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Cromwell Hospitality

Proposed TownePlace Suites by Marriott at 9000 Hawk Avenue North Richland Hills TX 76118

Who we are?

Cromwell Hospitality is an investment group promoted by Sanjiv Melwani of Abcons Corporation, which is a hospitality and development company doing business in the DFW Area for the last 17 years and, more particularly, in this neighborhood for the past 10 years.

Our philosophy is “Excellence in Service to derive Exceptional Results”. This is true in every aspect of our operations from our employees, to our community, to our guests and to our stakeholders. We are not the typical development company that seeks maximum short-term gains. Rather, we are long term investors who believe in the community and market we are developing in and ensure there is a win-win for all involved. Our close relationship to the Cities of Richland Hills and Hurst, where we have developed or are developing their flagship hotels, are a testament to this.

We develop upscale properties that are above brand standards. For both the La Quinta and Comfort Suites in Richland Hills, the brands used our hotels as training facilities for new owner orientation and to give direction on development quality. Our Hilton Garden Inn will be one of a kind in the country and the brand is excited by the direction we have taken to elevate the hotel to a superior level to befit the servicing of the Hurst Conference Center, which is the pride of the City.

The Staff at NRH have only engaged us due to the above. We have incredible relationships with staff in all the cities that we work with because we see the City and Community as important stakeholders in the project and thus ensure there is mutual respect in the whole process.

Why 9000 Hawk Avenue?

This location was vetted by both our investment group and by Marriott International. In addition to our own due diligence and an independent Feasibility Study, Marriott International used their vast resources and knowledge base to evaluate the suitability of the site. There are several reasons that support the feasibility of the site:

1. The proximity to the main thoroughfares of Highway 26, Loop 820 and Precinct Line.
2. The Grand Hall’s infrastructure to host both corporate and leisure events. The potential for the hotel to be directly associated with this offering is a major reason

- for this specific location. The association of the hotel and Grand Hall will attract significantly more demand for both entities. The Marriott sales and marketing infrastructure will really benefit the Grand Hall's visibility in the event market space.
3. The significant and diverse demand generators, several of which we already cater to:
 - a. A sample of Corporate:
 - i. Bell Textron
 - ii. Health Markets
 - iii. North Hills Hospital
 - iv. Con-Way
 - v. Nuclear Logistics
 - vi. Ericson
 - vii. Mastec
 - b. Leisure:
 - i. NRH20
 - ii. Northeast Mall
 - iii. AT&T Stadium
 - iv. Ranger's Ball Park
 4. With DFW International airport being 10 miles to the East and Fort Worth City being 10 miles to the South West, this central location will be very attractive to both leisure and corporate visitors.
 5. The synergy of our hotels in the area will support both sales and improve cost efficiencies.

This model is particularly suited to this location for the following reasons:

1. The residential neighborhood setting aligns with a desire for guests to feel at home.
2. The walking distance to a super market, stores and a variety of restaurants.
3. The set back from high traffic areas appeals to the sense of quiet and peaceful ambience. Further, this also elevates the guest's confidence in personal security.
4. The landscaped areas on the site and pretty surrounding neighborhood streetscapes are attractive for leisure activities, such as walks, runs or bike rides. Also, as we will be a pet-friendly hotel, these same reasons are well tailored for our guests' companions.

Both Marriott and ourselves agreed that this location was not best suited for a brand that caters to only a one or two-night stay with larger amount of traffic and, potentially, more disruption to the neighborhood. This concept will complement the neighborhood for the benefit of both the guests and residents, whose needs are very much aligned.

About TownePlace Suites by Marriott

Firstly, the Marriott family of hotels is the most pre-eminent brand of the hospitality industry. It aligns itself with only the highest quality of service and development, lending its success to being superlative partners with its loyal guests, team members and communities.

Marriott Hotels are only positioned for the upper scale in each of the industry segments. The TownePlace Suites concept places it at the upper midscale of the longer stay segment and can be compared to the Home 2 by Hilton, Staybridge by IHG and Hyatt House.

The longer stay refers to guests who stay for longer than a couple of days and usually less than a month.

The average demographic of Marriott TownePlace Suites are business guests in the mid-to-late 40s with an \$118K average income, averaging usually 26 business trips per year (11 longer stay trips) and traveling for project work, training groups or relocation. The average leisure guests are from the same demographic for families looking for expanded living quarters to cater to their children's demands of space and the ability to provide home cooked / prepared meals.

