

DP Consulting

Professionals in Hotel Development



Market Study for the Proposed
La Quinta Inn & Suites –
Farmers Branch, Texas

Prepared for:
Mr. Rajan Patel
May 3, 2017



May 3, 2017

Mr. Rajan Patel
1824 Shumard Oak Lane
Irving, Texas 75063

Re: Market Study – La Quinta Inn and Suites – Farmers Branch, Texas

Mr. Patel:

We have completed our analysis of the hotel market near Luna Road and I-635 and the proposed development of a 110-room La Quinta Inn and Suites hotel. The conclusions reached are based upon our present knowledge of the competitive market area resulting from our fieldwork completed February 8, 2017.

As in all studies of this type, the estimated results are based upon competent and efficient management and presume no significant change in the competitive position of the hotels from that as set forth in this report. The terms of our engagement are such that we have no obligation to revise this report to reflect events or conditions that occur subsequent to the date of the completion of our fieldwork.

The estimates of property performance are based on an evaluation of the present general level of the area's economy and make no provision for the effect of any sharp rise or decline in local or general economic conditions.

In summary, it is our opinion that there is market justification for developing the proposed La Quinta Inn and Suites with 110 guestrooms. Our conclusions are summarized as follows:

Performance Summary			
	2019	2020	2021
Units	110	110	110
Stabilized Occupancy	65%	69%	70%
Average Daily Rate	\$116.00	\$120.75	\$125.75
Rooms Revenue	\$3,028,000	\$3,345,000	\$3,535,000

Economic Summary

Dallas is located in the Central Time Zone in North Central Texas, 35 miles east of Fort Worth, 245 miles north, northwest of Houston and 300 miles north of the Gulf of Mexico. It is the largest economic center of the 12-county Dallas – Fort Worth – Arlington metropolitan statistical area (MSA), which includes Collin, Dallas, Delta, Denton, Ellis, Hunt, Johnson, Kaufman, Parker, Rockwall, Tarrant and Wise counties. The official 2015 U.S. Census estimate has the Dallas-Fort Worth metropolitan area at 7,102,796, while the city of Dallas had a population of 1,300,092. The city's economy is primarily based on banking, commerce, telecommunications, technology, energy, healthcare and medical research, and transportation and logistics.

The proposed hotel site is located in Farmers Branch, which is a city in Dallas County. It is located 14 miles northwest of the city of Dallas. Farmers Branch is bordered by two interstate highways and two toll roads and is less than 15 minutes from both Dallas/Fort Worth International Airport and Dallas Love Field. Farmers Branch is also home to more than 4,000 companies and more than 250 corporate headquarters, including JDA software, Occidental Chemical, Itron Security, Taco Bueno, SoftLayer Technologies, and Monitronics.

Tourism

There are numerous athletic facilities in Farmers Branch. This factor has lead the Economic Development & Tourism Department to target much of their marketing efforts in attracting tournaments, which fill guestrooms on weekends. Marketing of tournaments has also proven to be somewhat recession resistant.

2016 Major Tournament Events - Farmers Branch, TX		
Event Name	Nights	Room Nights
Dallas International Girls Cup	16	1,587
NCA Cheer	4	1,641
Premier Baseball	6	1,218
Super Copa Boys	8	812
Dallas Texans Fall Festival	3	779
<i>Source: Farmers Branch Economic Development & Tourism</i>		

Because Farmers Branch is mostly a business market, most of the hotel guest rooms have king beds. However, the most requested room-type for sports teams is double-queen, since they frequently occupy four to a room. One of the risks of a hotel booking a team is the concern the team will lose and not advance to the next round of play. When a team loses, they check out early.

Teams choose their hotels based on proximity to the fields. As such, hotels near Luna and I-635 will likely be the first choice for most teams, but girls' teams like staying near the Galleria because of its proximity to shopping. The girls' teams also

require larger room blocks because they travel as families. Boys tend to travel as teams with fewer parents and occupy smaller room blocks.

