

INCOME PROJECTION		2017														
PROPOSED																
WESTERN PLUS COLUMBIA MO																
Total Rentable Rooms: 78																
Income Projections:-																
Room Revenue		Dec 2016	Jan 2017	Feb 2017	Mar 2017	April 2017	May 2017	June 2017	July 2017	August 2017	Sept 2017	Oct 2017	Nov 2017	Total		
Average Daily Rate (ADR)		\$72.00	\$75.08	\$89.00	\$88.82	\$89.00	\$89.00	\$87.21	\$89.00	\$81.16	\$99.00	\$92.00	\$89.00	\$86.69		
Occ %		25%	22%	36%	46%	66%	66%	65%	66%	60%	71%	74%	34%	62%		
# of rooms Occupied per month		600	529	778	1119	1534	1352	1528	1600	1440	1653	1794	800	14727		
TOTAL PROJECTED INCOME		\$43,200	\$39,717	\$69,242	\$99,390	\$136,526	\$120,328	\$133,257	\$142,400	\$116,870	\$163,647	\$165,048	\$71,200	\$1,300,825		
CASH FLOW ANALYSIS FOR																
m Best Western Plus Columbia Inn																
Expenses Projections:-																
Expenses		Dec 2016	Jan 2017	Feb 2017	Mar 2017	April 2017	May 2017	June 2017	July 2017	August 2017	Sept 2017	Oct 2017	Nov 2017	Total		
TOTAL ROOM REVENUE		\$43,200	\$39,717	\$69,242	\$99,390	\$136,526	\$120,328	\$133,257	\$142,400	\$116,870	\$163,647	\$165,048	\$71,200	\$1,300,825		
Operating Expenses																
Salaries:																
General Manager		3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	\$39,996		
Sales Manager/Dept.		1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	\$19,992		
Front Desk		6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	\$73,440		
Housekeeping		3,000	2,645	3,980	5,985	7,670	6,760	7,640	8,000	7,200	8,265	8,970	8,000	\$73,635		
Laundry		760	661	973	1,399	1,918	1,690	1,910	2,000	1,800	2,068	2,243	1,000	\$18,409		
Break fast & common area		3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	\$38,880		
Maintenance		1,500	1,600	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	\$18,000		
Payroll Taxes		2,941	2,875	3,108	3,428	3,817	3,646	3,811	3,879	3,729	3,929	4,061	3,129	\$42,353		
Continental Breakfast		3,000	2,645	3,890	5,855	7,670	6,760	7,640	8,000	7,200	8,265	8,970	8,000	\$73,635		
Franchise Fees		3,888	3,675	6,232	8,645	12,287	10,830	11,993	12,816	10,518	14,728	14,854	6,408	\$117,074		
Travel agent Commission		1,296	1,192	1,985	2,992	4,096	3,610	3,998	4,272	3,506	4,909	4,951	2,136	\$39,025		
Credit Card Fees		864	794	1,365	1,988	2,731	2,407	2,665	2,848	2,337	3,273	3,301	1,424	\$26,017		
Property Taxes		4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	\$51,996		
Insurance		1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	\$21,996		
Electricity/ Water/ Sewer		6,480	5,956	10,366	4,969	6,626	6,016	6,663	7,120	5,844	8,182	8,252	10,690	\$87,377		
Natural Gas		432	397	692	994	1,365	1,203	1,333	1,424	1,189	1,636	1,650	712	\$13,008		
Cable and HBO/		1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	\$13,200		
Housekeeping Supplies		1,296	1,192	2,077	2,992	4,096	3,610	3,998	4,272	3,506	4,909	4,951	2,136	\$39,025		
Office Supplies		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$12,000		
Bank charges (Misc.)		200	200	200	200	200	200	200	200	200	200	200	200	\$2,400		
Legal / Accounting		500	500	500	500	500	500	500	500	500	500	500	500	\$6,000		
Telephone/Internet		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	\$14,400		
Equipment Rental		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$12,000		
Membership and Licenses		200	200	200	200	200	200	200	200	200	200	200	200	\$2,400		
Maintenance / Repair		1,296	1,192	2,077	2,992	4,096	3,610	3,998	4,272	3,506	4,909	4,951	2,136	\$39,025		
Miscellaneous Expenses		250	250	250	250	250	250	250	250	250	250	250	250	\$3,000		
Seminar/Training		200	200	200	200	200	200	200	200	200	200	200	200	\$2,400		
Payroll Service		80	80	80	80	80	80	80	80	80	80	80	80	\$960		
Employee Benefits		500	500	500	500	500	500	500	500	500	500	500	500	\$6,000		
Total Operating Expenses		\$3,498	\$9,751	\$65,043	\$70,413	\$69,751	\$78,397	\$83,903	\$87,158	\$78,570	\$93,328	\$95,411	\$66,016	\$890,938		
NET OPERATING PROFIT		(10,298)	(20,034)	4,199	29,277	76,775	41,931	49,354	55,242	38,300	70,319	69,637	5,184	\$409,887		
Secure Mortgage Payment																
Principle		8,657	8,701	8,744	8,788	8,832	8,876	8,920	8,966	9,010	9,055	9,100	9,145	106,793		
Interest		20,000	19,957	19,913	19,869	19,826	19,781	19,737	19,692	19,648	19,603	19,557	19,512	237,095		
Unsecured payment		\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$10,095	\$121,139		
Previous property tax		\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$41,976		
Purchase Money Creditors		\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$588		
TOTAL		(52,597)	(62,334)	(38,100)	(13,022)	34,475	(369)	7,055	12,943	(4,000)	28,019	27,338	(37,115)	(97,704)		