The central design guidance provided by Marriott for the TownePlace Suites is "To appeal to these guests seeking authenticity, personality and a seamless experience, the concept infuses local flavor into a quiet neighborhood setting, complete with the added comfort, service and quality of an all-suite hotel." The whole appeal of the brand, therefore, is oriented to ensuring it emulates the community it will reside in and promotes a healthy connection for guests and residents.

About the proposed development

Our building design is specifically aligned to the development guidelines and standards of the Home Town Development. This design will ensure that the building blends in with the homes, developments and other neighboring buildings. Some, who have seen it, even say it will elevate the neighborhood. We have made every effort to embrace the design style in the concept and will use materials that befit the aesthetics of the area.

Some important elements of the design are:

1. The main entrance of the hotel faces the parking lot and thus can incorporate the prototype features such as the patio etc. The main traffic will therefore be contained within the property and not stress the surrounding streets and rights of way.
2. The back entrance faces the Right of Way / Parker and thus has been designed as an appealing frontage in the spirit of the Home Town design guidelines. The entrance is elevated and accentuated by the grand steps and an attractive entrance. The use of store front also accentuates the urban feel required.
3. The building is built right up to the sidewalk per the desired urban feel.
4. Parking for the hotel is a combination of on-street parking and off-street parking in the rear. This is a specific condition that was highlighted in our meetings with the City and Home Town Developer. It also meant that we could save more trees and provide a larger landscaped feature on the North Side of the property along Hawk.
5. The building style is traditional, based on the historic small-town architecture. We are completely embracing the style to achieve a very high quality and appealing building to compliment and accentuate the area.

6. On the interior, however, we have kept as close as possible to the prototype, with little deviance to maintain the Marriott design and service standards.
8. In addition to the outdoor pool, we have also introduced the half court that is particularly appealing to longer stay guests. Both will be screened by an 8ft structure and landscaping that will complement the streetscapes.
9. The walk to the Grand Hall on the North, with its 10,000 square feet of meeting space, is along an attractive tree lined promenade on the East or through the parking lot and the landscaped area. The synergy between the hotel and the Grand Hall is a dominant determinant for the project and thus the passage between the two must be appealing.

More specifically, the building's main attributes will be:

- 4 stories
- Full masonry, with red brick stone and capstone
- 112 rooms
- All suites with kitchenettes
- Free Breakfast only service
- Gym
- Business Center / Kiosk
- Outdoor heated pool (screened)
- Half Court

Addressing some legitimate concerns:

I would like to use this opportunity to address some possible concerns from our neighbors:

1. Proximity to the school – we are about 1100ft. from the front door of the school to the front door of the hotel, which is fairly substantial. There are several examples of other hotels in the Metroplex where the distances from schools are less and where there have been no major detrimental issues arisen.
2. Safety – we are extremely concerned about this as it is important not only for our neighbors, but also for our guests, team members and our asset. To alleviate related concerns, please note:
 - a. The average demographic of the Marriott guest is beneficial to the community and business.
 - b. The price point of the hotel will be in excess of \$100 per night, which is usually a natural detractor of undesirable elements.
 - c. Our standard operating procedures are specific to ensure a high level of security, namely:
 - i. Our employee training / on boarding incorporates a significant portion towards safety and safety procedures.
 - ii. We only accept payment by credit card or debit card issued by a legitimate bank, ensuring the guest is more than likely “credit worthy”.
 - iii. We check for formal, state or federal, issued identification to match the guest to the reservation and to the form of payment.

- iv. All payments are processed through terminals that authenticate the cards, thus eliminating attempted credit card or ID fraud.
- v. Our agents are trained as gate keepers, thus having a continuous presence at the public entrances. Further, a guiding principle imbued is that if they feel they would not let the person into their home, then they should not let them enter the hotel.
- vi. We have prominent security cameras at all entrances, elevator lobbies and public space to act as both a deterrent and surveillance.
- vii. We have a very sophisticated electronic guest door lock system that cannot be manipulated.
- viii. We have specific keying policies, whereby any key will be associated with a check-in only and any replacements will only be made with proof of identification. We encourage guests to provide any additional occupants names, so that we can monitor and manage any request for additional keys with reference to their formal identification.
- ix. The system allows us to audit trails of keys made and keys used at each of the locks.
- x. We have a key log for all personnel using administrative and management keys.
- xi. We do back ground checks for all new employees as well as referencing previous employment.
- xii. Our afternoon and night shift associates are required to each do three property walks during their shifts.
- xiii. We maintain a very good relationship with the local law enforcement agencies and adapt suggested policies and training.
- d. Traffic – it is expected that our peak traffic times will not correlate with the peak traffic times in the area, especially related to the school. Our peak check-out times in the weekdays are between 8am and 10am vs peak school drop off time at the school of 7.50am to 8.10am. Our peak check-in time is between 5pm and 7pm vs peak school pick up time of 3.20pm and 4pm. Further, I would like to note that we will have a FREE shuttle service for our guests that is available to transport them to and from their places of work and to a five-mile radius. As this has a lower cost associated to it, we have seen it as a popular amenity. It has markedly reduced the ratio of cars to guests.
- e. Value of homes – we'd like to address this with the following:
 - i. This property is located in the vicinity of other developments such as the library, apartments and the Grand Hall. It is currently not in the close vicinity of the single-family homes and thus will not have any impact on the same.
 - ii. We are committed to apply significant resources to meet or exceed the Home Town and Marriott design standards. The resulting development will probably accentuate the value of the real estate in the area.

