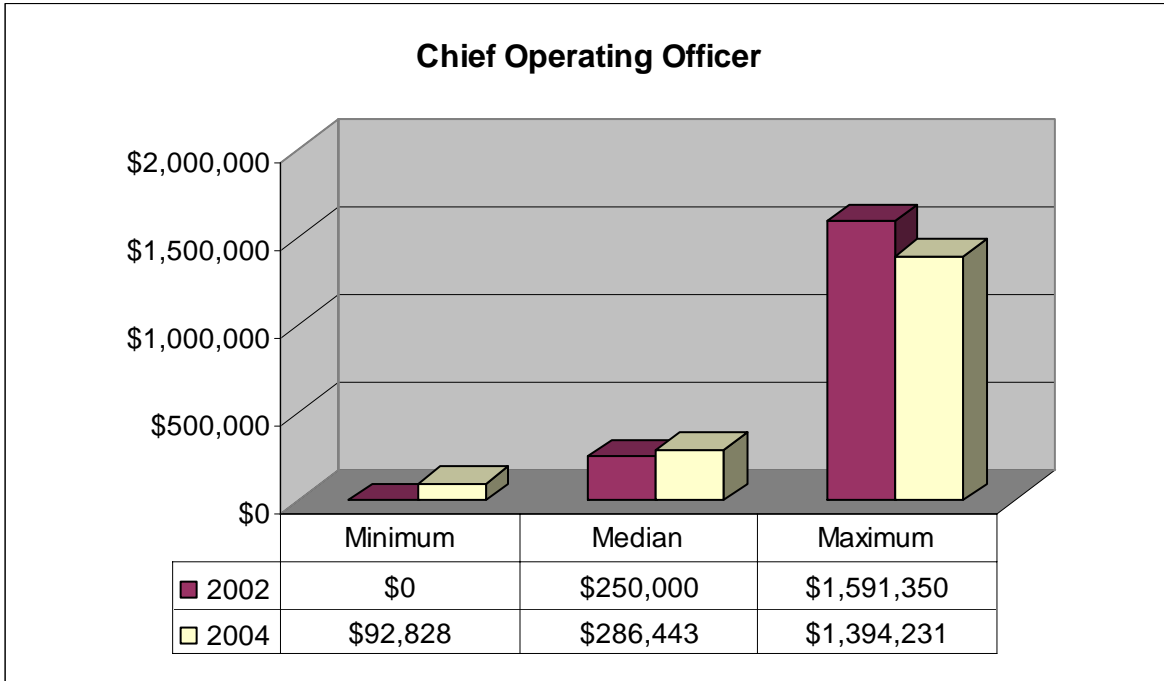
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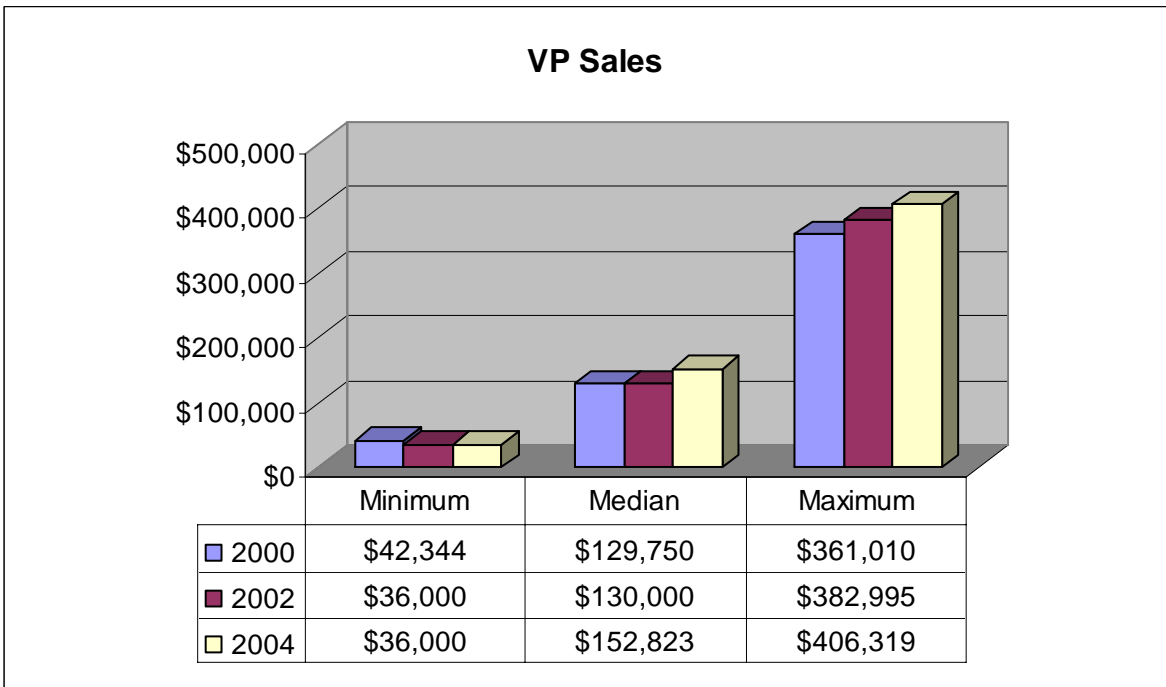
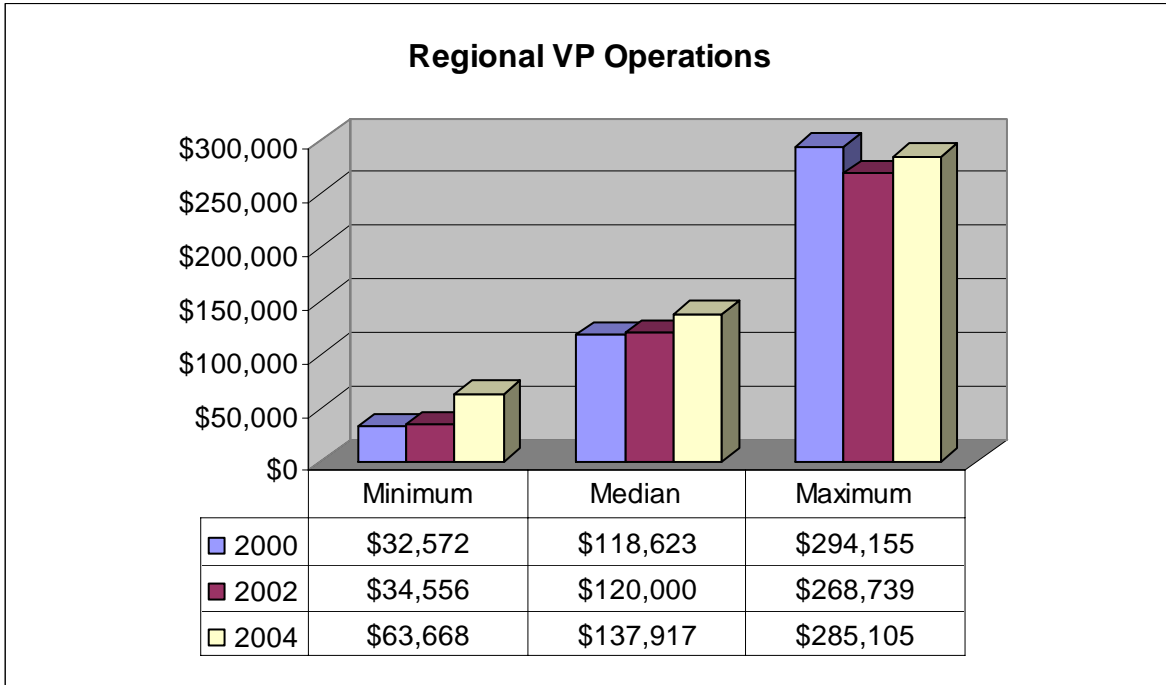
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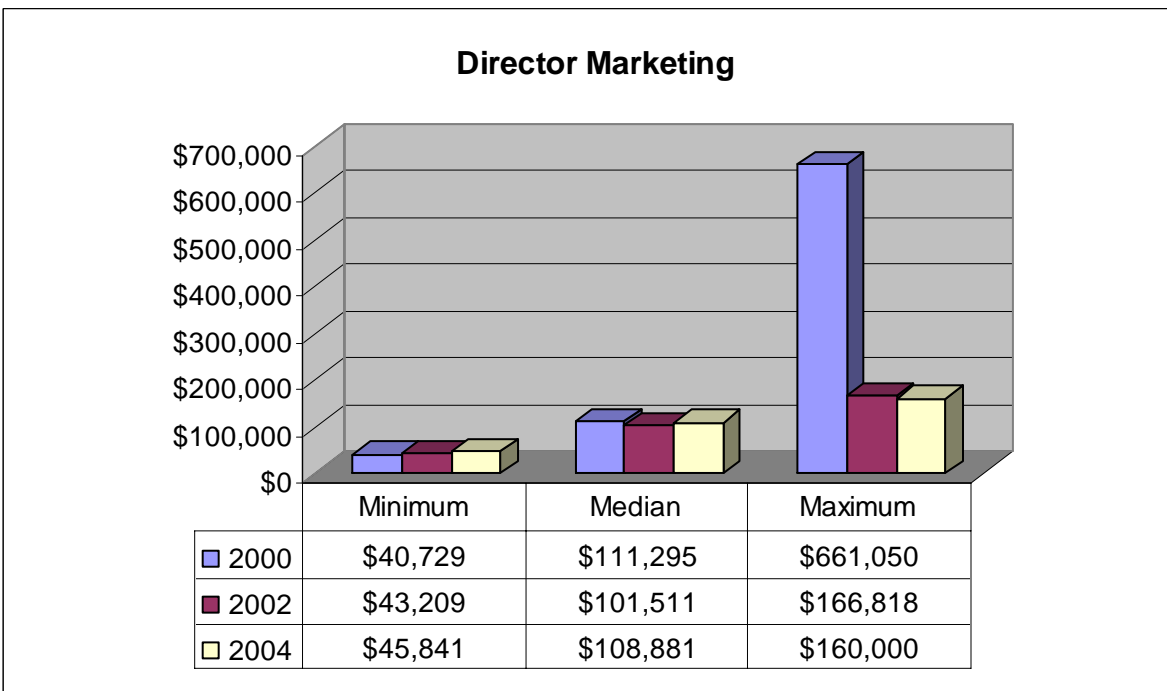