INCOME PROJECTION		2019													
PROPOSED															
WESTERN PLUS COLUMBIA MO															
Total Rentable Rooms =====		78													
Income Projections:-															
=====															
Room Revenue		Dec	Jan	Feb	Mar	Apr	May	June	July	August	Sept	Oct	Nov	30	Total
Average Daily Rate (ADR)		\$75.47	\$78.55	\$82.47	\$92.29	\$92.47	\$92.47	\$90.68	\$92.47	\$84.63	\$102.47	\$95.47	\$92.47	\$90.16	
Occ %		32%	29%	44%	54%	73%	63%	73%	73%	67%	78%	81%	42%	56%	
# of Rooms Occupied per month		775	704	953	1294	1709	1527	1703	1775	1615	1828	1969	975	16927	
TOTAL PROJECTED INCOME		\$58,489	\$55,299	\$88,124	\$119,423	\$158,031	\$141,202	\$154,428	\$164,134	\$136,677	\$187,316	\$187,980	\$90,158	\$1,541,262	
CASH FLOW ANALYSIS FOR															
Finest western Plus Columbia Inn															
Expenses Western Projections:-															
=====															
Operating Expenses															
=====															
Salaries:															
=====															
General Manager															
=====															
Salaries Manager/Dept															
=====															
Front Desk															
=====															
Housekeeping															
=====															
Laundry															
=====															
Breakfast & common area															
=====															
Maintenance															
=====															
Utility Taxes															
=====															
Commercial Breakfast															
=====															
Franchise Fees															
=====															
Travel Agent Commission															
=====															
Hotel Card Fees															
=====															
Property Taxes															
=====															
Insurance															
=====															
Electricity/Water/ Sewer															
=====															
Natural Gas															
=====															
Cable and HBO/															
=====															
Housekeeping Supplies															
=====															
Office Supplies															
=====															
Bank charges (Misc.)															
=====															
Legal / Accounting															
=====															
Telephone/Internet															
=====															
Equipment Rental															
=====															
Membership and Licenses															
=====															
Maintenance / Repair															
=====															
Miscellaneous Expenses															
=====															
Security/Training															
=====															
Payroll Service															
=====															
Employee Benefits															
=====															
Total Operating Expenses															
=====															
NET OPERATING PROFIT															
=====															
Secure Mortgage Payment															
=====															
Principle															
=====															
Interest															
=====															
Unsecure Payment															
=====															
previous property tax															
=====															
Purchase Money Creditors															
=====															
TOTAL															
=====															