Retail

The Galleria Dallas is an upscale shopping mall, and mixed-use development, located across the freeway from the proposed hotel site. The Galleria contains over 200 stores and restaurants, including an ice rink and the Westin Galleria Hotel.

Office

Numerous corporate headquarters have been announced that include: 1) Toyota North America spending \$350 million to build a 2.1 million-square-foot corporate campus; 2) Liberty Mutual Insurance is spending \$325 million to accommodate 4,000 employees from Boston in the company's new North American headquarters by 2018; and 3) J.P. Morgan Chase & Co. is spending \$2 billion to develop more than 1,000,000 square feet of office space on 50 acres. Within two years, more than 15,000 people will be working in this area. Each of these new office spaces would increase hotel demand in varying degrees.

Airports

Dallas is home to two airports, the Dallas/Fort Worth (DFW) International Airport and Dallas Love Field Airport. The Dallas/Fort Worth International Airport is the largest hub for American Airlines, which is headquartered near the airport. As of February 2017, DFW Airport had service to a total of 214 destinations, including 56 international and 158 domestic destinations within the U.S. The airport is located 19 miles from downtown Dallas and is centrally located within 30 minutes from any part of the city.

Dallas Love Field (DAL) Airport is a city-owned public airport, which is six miles northwest of Downtown Dallas. The corporate headquarters for Southwest Airlines is located at Love Field. The following table shows the total passenger enplanements at both airports.

Airport Passenger Enplanements		
Year	DFW International	Love Field
2012	14,305,416	8,173,927
2013	14,584,093	8,470,586
2014	14,547,301	9,413,636
2015	15,673,614	10,022,572
2016	16,183,491	10,507,656
CAC	3%	6%

Major Employers

As of June 2016, the metropolitan job count has increased to 3,523,400 jobs. The city of Farmers Branch's economy is primarily based on banking, commerce, telecommunications, computer technology, energy, healthcare and medical research, and transportation and logistics.

The following table lists the largest private sector employers, which includes several national airline, healthcare, and financial service companies. These companies generate hotel demand in varying degrees.

Major Private Sector Employers - Dallas/Fort Worth, TX		
Company	Industry / Product	Employees
American Airlines Group	Airline	23,700
Baylor Health Care System	Healthcare	22,000
Texas Health Resources	Healthcare	16,205
Bank of America	Financial Services	15,400
JPMorgan Chase	Financial Services	13,000
Texas Instruments	Semiconductors	13,000
Lockheed Martin Aeronautics	Aviation and Aerospace	12,600
NCA North Texas Division	Healthcare	11,612
Southwest Airlines	Airline	8,345
Verizon Communications	Telecommunications	8,100
Raytheon	Aviation and Aerospace	8,000
Bell Helicopter	Aviation and Aerospace	6,500
Source: Dallas Office of Economic Development		

Major Employers - Farmers Branch, TX		
Company	Industry / Product	Employees
Internal Revenue Service	Tax Collection	1,200
Telvista	Call Center Outsourcer	1,000
TDIndustries	Mechanical Construction	900
Hagger Clothing Company	Manufacturing	750
Monitronics International Inc.	Security System	700
Encore Enterprises, Inc.	Real Estate	650
Glazer's Wholesale Drug Company	Distributor	650
Source: City of Farmers Branch 2015 Comprehensive Annual Financial Report		