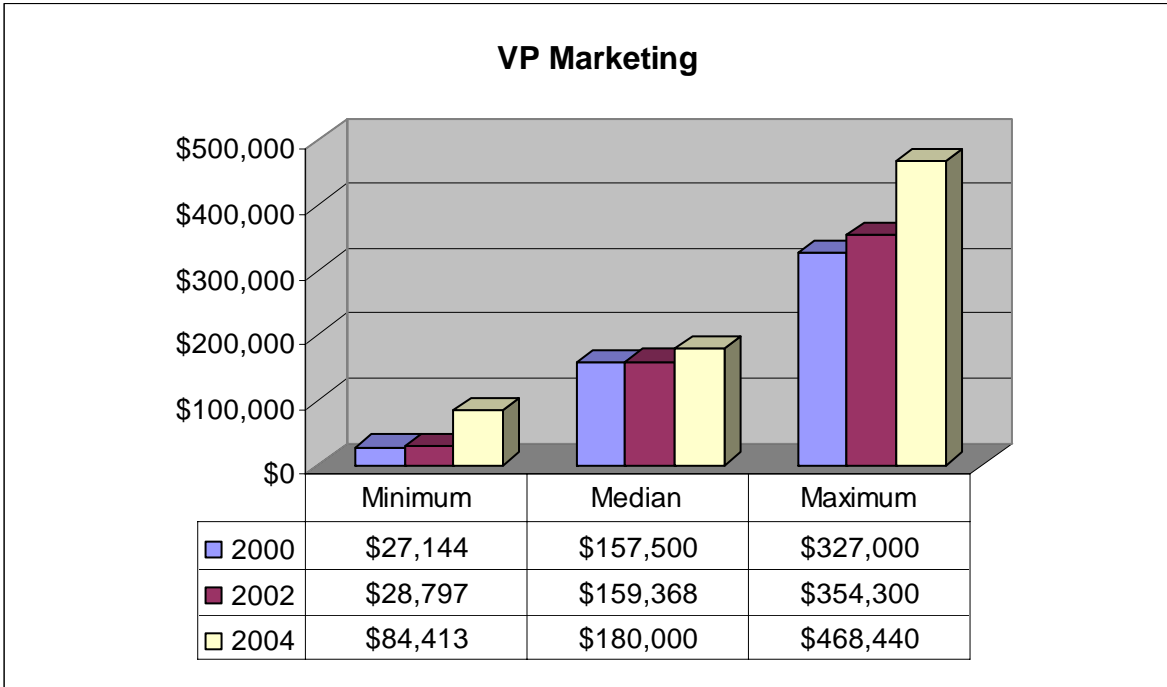
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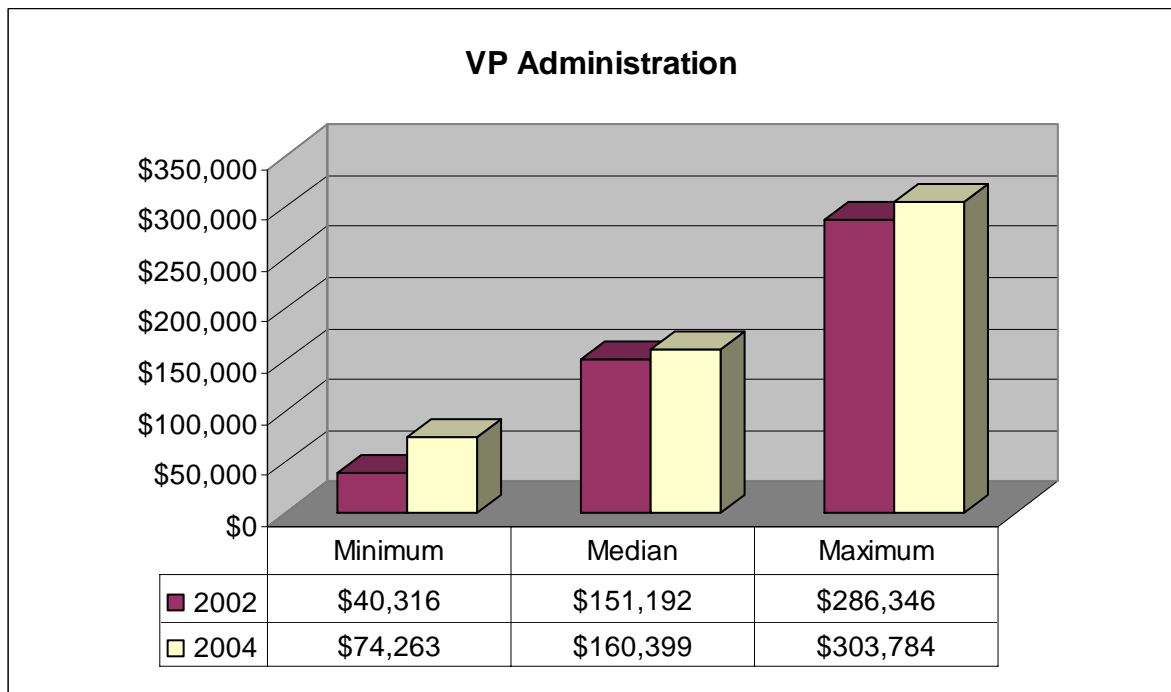
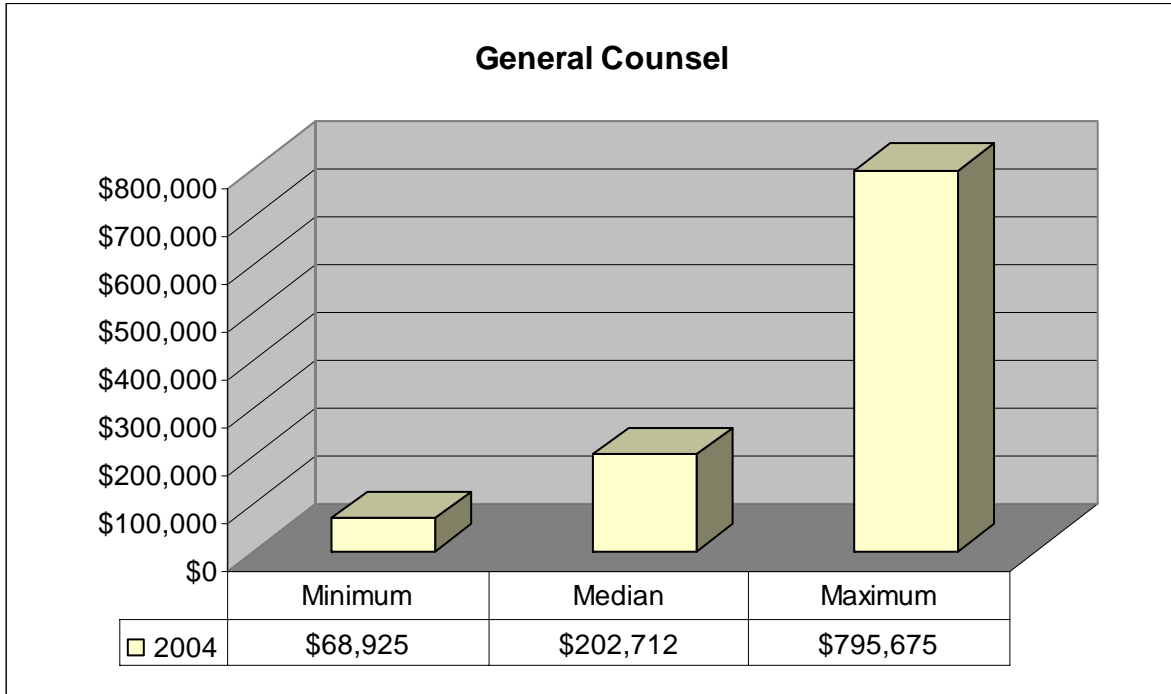
Nationwide Base Salary Comparisons