INCOME PROJECTION													
PROPOSED													
EST WESTERN PLUS COLUMBIA MO													
Total Rentable Rooms - 78													
Income Projections:-													
	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020	July 2020	August 2020	Sept 2020	Oct 2020	Nov 2020	Total
Room Revenue	2019	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	
Average Daily Rate (ADR)	\$17.22	\$80.30	\$94.22	\$94.04	\$94.22	\$94.22	\$92.43	\$94.22	\$86.38	\$104.22	\$97.22	\$94.22	\$91.91
Occ %	36%	33%	48%	58%	77%	67%	77%	78%	71%	82%	85%	46%	63%
# of rooms Occupied per month	875	804	1053	1394	1803	1827	1803	1875	1715	1928	2089	1075	18027
TOTAL PROJECTED INCOME	\$67,568	\$64,561	\$99,214	\$131,092	\$170,444	\$163,296	\$166,651	\$176,663	\$148,142	\$200,936	\$201,148	\$101,287	\$1,681,000
CASH FLOW ANALYSIS FOR													
Room Best western Plus Columbia Inn													
Expenses Projections:-													
	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020	July 2020	August 2020	Sept 2020	Oct 2020	Nov 2020	Total
TOTAL ROOM REVENUE	\$67,568	\$64,561	\$99,214	\$131,092	\$170,444	\$163,296	\$166,651	\$176,663	\$148,142	\$200,936	\$201,148	\$101,287	\$1,681,000
Operating Expenses													
Salaries:													
General Manager	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	\$39,996
Sales Manager/Dept.	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	\$19,992
Front Desk	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	\$73,440
Housekeeping	4,375	4,020	5,285	6,970	9,045	8,135	9,015	9,375	8,575	9,640	10,345	5,375	\$90,135
Laundry	1,084	1,005	1,316	1,743	2,261	2,034	2,284	2,344	2,144	2,410	2,586	1,344	\$22,634
Breakfast & common area	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	\$38,880
Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	\$18,000
Payroll Taxes	3,199	3,133	3,666	4,075	5,266	3,904	4,069	4,137	3,987	4,186	4,319	4,186	\$45,447
Continental Breakfast	4,375	4,020	5,285	6,970	9,045	8,135	9,015	9,375	8,575	9,640	10,345	5,375	\$90,135
Franchise Fees	6,081	5,811	6,929	7,113	15,340	13,797	14,999	15,900	13,333	18,084	18,103	9,116	\$151,290
Travel agent Commission	2,027	1,937	2,976	3,933	5,113	4,599	5,000	5,300	4,444	6,028	6,034	2,028	\$50,430
Credit Card Fees	1,361	1,291	1,984	2,622	3,409	3,066	3,333	3,333	2,963	4,019	4,023	2,028	\$33,620
Property Taxes	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	\$51,996
Insurance	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	\$21,996
Electricity/Water/ Sewer	10,135	9,684	14,882	14,882	8,532	7,665	8,333	8,833	7,407	10,047	10,057	15,193	\$117,313
Natural Gas	676	646	992	1,311	1,704	1,533	1,667	1,767	1,481	2,039	2,011	1,013	\$16,910
Cable and HBO/	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	\$13,200
Housekeeping Supplies	2,027	1,937	2,976	3,933	5,113	4,599	5,000	5,300	4,444	6,028	6,034	2,028	\$50,430
Office Supplies	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$12,000
Bank charges (Misc.)	200	200	200	200	200	200	200	200	200	200	200	200	\$2,400
Legal / Accounting	500	500	500	500	500	500	500	500	500	500	500	500	\$6,000
Telephone/Internet	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	\$14,400
Equipment Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$12,000
Membership and Licenses	200	200	200	200	200	200	200	200	200	200	200	200	\$2,400
Maintenance / Repair	2,027	1,937	2,976	3,933	5,113	4,599	5,000	5,300	4,444	6,028	6,034	2,028	\$50,430
Miscellaneous Expenses	250	250	250	250	250	250	250	250	250	250	250	250	\$3,000
Seminar/Training	200	200	200	200	200	200	200	200	200	200	200	200	\$2,400
Payroll Service	80	80	80	80	80	80	80	80	80	80	80	80	\$960
Employee Benefits	500	500	500	500	500	500	500	500	500	500	500	500	\$6,000
Total Operating Expenses	65,622	59,751	79,184	81,707	59,751	90,320	95,937	99,418	90,052	106,375	108,148	80,199	\$1,016,464
NET OPERATING PROFIT	1,945	4,810	20,029	49,385	110,693	62,976	70,714	77,245	58,089	94,561	93,000	21,088	\$664,536
Secure Mortgage Payment	10,360	10,412	10,464	10,516	10,569	10,622	10,675	10,728	10,782	10,836	10,890	10,944	\$127,798
Principle Interest	18,297	18,245	18,193	18,141	18,089	18,036	17,983	17,929	17,876	17,822	17,767	17,713	\$216,991
Unsecure Payment	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$120,672
Previous property tax	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$41,976
Purchase Money Creditors	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$588
TOTAL	(40,314)	(37,449)	(22,230)	7,125	68,432	20,716	28,454	34,985	15,829	62,301	50,740	(21,172)	157,411