- iii. The incremental revenue to neighboring businesses, the Grand Hall and to the City will create further resources and propensities to improve the neighborhood and community.

In conclusion, this development will elevate the area for the benefit of all stakeholders. As an investment group, we also believe in giving back to the community. We partake in all local events with both presence and sponsorships. We will also have special discounts for our neighbors and their families. We do appreciate this opportunity in partnering with NRH and assure you we will continue to promote a mutually beneficial relationship.



October 11, 2017

This letter has been prepared to address concerns about the TownePlace Suites that is planned for development between Parker Blvd and Hawk Avenue in North Richland Hills, Texas. The property will be directly across Hawk Avenue from The Grand Hall event center and will have very good synergy with that venue, as well as local schools, athletic events, businesses, and other local interests.

Our analysis and feasibility assessment of this project has shown that the proposed TownePlace Suites property will be a very good investment. It is our expert opinion that the hotel will be a strong financial performer, and will be a solid addition to the local area community. The hotel will carry a strong Marriott Hotel brand with strict quality oversight from Marriott Corporation. The hotel will cater to affluent clientele, including those attending events at the nearby Grand Hall, those attending school functions, and visitors to nearby residential neighborhoods. Daily hotel rates will easily exceed \$120 and the TownePlace Suites will offer a high level of accommodations and amenities in extended stay suite units with kitchens.

Concern over the hotel's proximity to local schools may be well intentioned, but we feel these concerns are unfounded. This project is simply not the type of hotel that will attract undesirable elements to an area. Higher quality hotels such as this are often located near schools and provide a valuable service to these institutions. The convenience of a high quality nearby lodging institution is appreciated when hosting a wide variety of academic and athletic functions, as well as providing convenient lodging for visiting staff and administrators. This hotel will be a definite asset to the community and should be welcomed for the many benefits it will provide.

Please feel free to call if you wish to discuss this matter further.

Respectfully submitted,

A handwritten signature in purple ink, appearing to read 'Douglas W. Sutton'.

Douglas W. Sutton,
Executive Vice President



DOUGLAS W. SUTTON

1996- Present Source Strategies, Inc. Executive Vice president specializing in development of hotel feasibility studies, database software development and maintenance, and developing special studies and articles published in the *Hotel Brand Report* newsletter.

Completed over 300 Financial Feasibility studies successfully, encompassing over thirty-two different brands in Texas, New Mexico, Louisiana, Kansas, Colorado and Oklahoma. Studies include major and local market assessments and projections, proposed hotel's revenue generation and ten-year cash flow forecasts and the projection of return on capital investment. Major contributor to Source Strategies in its achieving market status as the largest supplier of hotel financial feasibilities to Texas' lending institutions.

Responsible for creating and programming database of over 4,000 Texas hotels and motels.

Contributing analyst and writer to *Hotel Brand Report* newsletter and the *Texas Hotel Performance Factbook*, including 'Hot Brands & Dying Brands' (2006), 'Development Since 9/11: Winners & Losers' (2005), 'Higher Priced Brands in Turmoil, Mid-Priced Brands Prosper' (2004).

Provides litigation support, analysis and strategy for hotel litigation and testimony.

1994-1996 University Health System, San Antonio Texas. Decision Support Analyst.

Provided data analysis support to all levels of hospital management. Prepared numerous medical studies, grant support documents, cost-analysis studies, staffing studies, and other decision support analysis. Developed a number of vertical software applications to allow key departments to track and study their individual patient populations.