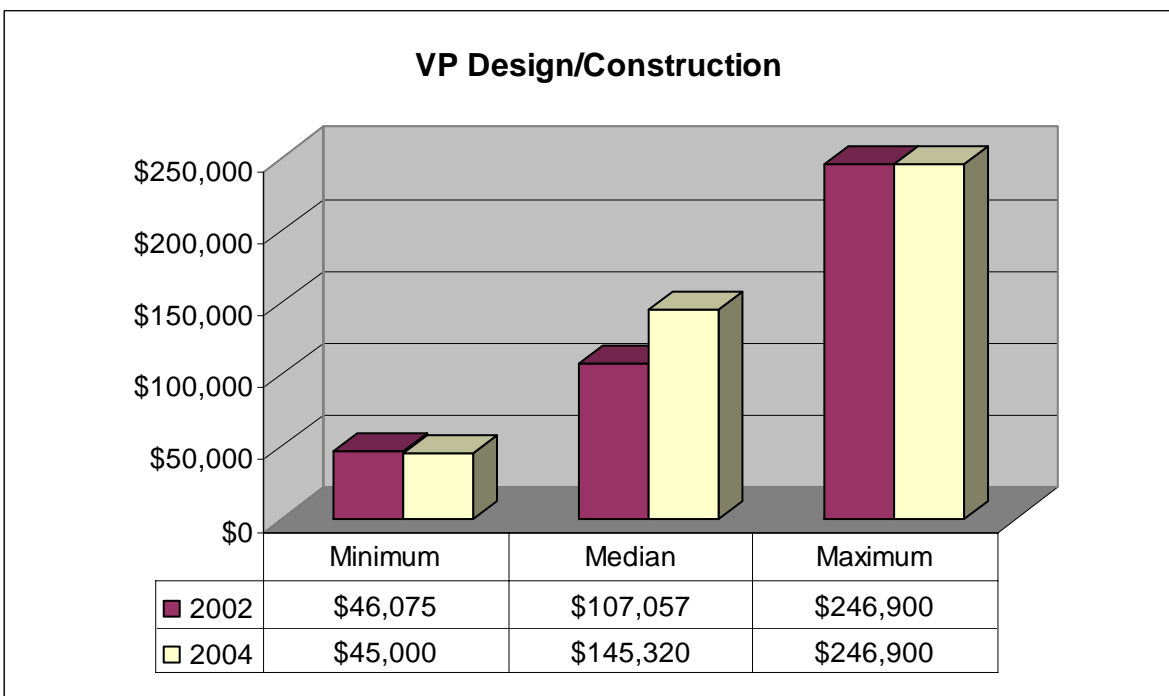
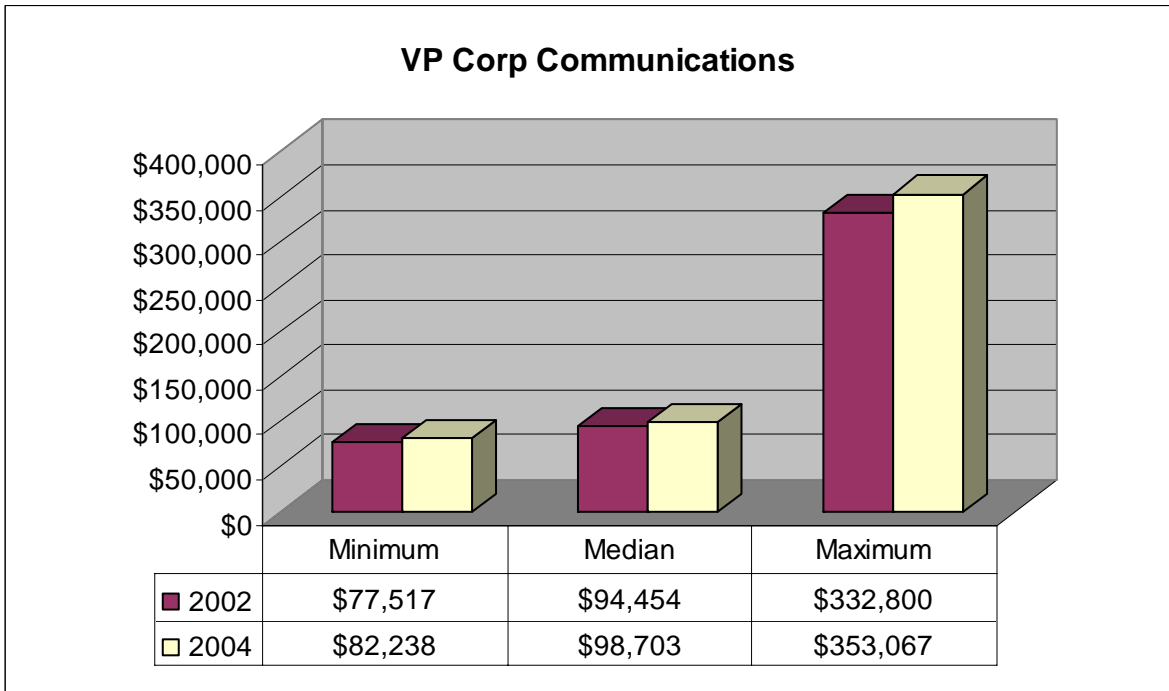
Nationwide Base Salary Comparisons