Project Description

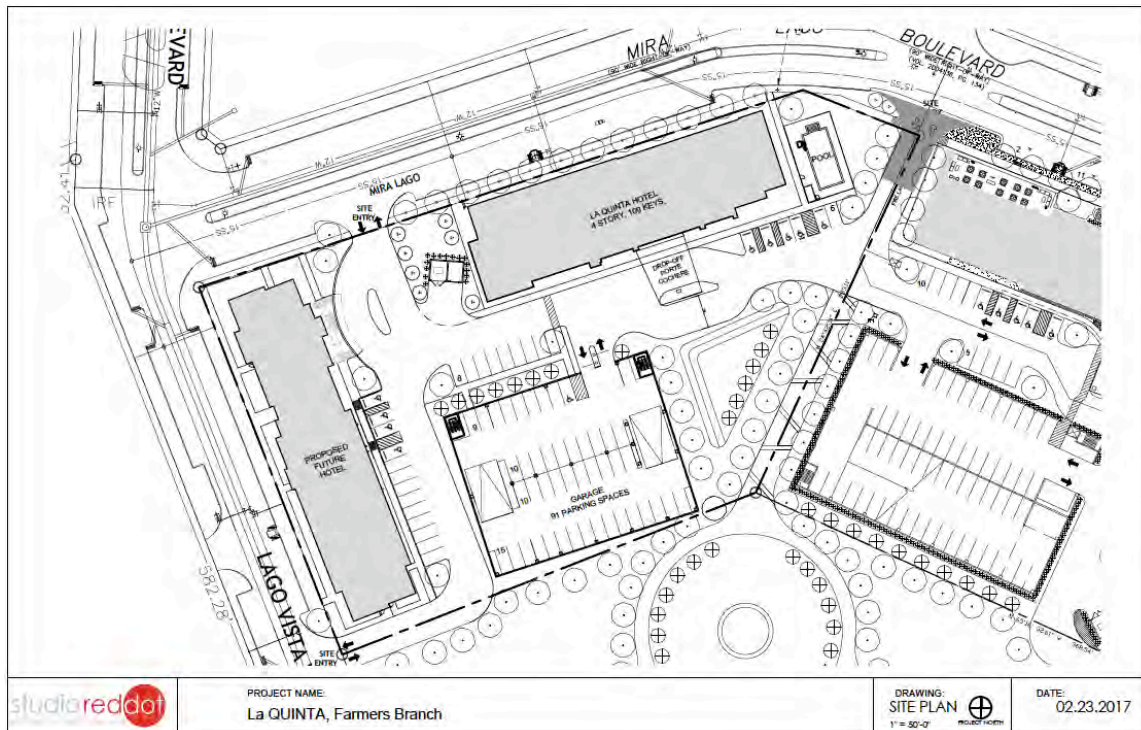
Subject Site

The proposed site contains approximately 1.8 acres and is adjacent to a two-story parking garage with +/- 100 spaces. The site is also proximate to the Omni Hotel, which offers a restaurant and bar.

To access the site from the direction of Dallas/Fort Worth International Airport, travelers will find their way to IH-635 east toward Farmers Branch and proceed approximately seven miles to exit 28. Once on the feeder road of IH-635, travelers

will make a right onto Luna Road and a right on Mira-Lago where they will see the hotel. Travelers will then turn left on Lago Vista East and find the entrance to the site on the right.

Hotel Guests arriving from Dallas Love Field Airport will find their way to Stemmons Freeway (IH-35E) and head north, for approximately six miles, and follow the signs to west bound I-635. Once on I-635, travelers will exit Luna Road, turn left under the freeway, and follow the same directions to the site. The following picture is the site plan for this project.



Based on our review of the historical performance of the market, inspection of competitive hotels, interviews of area demand generators, and a review of the existing and planned area developments, we concur that developing a 110-room La Quinta Inn & Suites is the highest and best use for the subject site for the following reasons:

- Since Office and Single-Family developers like to build near similar developments, the subject site would only appeal to Multi-Family or Hospitality projects. And since the tract is too small for a Multi-Family development, Hospitality appears to be the highest and best use.
- Hospitality is also complimentary to Multi-Family when tenants need extra bedrooms to accommodate friends and family.
- Hotels also bridge the gap when Tenants relocate to the area, but have to wait for their unit to become available.

Proposed Hotel

La Quinta Inn & Suites is a chain of limited service hotels in the United States, Canada, Mexico, and Honduras. The company owns and operates over 800 properties and franchises approximately 295 hotels. Per the terms of the franchise agreement, the owner of the hotel has a license agreement with La Quinta, Inc. for 22 years. Renovations are required every five to seven years or when the property is transferred to a new owner.