1987-1994 Systems IV Professionals, Inc., San Antonio. President.

Consulting firm specializing in data analysis and customized software development utilizing *FOCUS* database software. Created major applications, including a long distance network analysis system for a major carrier; system allowed the carrier to determine the effect of various network changes before implementation to facilitate selection of the most cost efficient network possible.

1983-1987 United States Air Force. Captain and Information Services Officer, Directorate of Special Weapons, Kelly AFB, Texas.

Duties included writing and maintaining software to manage the Air Force's Nuclear weapons arsenal, tracking nuclear component parts and supplies, and acquisition and installation of major secure computer network.

EDUCATION

1979-83 Troy State University, Troy Alabama, BS in Computer and Information Science.



BRUCE H. WALKER

1987-Present: Source Strategies, Inc. Founder and President of consultancy in research, strategy and marketing, specializing in lodging. Practice includes 120+ hotel feasibility studies annually for individual developers. Other clients include Office of the Governor, Texas Economic Development & Tourism, Banks, major accounting firms, appraisers and attorneys. Database of 4,100+ Texas hotel/motels created and maintained continuously. Testify regularly. Publisher and writer of *The Hotel Brand Report* and the *Texas Hotel Performance Factbook*.

1986-1987: La Quinta Motor Inns, Inc. Senior Vice President, Marketing. Repositioned brand with the ad campaign "Just Right Overnight," new corporate logo, extensive couponing and premium-quality king rooms.

1984-1985: Portel Videotex Network LP. President. Home-banking/shopping start-up.

1976-1983: Holiday Corporation. Hotel Group VP, Marketing (1975-79), President of subsidiaries (1979-82), Senior VP, Central and Strategic Planning (1980-83). Started the first hotel frequent traveler's program, and the classic ad campaign, "The Best Surprise is No Surprise." Developed and launched the Hi-Net satellite reception network to 350 Holiday Inn hotels, offering HBO, CNN and ESPN. Created strategic plans for new chains Hampton Inns and Embassy Suites, and recommended sale of Holiday Inn chain (sold 1989 to Bass PLC).

1969-1975: Howard Johnson Company. Assistant to the President, Director Disney World Development, Director Restaurant Marketing.

1964-1968: Procter & Gamble Company. International Brand Manager. Took Scope mouthwash, Secret deodorant and Crisco Oil into Canada, Crest toothpaste and Tempo deodorant into the United Kingdom.

EDUCATION

1957-61 Amherst College. BA, Economics.

1961-63 Harvard Business School. MBA.

Ongoing seminars throughout career include strategy with the Boston Consulting Group. Appraisal Institute Hotel/Motel Valuation and Investment Seminar, April 1992

PUBLICATIONS AND SEMINARS:

- * *Appraisal Journal*, Summer 2012, "New Option in Hotel Appraisals: Quantifying the Revenue Enhancement Value of Hotel Brands"
- * *Hotel Brand Report* newsletter, published quarterly since 1987. Over 100 issues.
- * *Cornell Quarterly*, "What's Ahead: A Strategic Look at Lodging Trends."
- * *Hotel & Motel Management*, 1994, "Hoteliers Should Examine Hotels' Life Cycles."
- * Speeches to Urban Land Institute, Appraisal Institute, Real Estate Counseling Group of America and O'Connor & Associates.



TODD ANDERSON WALKER

1997-Present Source Strategies, Inc. Senior Vice president, Business Operations.

Major contributor to Source Strategies in its achieving market status as the largest supplier of hotel financial feasibilities to Texas' lending institutions. Completed over 400 Financial Feasibility studies successfully, encompassing over thirty different brands now operating successfully in Texas, New Mexico, Louisiana, Kansas, Colorado and Oklahoma. Studies include major and local market assessments and projections, proposed hotel's revenue generation, ten-year cash flow forecasts and the projection of return on capital investment. Key contributor to research studies of convention hotel and convention center performance.

Responsible for sales and operation of Source Strategies' publications, including *The Texas Hotel Performance Factbook* and *The Hotel Brand Report Newsletter*. Manage Accounts Receivables, billing and collections.

Contributes as analyst, writer and editor to *Hotel Brand Report* newsletter and the *Texas Hotel Performance Factbook*, including 'Results from 1995, 2004, & 2005: Limited Service Dominates' (2005), 'First Quarter 2004, The Best Increase Since the Year 2000' (2004), 'Age Matters, Size Matters' (2005).

Provides litigation support, analysis and strategy for hotel litigation and testimony.