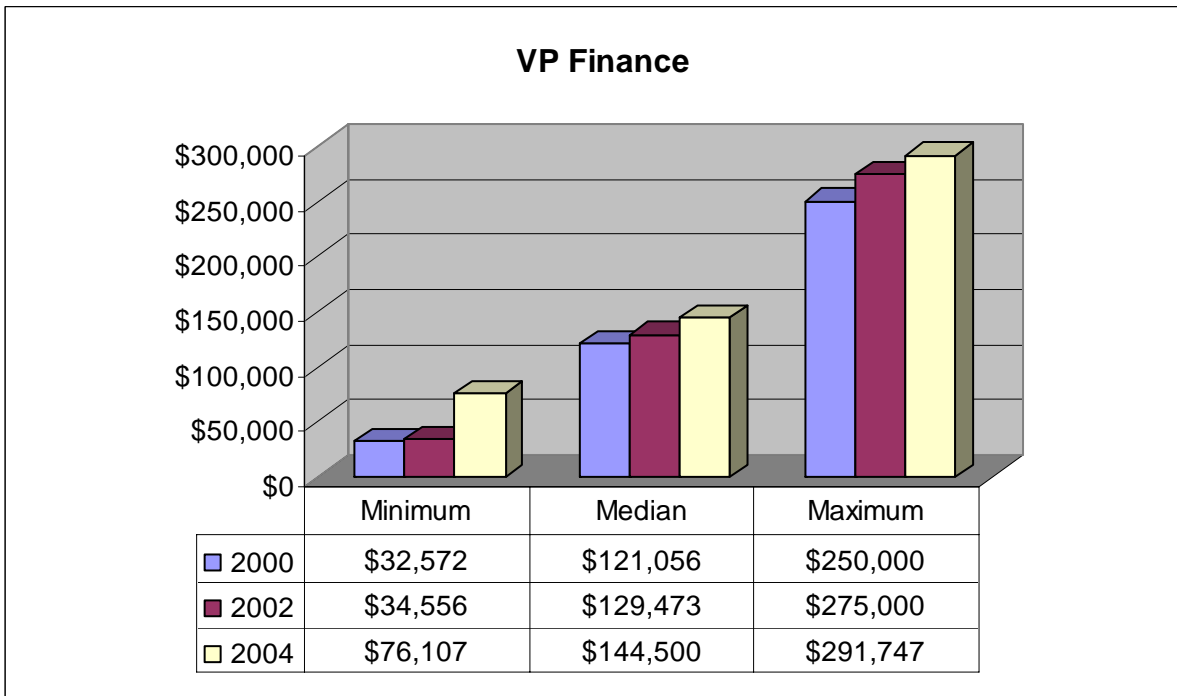
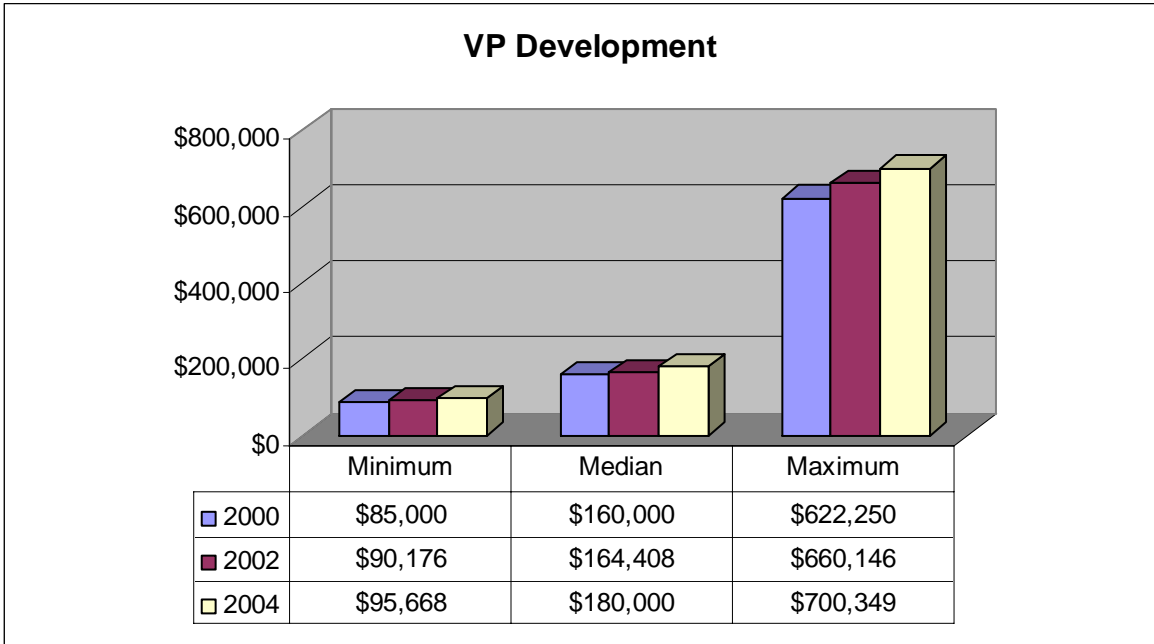
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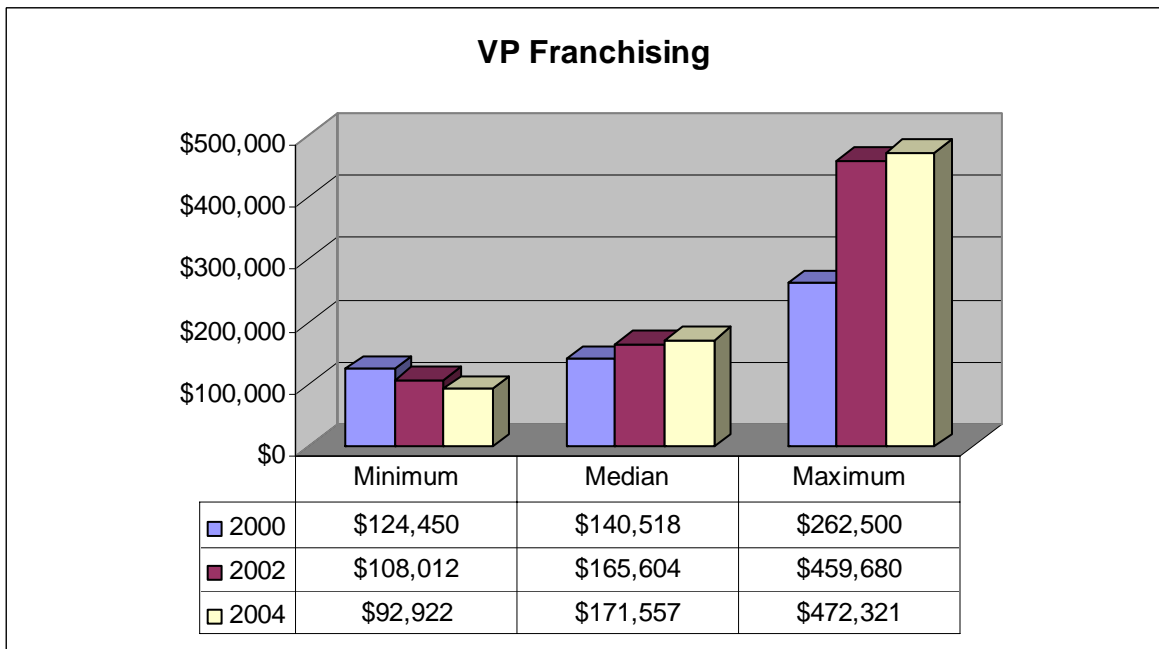
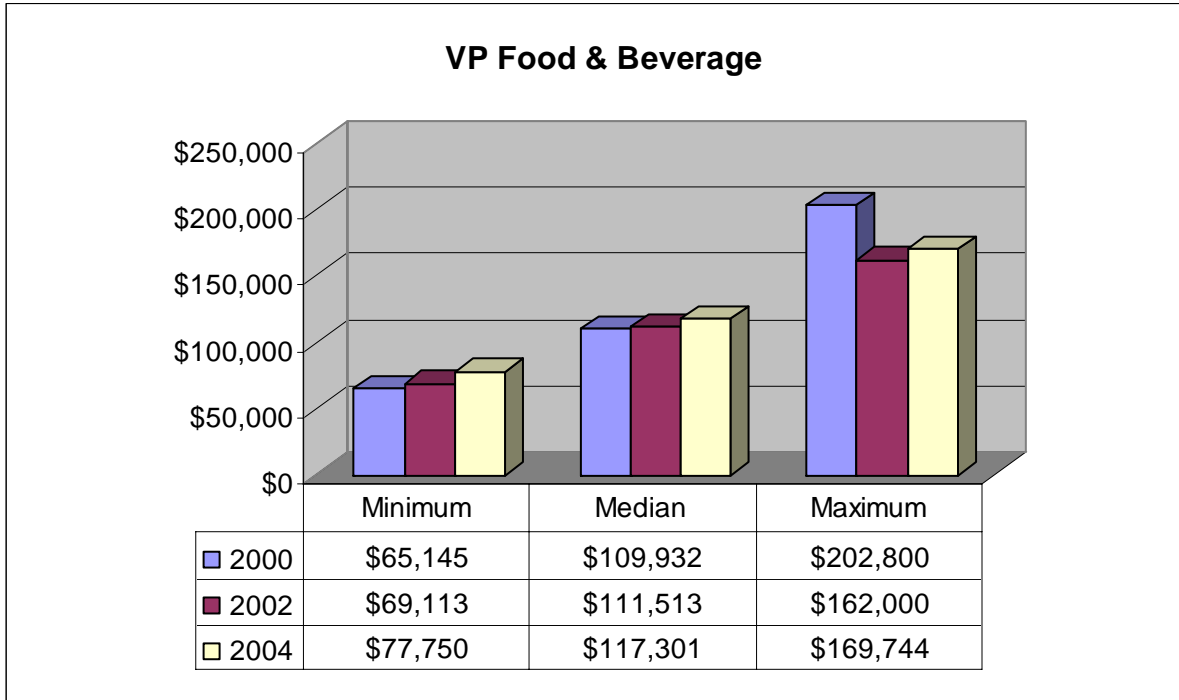
Nationwide Base Salary Comparisons