The hotel will feature La Quinta's the new Del Sol prototype design, which includes:

- Scalable building design
- Decorative paving at porte-cochere
- Nighttime identity from building, wash lighting and accent LED lighting
- Two pairs of automatic sliding doors on each side of entry vestibule
- Guestroom mix to include at least 20% suites
- Spacious "great room" with large windows and community seating
- Variety of seating in the breakfast area that can be used throughout the day
- On-site Bright Side Market
- Pod-style front-desk counters
- Separated breakfast serving area that enables use of great room as a lounge
- Enhanced fitness center
- Conference/meeting facility designed to accommodate at least 40 attendees
- Print station with touchscreen monitors
- Swimming pools and hot tub with indoor or outdoor options
- Guest laundry facility with full-size washers and dryers

The guestrooms will also be equipped with a combination of room types to include suites with king beds (20), standard rooms with king beds (27), standard rooms with two queen beds (55), and the requisite number of rooms and suites that accommodate guests with disabilities (7). The king-bedded rooms will have walk-in showers, and the double queen-bedded rooms will have bathtubs.

The guestrooms in the proposed hotel should be based on the current La Quinta Inn & Suites prototype, which provides comfortable and efficient accommodations that will appeal to travelers with a variety of needs. In-room amenities include standard hotel features such as secure-wired and high-speed wireless Internet, cable television viewed on a large flat panel high-definition TV, a phone with voice mail, and energy-efficient lighting.

Lodging Market Overview

Hotel Market Overview

The Texas hotel market comprises nearly 433,000 hotel guestrooms of varying quality. The research firm, Source Strategies, uses data derived from the hotel occupancy tax rolls published by the State of Texas. By analyzing data provided by Source Strategies, we developed the following long-term trends for Texas metro and non-metro areas.

The national recession, which began in late 2007 for some parts of the country, did not arrive in Texas until the last quarter of 2008 and became more severe in 2009. In 2009, occupancies dropped to an all time low of 54.0% in the metro hotel markets. While ADR increased 6.6% per year through 2008, it dropped 7.0% in 2009 to \$85.96. ADR began to recover in 2011 and has increased 2.9% per year from the low in 2010 to the new high of \$104.17 in the third quarter of 2016.

Texas Metro Hotel Markets				Non-Metro Hotel Markets		
Year	Occupancy	Average Daily Rate	RevPAR	Occupancy	Average Daily Rate	RevPAR
2005	60.8%	\$76.18	\$46.32	52.0%	\$55.62	\$28.92
2006	61.8%	\$83.12	\$51.37	54.7%	\$59.55	\$32.57
2007	62.0%	\$87.83	\$54.45	56.2%	\$62.91	\$35.36
2008	61.8%	\$92.44	\$57.13	57.4%	\$67.60	\$38.80
2009	54.0%	\$85.96	\$46.42	50.0%	\$63.09	\$31.55
2010	55.6%	\$85.17	\$47.39	50.2%	\$66.10	\$33.18
2011	59.6%	\$88.10	\$52.50	55.6%	\$70.08	\$38.99
2012	62.8%	\$91.35	\$57.33	58.7%	\$75.64	\$44.37
2013	64.3%	\$96.38	\$57.59	58.2%	\$78.61	\$45.79
2014	66.8%	\$100.52	\$67.11	58.4%	\$83.43	\$48.70
2015	66.2%	\$103.65	\$68.64	54.9%	\$80.35	\$44.10
2016*	65.3%	\$104.17	\$67.99	52.4%	\$77.47	\$40.62
CAC **		2.9%	3.6%		3.1%	3.1%

Source: Source Strategies

* 2016 data is based on the Trailing 12 months through the Third Quarter 2016.