1997 The Toronto Globe & Mail Newspaper. Assistant to the Editor of Business Publications. The Globe & Mail is Canada's national newspaper, a division of Thomson Publishing Corporation. Wrote business articles and edited publications. Edited InfoGlobe from April to October 1997.

1994-1997 Source Strategies, Inc., San Antonio. Senior Consultant.

Developed hotel feasibility studies. Completed over 60 studies for new hotels and motels throughout Texas. Circulation Director for Brand Report newsletter and the Texas Hotel Performance Factbook. Generated renewals at 85% rate.

1989-1994 Intern at Source Strategies, Inc. during university education.

EDUCATION

1989-94 University of Toronto, Ontario, Canada. Bachelor of Arts with Honors in English and History.



2001 - 2011 FINANCIAL FEASIBILITY STUDIES

PARTIAL LISTING

AmeriSuites

Austin NW
College Station
Denton
Fort Worth Stockyards
San Antonio
Waco

Baymont Inn

Houston InterContinental
New Braunfels

Best Value

Houston
Houston SW
San Antonio
Waller

Best Western Inn & Suites

Addison
Andrews
Big Spring
Bridgeport
Cameron
Cleveland
Copperas Cove
Dickinson
Franklin
Hallettsville
La Grange
Dallas
Laredo
Levelland
Lumberton
Pearsall
Pilot Point
Rosenberg
Schulenberg
Temple
Tomball
Wakeeney, KS

Budget Host

Fort Worth

Candlewood Suites

Beaumont

Irving DFW
Friendswood
Houston Westheimer
San Antonio Toyota
San Marcos
Temple
Wichita Falls

Clarion Hotel

O'Brien San Antonio

Comfort Inn,

Comfort Suites

Fredericksburg
Navasota
Pampa
Pharr
Bay City
College Station
Copperas Cove
Deer Park
Elmendorf
Georgetown
Houston InterContinental
Hobbs, NM
Longview
Pasadena
Quanah
San Antonio
San Antonio North
Sugarland
Longview
Webster

Country Inn & Suites

Arlington

Econo Lodge

Dallas
Lake Charles
Port Arthur
Texas City

Embassy Suites

Laredo
Lubbock

Fairfield Inn by Marriott

Livingston
Laredo

Hampton Inn & Suites

Austin Pecan Park
Austin Ben White
Cedar Park
Corpus Christi
Del Rio
Galveston
Gainesville
Greenville
Hillsboro
Houston InterContinental
Houston Beltway 8
Greenville
Nipomo, CA
Rosenberg
Seguin
Schertz
South Austin
Texarkana
Waxahatchie

Hawthorn Suites Ltd

Marble Falls

Hilton Hotel

Fort Worth Convention Center

Hilton Garden Inn

Amarillo
Corpus Christi
Granbury
Houston Beltway 8
Killeen
McAllen
New Braunfels
Temple

Feasibilities Continued...

**Holiday Express
Hotel & Suites**

Odessa
Alvarado
Amarillo
Atlanta
Austin
Buda
Cameron
Center
Cleburn
Corsicana
Desoto
Galveston
Gatesville
La Grange
La Porte
Lampasas
Manvel
Pearland
Orange
San Antonio I-10 West
San Antonio Toyota
San Marcos
Sherman
Texarkana
Wichita Falls

Holiday Inn
Austin (Select)
Dallas North
Frisco
San Antonio

Homewood Suites
Houston Katy Freeway
Norman, OK
Marble Falls
McAllen
New Braunfels
Waco
Wichita Falls

Independent Hotels

Crescent Hotel, New Orleans
Dacoma Inn Houston
Executive Inn Tyler
Fairmont Hotel San Antonio
First Choice Inn Grand Prairie
Garden Inn San Antonio
Harker Heights Inn
Steward Mansion Galveston
Killeen Inn
Laredo Inn
Luxury Suites Canton
Palms Hotel South Padre
Palace Inn Houston
Passport Houston
San Antonio Inn & Suites
Wylie Inn

Hotel Indigo

Alamo Plaza San Antonio

La Quinta Inn & Suites

Boerne
Cedar Hill
Gun Barrel City
Keene
Palestine
Pasadena
Pearland
Rockwall
San Antonio
San Antonio I-10W
San Antonio Toyota
Seguin
Tomball