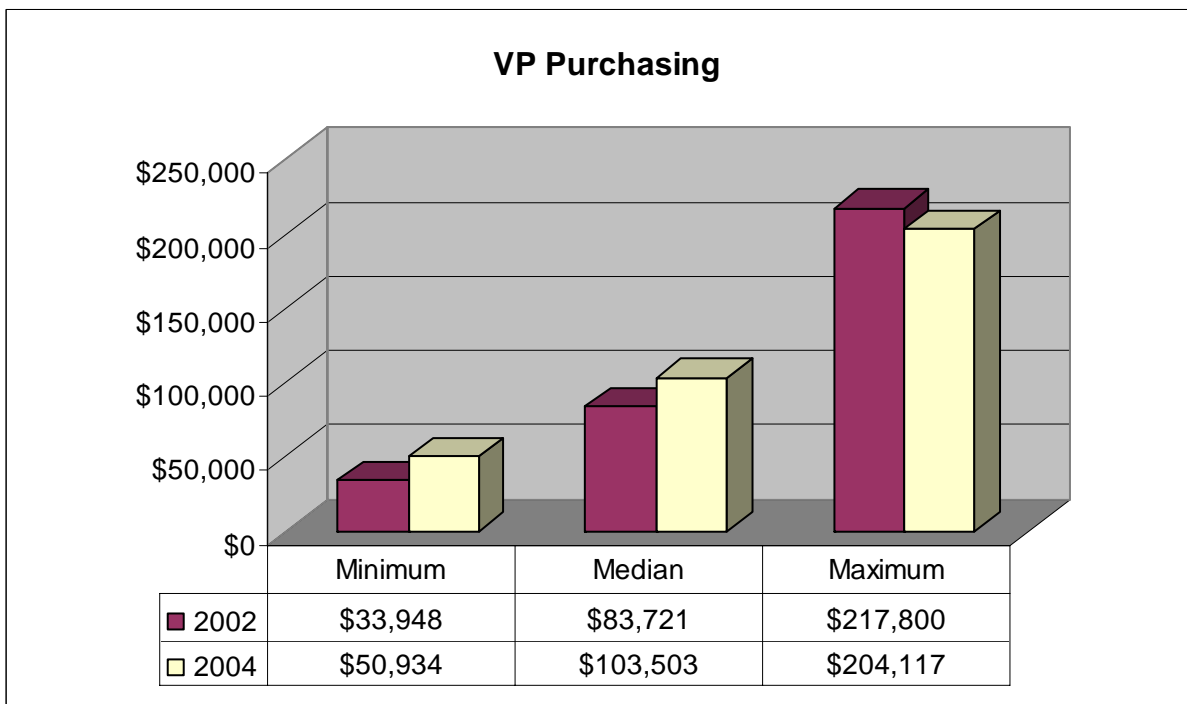
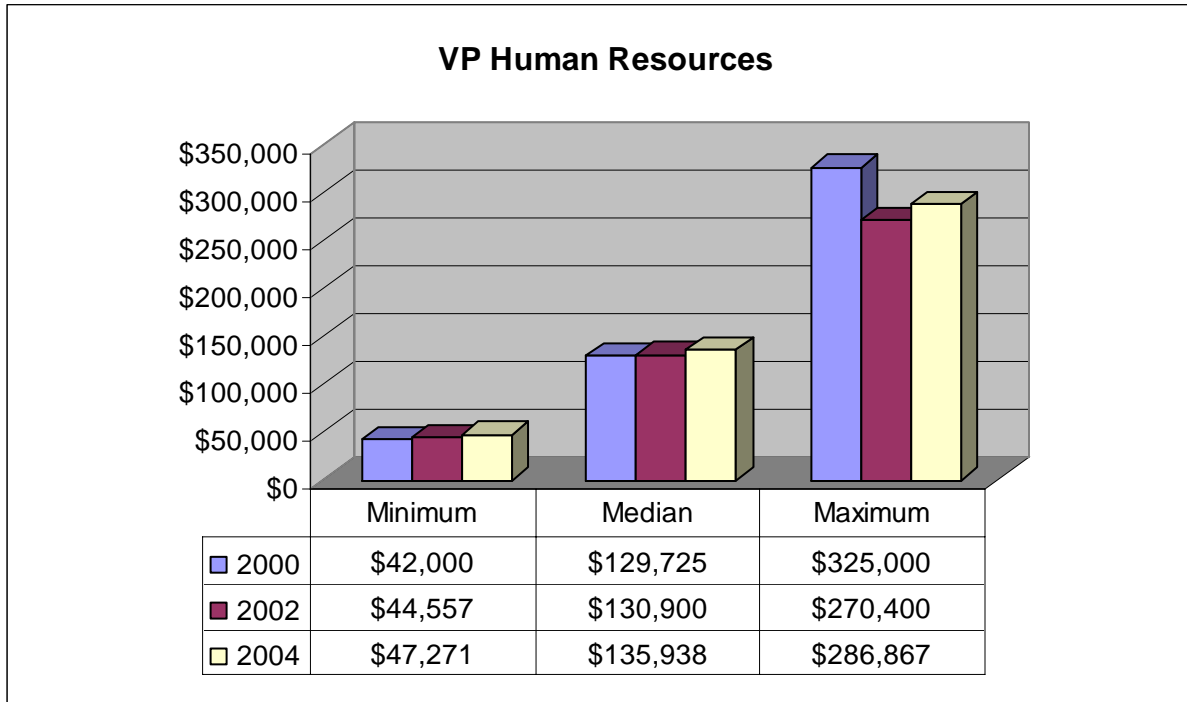
Nationwide Base Salary Comparisons