**Compound Annual Change

Comparatively, the occupancies of the non-metro area hotels declined from 57.4% in 2008 to 50.0% a year later and did not return to the previous high until 2012. ADR followed a similar pattern as the metro hotels with a sharp rise through 2008, followed by a sharp decline in 2009. Unlike the recovery in the metro markets, the non-metro markets have recovered at a faster rate of 3.1% per year through the third quarter of 2016.

Summary of Competitive Set

The greater Dallas hotel market contains over 500 hotels with approximately 75,860 guestrooms of varying quality. Of which, we identified eight hotels as the competitive set for the proposed hotel.

Because the proposed hotel is located in a developing area of Farmers Branch and will have easy access to the freeway, we chose the two full-service hotels nearby and similarly priced limited-service hotels within a three-mile radius of the site as its primary competitors. A summary listing of the competitive hotels is provided in the following table and more detail is provided in **Exhibit A**.

SUMMARY OF COMPETITIVE HOTELS Farmers Branch, Texas			
Properties	Rooms	Year Opened	Property Type
Farmers Branch			
1 DoubleTree Dallas - Farmers Branch	160	1999	Full Service
2 Omni Dallas Hotel @ Park West	337	1989	Full Service
Dallas - I - 35E			
3 Hampton Inn Dallas - North - I-35E @ Walnut Hill	113	1986	Limited Service
Las Colinas			
4 Fairfield Inn & Suites Dallas Las Colinas	117	1998	Limited Service
5 Holiday Inn Express & Suites - Irving Convention Center - Las Colinas	128	1997	Limited Service
6 SpringHill Suites Dallas DFW Airport - East/Las Colinas Irving	120	2006	Limited Service
7 La Quinta Inn & Suites Dallas - Las Colinas	92	1998	Limited Service
8 Hampton Inn Dallas - Irving - Las Colinas	135	1997	Limited Service
New Hotels			
A La Quinta Inn & Suites - Farmers Branch	110	2019	Limited Service
B Hampton Inn & Suites - Farmers Branch	117	2018	Limited Service
C Holiday Inn Express	100	2017	Limited Service
D Candlewood	80	2017	Extended Stay
F TownePlace by Marriott	120	2019	Extended Stay
E Former Hampton Inn Dallas North to become Quality Inn	-113	2018	Limited Service
Total Hotel Rooms - 2019	1,616		

The **DoubleTree Dallas – Farmers Branch** and the **Omni Dallas Hotel @ Park West** are the only full-service hotels in the competitive set. The Omni is the closest hotel to the proposed hotel site. With easy access to multiple highways in the area, the Omni Hotel is well located at the southwest corner of I-635 and Luna Road. It is an older hotel, and the bathrooms appear dated. This property has 337 guestrooms, which is the biggest hotel in the competitive set.



The Doubletree Dallas – Farmer Branch has 160 guestrooms, one on-site restaurant, and 2,675 square feet of meeting space. The hotel opened in 1999 and looks dated. This property is currently the lowest performer in the competitive set in terms of Occupancy due to its condition.



The oldest hotel in the competitive set is the 113-room **Hampton Inn Dallas – North – I-35E @ Walnut Hill**, which opened in 1986. This property provides complimentary breakfast and Internet for its guests. This property is 30 years old; therefore we will exclude this property as a competitor when the new hotels open in the future.



Both the 117-room **Fairfield Inn & Suites Dallas Las Colinas** and 92-room **La Quinta Inn & Suites Dallas – Las Colinas** opened in 1998. They both have completed renovations in their public areas, but the guestrooms look dated. The Fairfield Inn & Suites has freeway frontage while the La Quinta is located in a neighborhood. Both hotels are average performers in the competitive set in terms of ADR and Occupancy.



Open in 1997, both **Holiday Inn Express & Suites – Irving Convention Center – Las Colinas** and **Hampton Inn Dallas - Las Colinas** perform below the market average in terms of ADR (below \$110) due to their condition. However, the Hampton Inn just completed a renovation in the fall of 2016. Their performance improved after it was renovated.