INCOME PROJECTION		2021												
PROPOSED														
WESTERN PLUS COLUMBIA MO														
Total Rentable Rooms		78												
Income Projections:-														
Room Revenue		Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	June 2021	July 2021	August 2021	Sept 2021	Oct 2021	Nov 2021	Total
Average Daily Rate (ADR)		\$78.97	\$82.05	\$95.97	\$95.79	\$95.97	\$95.97	\$94.18	\$95.97	\$88.13	\$105.97	\$105.80	\$95.97	\$94.23
Occ %		40%	37%	59%	62%	82%	71%	81%	82%	75%	87%	84%	50%	67%
# of rooms Occupied per month		975	904	1153	1494	1909	1727	1903	1975	1815	2028	2029	1175	19087
TOTAL PROJECTED INCOME		\$76,996	\$74,173	\$110,553	\$143,110	\$183,207	\$165,740	\$179,225	\$189,541	\$159,956	\$214,907	\$214,658	\$112,765	\$1,824,941
CASH FLOW ANALYSIS FOR		The Best western Plus Columbia Inn												
Expenses Projections:-														
Salaries:		Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	June 2021	July 2021	August 2021	Sept 2021	Oct 2021	Nov 2021	
General Manager	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	\$39,996
Front Desk	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	\$19,992
Housekeeping	4,875	4,520	5,765	7,470	9,545	8,635	9,515	10,145	9,875	9,075	10,145	10,145	5,875	\$73,440
Laundry	1,219	1,130	1,441	1,868	2,386	2,159	2,379	2,469	2,269	2,269	2,535	2,535	1,469	\$23,889
Break fast & common area	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	\$38,880
Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	\$18,000
Payroll Taxes	3,293	3,226	3,480	3,779	4,189	3,998	4,153	4,153	4,230	4,080	4,280	4,280	4,280	\$46,440
Continental Breakfast	4,875	5,765	9,545	12,880	16,499	14,917	16,130	17,059	17,059	14,396	19,342	19,342	10,145	\$95,435
Franchise Fees	6,930	6,676	9,959	12,880	16,499	14,917	16,130	17,059	17,059	14,396	19,342	19,342	10,145	\$184,245
Agent Commission	2,310	2,225	3,320	4,293	5,496	4,972	5,377	5,684	5,684	4,799	6,447	6,447	4,293	\$54,748
Credit Card Fees	1,540	1,483	2,213	2,862	3,664	3,315	3,584	3,791	3,791	3,199	4,298	4,298	2,255	\$36,499
Property Taxes	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	4,333	\$51,996
Utilities	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	\$21,996
Electricity/ Water/ Sewer	11,549	11,126	16,598	7,166	9,180	8,287	8,961	8,961	9,477	7,998	10,745	10,745	16,915	\$128,706
Natural Gas	1,700	1,107	1,107	1,431	1,832	1,657	1,792	1,832	1,895	1,600	2,148	2,147	1,128	\$18,249
Cable and HBO/	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	\$13,200
Housekeeping Supplies	2,310	2,225	3,320	4,293	5,496	4,972	5,377	5,684	5,684	4,799	6,447	6,447	4,293	\$54,748
Office Supplies	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$12,000
Bank Charges (Misc)	200	200	200	200	200	200	200	200	200	200	200	200	200	\$2,400
Legal / Accounting	500	500	500	500	500	500	500	500	500	500	500	500	500	\$6,000
Telephone/Internet	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	\$14,400
Equipment Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$12,000
Membership and Licenses	200	200	200	200	200	200	200	200	200	200	200	200	200	\$2,400
Maintenance / Repair	2,310	2,225	3,320	4,293	5,496	4,972	5,377	5,684	5,684	4,799	6,447	6,447	4,293	\$54,748
Miscellaneous Expenses	250	250	250	250	250	250	250	250	250	250	250	250	250	\$3,000
Seminars/Training	200	200	200	200	200	200	200	200	200	200	200	200	200	\$2,400
Payroll Service	80	80	80	80	80	80	80	80	80	80	80	80	80	\$960
Employee Benefits	500	500	500	500	500	500	500	500	500	500	500	500	500	\$6,000
TOTAL Operating Expenses	70,235	69,751	84,531	86,051	94,774	100,425	103,985	94,343	111,226	111,176	111,226	111,176	85,549	\$1,061,787
NET OPERATING PROFIT		6,761	14,422	26,132	57,060	123,456	70,966	78,799	85,556	65,613	103,681	103,492	27,215	\$763,154
SECURE MORTGAGE PAYMENT		10,999	11,054	11,109	11,165	11,221	11,277	11,333	11,390	11,447	11,504	11,561	11,619	\$135,679
Interest	17,658	17,603	17,548	17,492	17,437	17,381	17,324	17,268	17,211	17,155	17,100	17,045	17,038	\$208,209
Unsecure payment	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$10,056	\$120,672
Previous property tax	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$3,498	\$41,976
Purchase Money Creditors	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$49,000	\$588
TOTAL	(35,499)	(27,837)	(16,127)	14,800	81,195	28,706	36,540	43,295	23,353	61,422	61,422	61,253	(15,045)	256,050