Nationwide Base Salary Comparisons



Nationwide Base Salary Comparisons





Salary and Bonus Results by System Sales: Less Than \$500,000,000

The 2004 results by system sales followed a similar pattern to that of our previous studies. As a company's system sales increases, executive compensation increases as well. For example, a Chief Executive Officer running a company with revenues of less than \$500,000,000 received a median base salary of \$356,541, while a CEO of a company with revenues of greater than \$500,000,000 received median base salaries of \$599,463. We also applied a regression analysis to determine if a strong relationship existed between system sales and compensation. The regression analysis in Appendix A confirms our hypothesis that in many cases the size of a company directly affects the size of the paycheck. Fourteen of the twenty-two positions showed a medium or high correlation.

	Minimum	25th Percent	50th Percent	75th Percent	Maximum	Avg. Base	Avg. Bonus
Chief Executive Officer	\$50,000.00	\$277,813.05	\$356,541.56	\$447,838.43	\$1,730,343.81	\$392,311.55	\$134,502.65
Chief Financial Officer	\$0.00	\$139,454.10	\$183,971.54	\$251,500.00	\$440,273.50	\$192,313.61	\$56,503.70
VP Taxes	\$60,000.00	\$84,398.78	\$84,881.55	\$109,652.00	\$111,394.50	\$90,065.37	\$14,663.26
Corporate Controller	\$38,200.89	\$93,125.00	\$102,871.07	\$128,355.79	\$212,180.00	\$111,091.53	\$14,927.30
Treasurer	\$50,000.00	\$102,936.00	\$110,376.10	\$115,978.48	\$131,963.00	\$112,895.91	\$11,690.06
Chief Information Officer	\$65,790.00	\$87,588.25	\$113,500.00	\$175,289.69	\$260,000.00	\$130,584.60	\$29,293.98
Chief Operating Officer	\$0.00	\$183,893.50	\$258,425.00	\$319,567.50	\$1,688,263.22	\$293,294.05	\$73,285.59
Sr. VP Operations	\$73,322.27	\$164,170.30	\$194,262.95	\$228,153.93	\$503,927.50	\$199,835.50	\$53,012.12
Regional VP Operations	\$63,668.16	\$104,020.00	\$128,000.00	\$160,000.00	\$212,180.00	\$134,383.84	\$29,419.23
VP Sales	\$36,000.00	\$108,742.25	\$150,000.00	\$171,853.50	\$406,319.94	\$151,231.18	\$31,356.14
VP Marketing	\$84,413.16	\$120,039.21	\$166,644.42	\$190,000.00	\$346,000.00	\$165,215.03	\$38,793.83
Dir. Marketing	\$45,841.10	\$75,058.68	\$98,881.47	\$111,713.36	\$145,000.00	\$98,090.32	\$12,719.51
General Counsel	\$68,925.61	\$134,424.02	\$187,142.76	\$206,700.00	\$273,000.00	\$181,041.81	\$51,607.32
VP Administration	\$74,263.00	\$87,836.00	\$160,399.64	\$198,167.09	\$237,818.77	\$147,535.59	\$30,364.68
VP Corp Communication	\$84,872.00	\$92,079.57	\$108,703.53	\$119,339.25	\$177,167.00	\$112,589.24	\$24,380.04
VP Design/Construction	\$45,000.00	\$98,924.45	\$114,602.68	\$170,465.60	\$206,098.00	\$130,091.54	\$28,731.87
VP Development	\$95,668.25	\$132,212.01	\$152,754.55	\$165,242.24	\$309,125.00	\$157,547.34	\$33,549.78
VP Finance	\$76,107.00	\$108,036.67	\$134,424.02	\$162,054.98	\$281,377.20	\$142,512.29	\$25,169.74
VP Food & Beverage	\$76,377.28	\$91,820.09	\$109,983.34	\$135,807.94	\$169,744.00	\$115,908.67	\$13,543.17
VP Franchising	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VP Human Resources	\$47,271.37	\$102,904.81	\$125,630.44	\$141,751.58	\$191,004.35	\$123,594.56	\$20,408.51
VP Purchasing	\$50,934.53	\$63,654.00	\$90,076.00	\$144,615.00	\$182,800.00	\$105,619.96	\$18,455.56



Salaries and Bonus Results by System Sales: Greater Than \$500,000,000

	Minimum	25th Percent	50th Percent	75th Percent	Maximum	Avg. Base	Avg. Bonus
Chief Executive Officer	\$265,225.00	\$450,882.50	\$599,463.67	\$1,000,000.00	\$3,350,000.00	\$784,527.07	\$1,848,765.44
Chief Financial Officer	\$203,737.98	\$231,884.10	\$328,461.00	\$476,084.00	\$1,057,750.19	\$405,568.53	\$296,686.95
VP Taxes	\$96,157.00	\$125,986.21	\$143,851.46	\$160,214.80	\$208,000.00	\$146,260.05	\$33,757.43
Corporate Controller	\$95,502.17	\$106,378.54	\$159,802.50	\$210,775.93	\$214,300.74	\$157,351.98	\$35,787.78
Treasurer	\$147,141.53	\$148,207.73	\$148,208.00	\$209,601.00	\$223,849.90	\$175,401.63	\$79,970.67
Chief Information Officer	\$140,054.00	\$230,613.44	\$263,181.00	\$298,473.00	\$328,879.00	\$255,755.27	\$109,624.41
Chief Operating Officer	\$201,571.00	\$297,200.23	\$432,847.20	\$544,300.00	\$1,394,231.00	\$463,041.13	\$403,743.30
Sr. VP Operations	\$171,017.08	\$191,790.00	\$229,205.24	\$264,986.79	\$481,190.00	\$252,404.68	\$110,349.17
Regional VP Operations	\$137,917.00	\$164,503.00	\$185,580.00	\$219,622.72	\$285,105.89	\$198,545.72	\$60,865.70
VP Sales	\$105,707.02	\$138,674.00	\$188,938.00	\$199,803.05	\$228,093.50	\$171,384.66	\$42,518.57
VP Marketing	\$98,754.00	\$163,750.00	\$221,772.03	\$296,434.56	\$468,440.00	\$233,017.86	\$119,662.09
Dir. Marketing	\$83,743.20	\$91,063.05	\$109,723.38	\$139,457.83	\$160,000.00	\$110,797.49	\$14,009.70
General Counsel	\$132,613.56	\$236,156.34	\$333,620.95	\$411,000.00	\$795,675.00	\$363,851.27	\$286,809.56
VP Administration	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VP Corp Communication	\$82,238.80	\$87,924.50	\$121,910.00	\$196,690.25	\$353,067.52	\$162,889.89	\$63,711.70
VP Design/Construction	\$138,796.50	\$165,500.40	\$210,908.00	\$222,051.00	\$246,900.00	\$196,831.18	\$48,512.82
VP Development	\$129,429.80	\$191,004.35	\$249,820.56	\$393,253.35	\$700,349.36	\$290,927.40	\$152,480.46
VP Finance	\$100,785.50	\$157,174.13	\$179,655.53	\$206,036.89	\$291,747.50	\$186,059.18	\$58,680.69
VP Food & Beverage	\$120,000.00	\$114,602.68	\$140,054.31	\$147,073.33	\$168,083.86	\$142,048.12	\$31,663.08
VP Franchising	\$92,922.11	\$126,256.27	\$171,557.54	\$181,044.00	\$472,321.00	\$200,620.03	\$101,544.56
VP Human Resources	\$154,490.72	\$177,700.78	\$187,767.00	\$200,785.50	\$286,867.36	\$198,013.95	\$59,714.26
VP Purchasing	\$133,503.66	\$133,504.00	\$147,755.00	\$159,170.33	\$204,117.16	\$155,610.03	\$37,259.50



Long-Term Incentives

Stock options are no longer the only form of long-term incentive in the lodging industry. Due to regulatory changes, many companies are opting to use restricted stock grants in place of or in addition to stock options. Of the 45 publicly traded companies, 14 used restricted stock grants. The tables below detail both forms of long-term incentives. Similar to the trend in cash compensation, as an executive moved up the lodging corporate ladder, the more stock awards he or she received. Understandably, CEO's received the largest number of stock options, while sub-department heads received the least. We also identified a trend towards performance shares rather than simple tenure shares.

# Stock Options	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Executive Officer	0	25,000	50,000	100,000	1,800,000
Chief Financial Officer	0	20,000	32,000	50,000	600,000
VP Taxes	0	263	9,425	29,055	60,720
Corporate Controller	0	1,500	10,500	35,450	82,459
Treasurer	0	1,250	10,250	38,450	79,830
Chief Information Officer	0	1,000	12,550	50,000	225,000
Chief Operating Officer	0	25,000	45,000	80,000	350,000
Sr. VP Operations	0	5,000	16,250	80,975	200,000
Regional VP Operations	0	0	5,000	10,263	15,000
VP Sales	0	0	8,250	10,000	75,000
VP Marketing	0	0	10,000	27,092	200,000
Dir. Marketing	0	0	0	1,500	2,000
General Counsel	0	0	15,000	78,195	1,000,000
VP Administration	0	0	200	1,800	6,000
VP Corp Communication	0	0	0	6,000	50,000
VP Design/Construction	0	0	0	9,150	100,000
VP Development	0	4,000	11,000	22,200	300,000
VP Finance	0	3,200	11,500	19,000	70,807
VP Food & Beverage	0	0	0	3,975	15,900
VP Franchising	0	350	2,000	12,000	97,100
VP Human Resources	0	1,500	3,800	15,750	60,000
VP Purchasing	0	0	175	6,343	31,600

The table represents 45 of the 102 companies surveyed, which are publicly traded



Long-Term Incentives

Restricted Stock (\$)	50th Percentile	Average
Chief Executive Officer	\$847,494	\$2,401,728.08
Chief Financial Officer	\$210,000	\$952,586.89
VP Taxes	N/A	N/A
Corporate Controller	N/A	N/A
Treasurer	N/A	N/A
Chief Information Officer	N/A	N/A
Chief Operating Officer	\$362,174	\$2,055,933.57
Sr. VP Operations	N/A	N/A
Regional VP Operations	N/A	N/A
VP Sales	N/A	N/A
VP Marketing	N/A	N/A
Dir. Marketing	N/A	N/A
General Counsel	\$51,623	\$71,429.17
VP Administration	N/A	N/A
VP Corp Communication	N/A	N/A
VP Design/Construction	N/A	N/A
VP Development	N/A	N/A
VP Finance	N/A	N/A
VP Food & Beverage	N/A	N/A
VP Franchising	N/A	N/A
VP Human Resources	N/A	N/A
VP Purchasing	N/A	N/A

The table represents 14 of the 45 public companies that granted restricted stock

Benefits

In order to gain an understanding of general lodging industry benefit trends provided for corporate level executives we asked our survey participants to address several points in key areas such as Medical, Dental, 401k, etc...). Results indicate that while several benefits have become commonly offered, "best practice" organizations are spending a lot of time on developing programs that keep them competitive with their counterparts.