Marriott Hotel

Dallas Convention Center
Colorado Springs CC

**Quality Inn,
Quality Suites**

Katy
San Antonio East
Waco

Radisson Inn & Suites

Amarillo

Red Roof Inn

Houston InterContinental
Pharr
Stafford
Temple

Staybridge Suites

San Antonio
South Padre Island

Studio 6

Bay City
Tyler
Winnie

Super 8

Austin East
Beaumont
Conroe
Copperas Cove
Fort Stockton
Humble
Killeen
Livingston
Pharr
Plainview
Rosenberg
San Antonio South

Townplace Suites

Killeen

Travelodge

Killeen
San Antonio

Wingate Inn & Suites

McAllen
San Antonio



CONSULTING STUDIES, DATA AND LITIGATION SUPPORT

1. Contracted by the Texas' Governors Office of Economic Development, Tourism Division since 1988 to maintain the industry database of hotel performance. Source Strategies is the sole supplier to the Governor's Office of lodging market statistics and analysis in reports used to assess Texas tourism promotion efforts and to aid in marketing Texas.
2. Provided over 1,500 detailed five-year custom local hotel market histories to MAI appraiser clients.
3. Developed numerous studies of subject hotel(s) to determine their historical, competitive REVPAR performance versus the market average. This unique analysis technique highlights trends and deviations in performance, regardless of market movement; a REVPAR index versus market average shows how well a property has performed. By limiting study to a single variable, a truly scientific conclusion can be made as to cause and effect.

Deviations from trend can be related to specific, causal events such as management problems or outside influence (e.g. new highway construction, brand change, new competition); if there is no effect from an event, studies confirm the absence of any impact). If there is an effect, the degree is measurable and apparent. This study approach is among Source's most important work, frequently the basis for expert witness testimony by Source's principal Bruce Walker.

Examples of major studies include: a) the (lack of) induced demand from opening every large North hotel in Texas, 1980 through 2003 (see www.sourcestrategies.org for full study); b) the impact of adding a second luxury hotel of the same brand in a local market, or removing a hotel of the same name, on the performance of the pre-existing property; 3) Studies to separate and quantify hotel Business Value - and the separate Real Estate Value - (for tax assessment disputes). The most important study here was to determine the average revenue effect of adding or removing the "Marriott Hotel" name to numerous hotel properties from 1980 through 1995. Source Strategies has produced values for the Marriott Austin hotel and the Marriott Rivercenter hotel San Antonio, both with- and without- the Marriott name for real property tax disputes. Clients include USAA and the Bexar County Appraisal District.

Sample litigation clients have included the Texas Department of Transportation (through Texas Attorney General's Office) for condemnation valuation and damage cases, including: the Days Inn Houston I-45N, Motel 6 Ft. Worth, Holiday Inn Houston I-45N, La Quinta Houston I-45N, Holiday Inn Lubbock, and Austin Hawthorn Suites South, Chariot Inn, Malibu Grand Prix), Dallas Sheraton, San Antonio Holiday Select Airport, Coit Towers Hotel Dallas, Erie County PA Hotel Owners vs. Convention Authority, Bandera Motel San Antonio. other litigating clients have included USAA, Bexar County Appraisal District, Capital Income Properties (Hilton Nassau Bay, Austin Marriott North), American Liberty, Dosani Brenham Inn, Wes-Tex Management El Campo. Hospitality (Homeplace Inn), Ramada Bannister Austin (Lock manufacturer), Rodeway Inn I-10 West (bank's non-funding of a committed loan), Homer J. Rader, and Siu Ft Worth and San Antonio Inn (bankruptcies), Holiday/Clarion (loss due to change of brand), United Fire (Wingate McAllen performance due to construction issues), Hyatt Regency San Antonio (arbitration re: introduction of second Hyatt in CVB).

4. Numerous studies to determine the effect on revenues and cash flow of brand name alternatives, whether in new builds or in changing to- or from- a brand name. This technique is used extensively in feasibility work to predict revenue performance of new hotel projects under various brand name alternatives.
5. Represented Host Marriott before Real Estate Tax Appeal Board.
6. Drafted national lending guidelines for Heller Small Business Finance for lodging projects under \$5 million.
7. Presentations to bank lending committees to explain the dynamic economics of the lodging industry, particularly the effect of market demand and supply, equilibrium occupancy, cost structures, and the effect of brand name on REVPAR and ROIC.
8. Analysis of alternative markets to determine their potential for new lodging: alternative metro areas, alternative sites, and strategically, for an expanding chain.
9. Consumer intercept and secondary data studies, including the effect of a potential name change, the effect of new hotel.