Miscellaneous:

16-20272-drd11 Columbia Hospitality Services, LLC

Type: bk

Office: 2 (Jefferson City)

Case Flag: ASSET

U.S. Bankruptcy Court

Western District of Missouri

Notice of Electronic Filing

The following transaction was received from Hart, Gwendolyn entered on 11/22/2016 at 4:55 PM CST and filed on 11/22/2016

Case Name: Columbia Hospitality Services, LLC

Case Number: 16-20272-drd11

Document Number: 97

Docket Text:

Amended Schedule C, for Individual was modified to show Previous Schedule C filed with the Chapter 11 Plan was incorrect in that it did not include property taxes. (Hart, Gwendolyn (aty))

The following document(s) are associated with this transaction:

Document description:Main Document

Original filename:Amended Schedule C 112216.pdf

Electronic document Stamp:

[STAMP bkecfStamp_ID=972439925 [Date=11/22/2016] [FileNumber=21828977-0] [12b05f8b74f47cf9d4da1992b33cccf71548d22b9901e6d511c67a1d005f60f4e5652260e38562c7a78c7799da09c8a92a97913afae61b71df667917a087a985]]

16-20272-drd11 Notice will be electronically mailed to:

Diana C. Carter on behalf of Creditor Private Capital Group, Inc.
dcarter@brydonlaw.com

Lisa A. Epps on behalf of Creditor Private Capital Group, Inc.
lepps@spencerfane.com,
lwright@spencerfane.com;ccarpenter@spencerfane.com,bankruptcy@spencerfane.com

Craig Solomon Ganz on behalf of Creditor Best Western International
ganzc@ballardspahr.com,
myersms@ballardspahr.com;PHXDocketingbkr@ballardspahr.com;hartt@ballardspahr.com

Ryan C. Hardy on behalf of Creditor Private Capital Group, Inc.
rhardy@spencerfane.com, kheinz@spencerfane.com

Gwendolyn Froeschner Hart on behalf of Debtor 1 Columbia Hospitality Services, LLC

gwenf@tranquility.net, janer@tranquility.net

Jeffrey Hunt on behalf of Creditor Missouri Department of Revenue
bankruptcy@dor.mo.gov

Adam E. Miller on behalf of U.S. Trustee United States Trustee
adam.e.miller@usdoj.gov,
ustpRegion13.KC.ECF@usdoj.gov;Tavia.B.Shreefer@usdoj.gov;murie.s.bolen@usdoj.gov

Gerard T. Noce on behalf of Creditor Best Western International
sro@heplerbroom.com

16-20272-drd11 Notice will not be electronically mailed to:

Craig Soloman Ganz on behalf of Creditor Best Western International
Ballard Spahr, LLP
One East Washington Street, Suite 2300
Phoenix, AZ 85004