Medical& Dental Plans

Survey results indicate that every company included in the peer group offer corporate executives medical and dental plan coverage. The programs and types of plans are as follows:

- Preferred Provider Program (PPO) – Eighty Percent (80%)
- Health Maintenance Organization (HMO) – Forty Four Percent (44%)
- Point Of Service (POS) – Twenty Six Percent (26%)

Additional Points of Interest:

- In Forty Two percent (42%) of the cases, dental insurance is provided in conjunction with the medical plan.

401K Plans

Every company that participated in the study provides a 401k Plan for their corporate level executives. Eligibility periods and vesting schedules are as follows:

Eligibility

- Immediately – Four Percent (4%)
- Less Than 6 Months – Twenty Nine (29%)
- 6 Months – 1 Year -Ten Percent (10%)
- After 1 Year – Fifty Seven Percent (57%)

Additional Points of Interest:

- Of the respondents that have 401k Plans, over seventy percent have vesting restrictions in place with the most common schedule being over a five year period.
Most companies in the peer group have matching contributions for their executives (the average of the group was .40 cents for every dollar an employee invests up to 9.3 average).

Life Insurance Plans

- Life Insurance is provided to 95% of corporate level executives included in the study. The maximum coverage offered ranged from \$7,500.00 to \$1,000,000.00 with the average maximum coverage at \$250,000.
- 80% of the respondents give their employees the right to purchase supplemental life insurance.
- 62% of the respondents give their employees the right to purchase dependent life insurance



Disability Insurance Plans

- Short-Term Disability Insurance is provided to 80% of the corporate level executives included in the study.
- Long-Term Disability Insurance is provided to 95% of the corporate level executives included in the study.



Appendix A-Regression Analysis

A regression analysis is performed using a mathematical formula to determine whether one set of data has any relationship to another set of data. This formula analyzes the relationship between a dependent variable and an independent variable. For the purpose of our report, we examined whether executives' salaries (dependent variable) were correlated to company system sales (independent variable).

In the regression analysis, the closer the R-squared (R^2) value is to 1.00, the more likely that the executives' salaries correlated to system sales. For this study, an R^2 value of less than 0.25 reflected a low correlation; a value of 0.25 to 0.50 reflected a medium correlation, while a value of higher than 0.50 showed a high correlation. Four of the twenty-two positions showed a High correlation, ten positions were Medium and eight were Low. The results of the regression demonstrate that executive compensation is most influenced by company size.

	R2	Rating
Chief Executive Officer	0.2290	Low
Chief Financial Officer	0.3402	Medium
VP Taxes	0.2885	Medium
Corporate Controller	0.2098	Low
Treasurer	0.5905	High
Chief Information Officer	0.4208	Medium
Chief Operating Officer/President	0.2972	Medium
Sr. VP Operations	0.2623	Medium
Regional VP Operations	0.4342	Medium
VP Sales	0.0597	Low
VP Marketing	0.2314	Low
Dir. Marketing	0.0195	Low
General Counsel	0.6699	High
VP Administration	0.0187	Low
VP Corporate Communications	0.6828	High
VP Design & Construction	0.0827	Low
VP Development	0.4870	Medium
VP Finance	0.2834	Medium
VP Food & Beverage	0.1500	Low
VP Franchising	0.6331	High
VP Human Resources	0.4434	Medium
VP Purchasing/Distribution	0.3245	Medium



Appendix B-Survey Participants

Accor
Affinia Hospitality
Alta Hotel Group
American Skiing Company
ARAMARK
Arlington Hospitality
Benchmark Hospitality
Best Western International
Bluegreen Corp.
Boca Resorts, Inc.
Boykin Lodging
Brutger Equities, Inc.
Buckhead America Corp.
Canadian Hotel Income Properties REIT
Carlson Hospitality
Carnival Corp.
CFI & Westgate Resorts
Choice Hotels International
Club Corp International
Coakley & Williams Hotel Management
Colonial Williamsburg Hotel Properties
Crescent Real Estate Equities Co.
Crown American Corp.
CSM Lodging Services Inc.
Davidson Hotel Company
Destination Hotels & Resorts
Dolce International
Drury Inns Inc.
Edward Thomas Co.
Equity Inns, Inc.
Fairmont Hotels & Resorts
FelCor Lodging Trust, Inc.
Fine Hotels
Four Seasons Hotels & Resorts
Gaylord Entertainment
Good Nite Inns
Hampshire Hotels & Resorts LLC
Hersha Hospitality Trust
Hershey Entertainment & Resort Co.
Highpointe Hotel Corp.
Hilton Hotels Corp.
Hospitality Properties Trust
Host Marriott Corp.
Hyatt Hotels Corp.
Ian Schrager Hotels
ILX Resorts, Inc.
IMIC Hotels
Innkeepers USA Trust
Interactive Corporation
InterContinental Hotels & Resorts
Interstate Hotels Corp.
Intrawest Corp.
Jameson Inns Inc.
Janus Hotels & Resorts, Inc.
JC Resorts
John Q. Hammons Hotels, Inc.
Joie De Vivre Hospitality, Inc.
Kimpton Hotel & Restaurant Group
Kohler
La Quinta Inns, Inc.
Lane Hotels/Lane Hospitality
LaSalle Hotel Properties
Loews Hotels
Lok Group Of Companies/Lok Hotels
Marcus Corp.
Marriott International, Inc.
Meristar Hospitality Corporation
Meritage Hospitality Group
Meyer Jabara Hotels
New Castle Hotel Corp.
North Central Group
Omni Hotels
Outrigger Hotels & Resorts
Pacific Hotel Management, LLC
Pebble Beach Companies
Pegasus Solutions, Inc
Peninsula Hotel Group
Prime Hospitality Corp.
Raffles International Hotels & Resorts
Richfield Hospitality Services
Rim Corporation
Ritz Carlton Hotel Co.
Rosewood Hotels & Resorts, Inc.
Sage Hospitality Resources, LLC
Shell Hospitality
ShoLodge Inc.
Sonesta International Hotels Corp.
Starwood Hotels & Resorts
Sterling Hotels Corp.
Steven Holtze Corp.
Tarsadia Hotels
Tishman Hotel Corp.
U.S. Franchise Systems, Inc.
Vail Resorts, Inc.
Vista Host, Inc.
Walt Disney Co.
Waterford Hotel Group
Westcoast Hospitality Corp.
White Lodging Services
Winston Hotels, Inc.
Wyndham International
Xantera Parks & Resorts, Inc.
Marcus (sold to La Quinta in 2004)
Prime (sold to Blackstone in 2004)
Ritz Carlton (a Marriott brand)





Appendix C-Job Descriptions

Chief Executive Officer

Reports to Board of Directors and/or shareholders. Oversees entire company. Makes final decisions on financial and corporate matters. Responsible for development of corporate vision, as well as short and long-term business plans.

Chief Financial Officer

Reports to Chief Executive Officer. Acts as chief strategist with CEO to define company financial performance goals. Supervises finance, treasury and accounting staff. Implements and manages a comprehensive financial reporting system for performance measures and budgeting purposes. Develops and maintains control of expenditures and profit maximization.

VP Taxes

Reports to Chief Financial Officer. Responsible for all tax related issues including sales, corporate, real estate and jurisdictional taxes. Works on audit with CFO and public accounting firm.

Corporate Controller

Reports to Chief Financial Officer. Responsible for accounting, financial reporting, budgeting, internal audit, expense control, and systems support for entire company. Leads property level and/or regional controllers in developing and following accounting procedures.

Treasurer

Reports to Chief Financial Officer. Responsible for negotiations and transactions with financial institutions. Coordinates cash management for company.