New Supply

In addition to the subject La Quinta Inn and Suites, plans have been submitted for the following hotels to be built on nearby sites:

- 1) Holiday Inn Express with +/- 100 rooms,
- 2) Hampton Inn & Suites with 117 guestrooms,
- 3) Candlewood Suites with +/- 80 suites, and
- 4) TownePlace Suites by Marriott with +/- 120 Units.

As mentioned previously, there is another change that will occur in the market supply, which has been factored into our analysis. What is presently a Hampton Inn with 113 guestrooms, located near IH-35 and Walnut Hill, will lose its Hilton affiliation just before the proposed Hampton Inn & Suites opens. At that point, the older Hampton will cease being competitive which means the proposed Hampton Inn & Suites is effectively replacing the older hotel. This is good for the subject proposed La Quinta because the location on Luna Road is becoming a new

hospitality hub where guests seeking different price points can be easily accommodated. Because the guests get more choices in accommodations, the operators incur less marketing costs. What an operator saves in marketing they spend on employee training and property maintenance so as to have a competitive advantage.

Because so many rooms are opening near the intersection of Luna and I-635, this new sub-market will likely steal its market share from sub-competitive hotels along Stemmons Freeway and from direct competitors along TX-114 in Las Colinas. As seen in the previous table, the average age of the competitive set is nearly 20 years. This means the newest hotels for 3 miles in every direction will be consolidated at Luna and I-635. This will also give the older hotels near this intersection competitive advantage as the newer hotels will attract customers to the area and create awareness of the new sub-market.

Sources of Market Demand

Through our research of the competitive set, and observation of hotel operations in the market, we were able to develop the following analysis that quantifies the primary sources of demand for the competitive set.

Market Mix - Annual Room Nights of Demand		
Demand Segments	Room Nights	% Mix
I B T	185,600	58%
Group	42,400	13%
Leisure	92,700	29%
Total Occupied Room Nights	320,700	100%

The combined competitive hotels classify a portion of their demand as **Individual Business Travelers (IBT)**, representing approximately 58% of the market demand. IBT demand is generated when sales people and consultants call on area companies, or when area companies bring employees and customers in for meetings. Much of the IBT demand generated in this market is related to consultants and sales people visiting area companies. Other sources of IBT demand occur when area companies bring in candidates for job openings.

Nearly all of the hotels maintain a roster of negotiated corporate rates with companies that need rooms on a more frequent basis. These rates are often lower than the rack rate and come with commitments for a minimum number of room nights.

Group and Convention demand in this market occurs when companies need to hold meetings to discuss business issues. Since the limited-service hotels of the competitive set are smaller and do not have large amounts of meeting space, most

of the groups are hosted in the full-service hotels. On the weekend, however, groups consist of sports teams staying at all the hotels and participating in tournaments. As such, we estimate Group demand will likely comprise 13% of the overall demand, with the full-service hotels averaging 30% versus the limited-service hotels averaging much less at 5%.

Leisure demand for the competitive hotels represents approximately 29% of their occupied room nights with the limited-service hotels averaging 30% and the full-service hotels averaging 20%. Leisure demand primarily occurs on holidays, or on weekends, when visitors come to Dallas for a shopping trip or social events.

Competitive Set Historical Performance

DPC assembled occupancy and ADR information for each competitor for year-end 2012 through year-end 2016 and derived estimated levels of total supply and demand expressed as room nights per year.

The following table summarizes the historical performance of the Competitive Set. While there were no additions to supply over the last five years, demand increased at 2.5% per year. Much of this increase can be attributed to the ongoing recovery from the national recession of 2008, but it is also indicative of the strength of the Dallas economy. Demand outpacing supply has caused occupancy to increase from a low of 66.3% in 2012 to a high of 73.1% in 2016. It is important to note that the market occupancy has remained above 65% for five consecutive years.

