

	Fiscal Year 2025		Fiscal Year 2026 Q1 & Q2		Assumptions
	per Guest Basis	per Room Basis	per Guest Basis	per Room Basis	
CAPACITY UTILIZATION					
Room Capacity - 7 Nights / Week (8 rooms x 365)	2,912		1,456		Excludes Day Room
Total Nights Rented	1,996		949		Data from HHK
Day Room - Nights Rented	(204)		(25)		Exclude Day Room usage for analysis
Rooms 1 to 8 - Nights Rented	1,792		924		
Utilization - Rooms 1 - 8 7 Nights / Week	62%		63%		
REVENUE					
Room Nights Rented	1,996		949		Includes Day Room for financial analysis
Extra Guest	477		204		
Total Guest Nights	2,473	1,996	1,153	949	
Guest Rate	\$ 40.00	\$ 50.00	\$ 40.00	\$ 50.00	
Potential Revenue	\$ 98,920	\$ 99,800	\$ 46,120	\$ 47,450	
Guest Payments	\$ 62,823		\$ 30,214		Source: HHK "Guest Paid"
3rd Party Payments (Cancer Center & VA)	\$ 4,600		\$ 3,190		Source: HHK "3rd Party Paid"
Actual Revenue	\$ 67,423		\$ 33,404		FY 25 FS = 64,681 Guest Fees
ANALYSIS					
Subsidy Total (Potential - Actual)	\$ 31,497		\$ 12,716		
Percentage of Revenue Subsidized	32%		28%		
Guests paying \$40.00 / night rate	1,401		827		
Portion paying \$40.00 / night	57%		72%		
Guests not paying full rate	1,072		326		
Portion of guests being subsidized or 3rd party paid	43%		28%		
Guest nights free of charge	621		153		Guest Night = each night a guest stays
Portion of guest nights paying nothing on their own	25%		13%		
Guest nights free of charge - paid by 3rd Party	137		98		
Guest nights free of charge & not paid by 3rd Party	484		55		
Portion of guests staying free of charge net of 3rd Party	20%		5%		

	per Guest Basis	per Room Basis
FY25 Nightly Room Cost		
FY25 Operating Costs	\$ 273,982	\$ 273,982
# Guests / # Rooms	2,473	1,996
Nightly Cost	\$ 111	\$ 137
Nightly Revenue	\$ 27	

	per Guest Basis	per Room Basis
FY26 Projected Nightly Room Cost		
FY 26 Operating Budget	\$ 281,000	\$ 281,000
Projected # Guests / # Rooms	2,306	1,898
Nightly Cost	\$ 122	\$ 148
Nightly Revenue	\$ 29	