Chief Information Officer

Reports to Chief Financial Officer. Plans, directs, designs, and oversees implementation of company-wide systems. Installs and maintains all computerized systems in corporate offices. Researches information industry to determine most beneficial computer systems for company. Maintains financial databases for legal reporting purposes.

Chief Operating Officer

Reports to Chief Executive Officer. Responsible for all operating aspects of the company. Assesses operational performance of properties and advises Board Members and/or CEO of trends. Ensures that hotel operations correspond to federal, state, and local laws or regulations.

Sr. VP Operations

Reports to Chief Operating Officer and/or President/Chief Executive Officer. Develops operating strategies for increasing financial performance of properties. Focuses operating team of company according to corporate culture and business goals.

Regional Vice President Operations

Reports to Senior Vice President of Operations. Responsible for property performance in a specific geographical region of the country. Develops strategies to increase the financial performance of specific properties. Focuses management team on specific properties according to corporate culture and business goals.

VP Sales

Reports to VP of Marketing and/or COO. Responsible for all direct rooms sales efforts on behalf of entire company. Develops sales strategies, systems, and national account programs for the company. Leads sales staff to meet company sales goals.

VP Marketing

Strategize overall sales and marketing directions for all properties. Provides market analysis for each property local to ensure that target markets are being pursued. Develops advertising, PR and promotions strategy for the company.





Dir. Marketing

Reports to Vice President of Marketing. Provides market analysis for each property local to ensure that target markets are being pursued. Develops advertising, PR and promotions strategy for the company.

General Counsel

Report to Chief Executive Officer. Provides legal counsel to senior executives in all business matters including mergers and acquisitions, franchising, development, and so forth. Writes and edits contracts and researches legal precedents for business purposes.

VP Administration

Reports to Chief Executive Officer. Responsible for all corporate administrative issues including human resources, corporate headquarters, technology deployments and organization structure and reporting.

VP Corp Communications

Reports to Chief Executive Officer & Chief Financial Officer. Responsible for being the public voice of the company on public relations, governmental correspondence and shareholder communication.

VP Design/Construction

Reports to Chief Executive Officer & Chief Financial Officer. Responsible for all property design and construction including project management, property rehabilitation, third party vendor supervision, permitting and budget review.

VP Development

Senior development officer responsible for company business development. Directs management contract negotiations, joint ventures, equity partnerships, franchise sales, sale/leasebacks, mergers and acquisitions, when and where appropriate. Supervises development team and support staff.

VP Finance

Reports to CFO and/or Treasurer. Responsible for facilitating the financing and equity purchase and/or sale of company assets. Negotiates with financial institutions regarding financing, refinancing and capital structure terms.

Vice President Food & Beverage

Provides leadership and vision for the company's Food & Beverage division. Develops programs to assist in the accomplishment of the division's mission. Strategize business concepts including decor, menus, service styles, etc., for all food & beverage outlets.

Vice President of Franchising

Reports to Senior Development Officer. Directs expansion efforts through the negotiation of franchise agreements. Identifies potential markets through research and market analysis. Acts as lead contact for franchising parties.

Vice President of Human Resources

Reports to Chief Executive Officer and/or Chief Operating Officer. Provides counsel to senior executives in labor laws and human resource management. Implements company-wide procedures to manage human resources including, compensation & benefits, recruiting, terminating, organizational development, succession planning, employee relations, training and manpower planning.

Vice President Purchasing

Reports to CFO and/or COO. Accountable for the establishment and implementation of programs and policies for the purchase and distribution of hotel supplies, food and beverage, equipment and other supplies.





Appendix D-Corporate Survey

SECTION ONE - COMPANY INFORMATION

PLEASE GIVE COMPLETE ADDRESS INFORMATION FOR YOUR COMPANY. ALL ADDRESS INFORMATION MUST BE COMPLETED.

Company Name

Company Street Address

Phone

Fax

Your Name

Your Title

Fill out the survey as completely and accurately as possible. All information is strictly confidential. Only tabulated results will be released.





SECTION ONE - COMPANY INFORMATION (CONTINUED)
PLEASE COMPLETE BY FILLING IN OR CIRCLING THE
APPROPRIATE RESPONSES FOR YOUR COMPANY.

- 1) What is the company's total annual revenue for the last fiscal year (\$)? _____

- 2) How many properties does your company operate? _____

- 3) How many rooms do you have in your system? _____

- 4) What is the company's employee turnover rate (%)? _____

- 5) What is your system-wide ADR? _____

- 6) What is your system-wide occupancy rate? _____



SECTION TWO - SALARY INFORMATION

PLEASE GIVE COMPLETE INFORMATION FOR EACH POSITION.

*WRITE "NA" IF A POSITION DOES NOT APPLY TO YOUR COMPANY.

Positions	Current Base Salary [\$]?	Most Recent Annual Bonus [\$ or %]?	Number of Stock Options Granted	Grant Date/Exercise Price[\$]	Expiration Date	Any Other Income [\$]*
Chief Executive Officer				/		
Chief Operating Officer				/		
President				/		
Sr. VP Operations				/		
Area/Regional VP Operations				/		
Executive Vice President				/		
Chief Financial Officer				/		
VP Finance				/		
Treasurer				/		
VP Taxes				/		
Corporate Controller				/		
Controller				/		
VP Marketing (head executive)				/		
VP Sales				/		
Dir. Marketing				/		
VP Franchising				/		
Dir. Franchising				/		
VP Development				/		
VP Real Estate				/		
VP Design & Construction				/		
VP Purchasing/Distribution				/		
VP Food & Beverage				/		
Corporate Executive Chef				/		
General Counsel				/		
Chief Information Officer				/		
VP Administration				/		
VP Human Resources				/		
VP Engineering				/		
VP Corporate Communications				/		
Other Positions:						

* Value of "Any Other Compensation" includes 401K contributions, relocation compensation, etc., that has been paid to the executive during the last fiscal year.



SECTION THREE – BENEFITS INFORMATION

PLEASE INDICATE WHICH OF THE FOLLOWING BENEFITS ARE OFFERED TO YOUR CORPORATE EMPLOYEES.

Medical And Dental Plan Information

1a) Do you offer a Medical plan to your corporate level employees? Yes () No ()

2a) What type of Medical Plan is offered to your corporate level employees?

Check all that apply

- (a) HMO ()
- (b) PPO ()
- (c) POS ()
- (d) Other () _____

3a) Do you offer Dental Insurance to your corporate level employees? Yes () No ()

4a) Is the Dental Insurance provided in conjunction with your Medical Plan? Yes () No ()

Retirement Plan Benefit Information

1b) Do you offer a 401k plan to your corporate level employees? Yes () No ()

If Yes:

2b) When is the corporate level employee eligible for the 401k Plan?

- (a) Immediately ()
- (b) Less Than 6 Months ()
- (c) 6 Months – 1 Year ()
- (d) After 1 Year ()

3b) Is there a vesting schedule for the 401k Plan? Yes () No ()

If Yes:

4b) Describe the vesting schedule?

5b) What is the matching contribution for each dollar a corporate level employee invests? \$)_____

6b) Up to what percentage of the corporate level employees contribution does your company match?
_____ (%)





Life Insurance Information

1c) Do you provide Life Insurance for your corporate level employee? Yes () No ()
If Yes:

2c) What is the maximum amount of coverage provided for the corporate level employee? \$ _____

3c) Does the corporate level employee have the option to purchase Supplemental Life Insurance?
Yes () No ()

4c) Is Dependent Life Insurance offered as an option for your corporate level employee?
Yes () No ()

Disability Insurance Information

1d) Do you provide Short-Term Disability for your corporate level employee? Yes () No ()
If Yes:

2d) What is the corporate level employees contribution to the cost of Short-Term Disability benefits per month? _____(%)

3d) Do you provide Long-Term Disability benefits for your corporate level employee?
If Yes: Yes () No ()

4d) What is the corporate level employees contribution to the cost of long-term benefits per month? _____(%)

Other Benefit Information

1e) Do you provide child care assistance to your corporate level employees? Yes () No ()

2e) Do you provide elder care assistance to your corporate level employees? Yes () No ()

3e) Do you have a tuition benefit program for your corporate level employees? Yes () No ()

4e) Do you provide legal services for your corporate level employees? Yes () No ()



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