HISTORICAL MARKET CONDITIONS - ANNUAL ROOM NIGHTS						
	2012	2013	2014	2015	2016	CAC*
Supply - Guestrooms	1,202	1,202	1,202	1,202	1,202	
Supply - Annual Rooms Nights (x 365)	438,730	438,730	438,730	438,730	438,730	0.0%
Demand						
I B T	168,800	174,700	181,000	183,600	185,600	2.4%
Group	38,200	39,600	40,200	41,500	42,400	2.6%
Leisure	83,900	87,000	90,300	91,600	92,700	2.5%
Total Occupied Room Nights	290,900	301,300	311,500	316,700	320,700	2.5%
Occupancy	66.3%	68.7%	71.0%	72.2%	73.1%	
Average Daily Rate	\$93.77	\$100.13	\$105.16	\$111.18	\$117.08	5.7%
Revenue per Available Room	\$62.18	\$68.76	\$74.66	\$80.25	\$85.58	8.3%
Change in Supply	--	0.0%	0.0%	0.0%	0.0%	
Change in Demand	--	3.6%	3.4%	1.7%	1.3%	
*Compounded annual change						

Along with increasing occupancies, ADR has increased from +/- \$94 in 2012 to +/- \$117 in 2016, which represents a growth rate of 5.7% per year. Future increases are anticipated as the regional economy continues to grow as a result of the future headquarters expansions.

Future Estimated Market Supply and Demand

The following analysis shows the addition of the proposed La Quinta Inn and Suites and four additional competitors, along with the older Hampton Inn being removed

from competitive supply. These additions will increase supply by 10.5% from 2017 to 2018 and by 21.7% from 2018 to 2019. However, expressed as a compound average over the next five years, supply will increase 6.1% per year.

We estimate the future growth rates for demand with the following analysis. Increases to base demand are stated in compound average growth rates and reflect the external changes in the market if no other hotels were built. Conversely, increases to created demand are derived by whole numbers and account for the room nights that are sold to guests who were previously displaced to sub-competitive hotels during peak periods.

In terms of changes to the level of base demand, we have accounted for continued recovery from the national recession by applying a 2.0% per year increase in demand for IBT, Leisure, and Group. With respect to created demand, we see 70% of the room night inventory as being filled by guests that were previously displaced from the market during peak demand periods, or small groups that will be induced to come to the area because there will be a concentration of the newest hotels in the area. We added the created demand to IBT (70%), Group (5%), and Leisure (25%). These assumptions calculate a combined growth rate of 4.5% per year from 2016 to 2021. The resulting analysis shows occupancy decreasing slightly as the new hotels open, and growing steadily back to the high 60%'s and stabilizing, which was where the market performed prior the recession.

FUTURE MARKET CONDITIONS - ANNUAL ROOM NIGHTS COMBINED MARKETS							
	2016	2017	2018	2019	2020	2021	CAC*
Supply - Guestrooms	1,202	1,202	1,328	1,616	1,616	1,616	
Supply - Annual Rooms Nights (x 365)	438,730	438,730	484,713	589,840	589,840	589,840	6.1%
Demand							
Individual Business Traveler - Base	185,600	189,300	193,100	197,000	200,900	205,000	2.0%
Individual Business Traveler - Created	--	-	9,700	31,700	31,700	31,700	--
	185,600	189,300	202,800	228,700	232,600	236,700	5.0%
Group/Convention - Base	42,400	43,300	44,100	45,000	45,900	46,800	2.0%
Group/Convention - Created	--	-	700	2,300	2,300	2,300	--
	42,400	43,300	44,800	47,300	48,200	49,100	3.0%
Leisure - Base	92,700	94,500	96,400	98,300	100,300	102,300	2.0%
Leisure - Created	--	-	3,400	11,300	11,300	11,300	--
	92,700	94,500	99,800	109,600	111,600	113,600	4.2%
Total Occupied Room Nights	320,700	327,100	347,400	385,600	392,400	399,400	4.5%
Occupancy	73.1%	74.6%	71.7%	65.4%	66.5%	67.7%	--
Change in Supply	0.0%	0.0%	10.5%	21.7%	0.0%	0.0%	--
Change in Demand	1.3%	2.0%	6.2%	11.0%	1.8%	1.8%	--

*Compounded annual change

Estimated Penetration of the Proposed Hotel

Penetration analysis compares the occupancy from a sample of the competitive set to the overall market average. A market penetration above 100% indicates a property is getting more than its fair share. Likewise, a penetration below 100% indicates below average performance. We have performed this analysis on the

market competitors for each demand segment and determined that the market rewards quality service and strong brands. This is a very competitive set where each of the competitors is presently getting is fair share.

Penetration Rates of Competitive Set - 2016				
	Leisure	Group	IBT	Overall
DoubleTree	105%	150%	85%	100%
Omni	70%	230%	85%	100%
Hampton I-35	140%	0%	105%	100%
Fairfield Inn	105%	40%	110%	100%
Holiday Inn Express	100%	35%	110%	100%
SpringHill Suites	105%	40%	115%	100%
La Quinta	140%	0%	105%	100%
Hampton Inn Las Colinas	100%	35%	105%	95%
Note: Percentages are rounded to nearest 5% to protect confidential information.				

The following table displays the room nights sold in the market, the fair share of room nights that could be occupied in the subject La Quinta Inn and Suites, and our adjustments to its fair share based on its competitive advantages shown as Estimated Market Penetration. The subject hotel will likely get 50% of its fair share of Group demand due to it not having a large amount of meeting space, but it will penetrate above its fair share in IBT & Leisure because the location and brand will appeal to travelers seeking a hotel with good surroundings. The resulting occupancy for the subject hotel is calculated as finishing its first year at 65% and stabilizing at 70%.

La Quinta Inn & Suites - Farmers Branch, TX - 110 Units									
Market		Estimated Market	Fair Market Share ¹		Estimated Market Penetration ²		Occupancy		Average Room Rate
Year	Segment	Demand	Percent	Demand	Percent	Demand	Market [▼]	Subject	Constant \$
2019	I B T	228,700	6.8%	15,600	110%	17,200			120.00
	Group	47,300	6.8%	3,200	50%	1,600			100.00
	Leisure	109,600	6.8%	7,500	100%	7,500			105.00
	Total	385,600		26,300	100%	26,300	65%	65%	114.51
2020	I B T	232,600	6.8%	15,800	110%	17,400			120.00
	Group	48,200	6.8%	3,300	50%	1,700			100.00
	Leisure	111,600	6.8%	7,600	110%	8,400			105.00
	Total	392,400		26,700	103%	27,500	67%	69%	114.18
2021	I B T	236,700	6.8%	16,100	110%	17,700			120.00
	Group	49,100	6.8%	3,300	50%	1,700			100.00
	Leisure	113,600	6.8%	7,700	110%	8,500			105.00
	Total	399,400		27,100	103%	27,900	68%	70%	114.21
¹ Fair Market Share = 110 Units (Subject) divided by 1,496 Rooms (in the Market in 2019) = 7.4%									
² Subject penetration into Market above 100% indicates Subject has competitive advantages.									

In estimating Average Daily Rate (ADR), we gathered rack rates for each property of the competitive set, which is presented in Exhibit A. We also collected individual ADR's and compared them to the market average of 2016. Based on our observations of the market, we estimated the average rate anticipated for each demand segment. Business travelers, for example, will pay the highest rate because

they travel during peak periods. Group travelers will pay the least because they book during the slower periods, even though they create peak periods when they come. Leisure travelers will lie in between. The following table calculates a weighted average based on our analysis stated in 2017 dollars. The following table uses a 3.0% per year rate of inflation to express the ADR in future dollars and the resulting rooms revenue for the subject hotel.

Average Daily Rate and Rooms Revenues				
Year	Occupancy	Average Daily Rate		Rooms Revenue
		2017 Dollars	Inflated Dollars	
2019	65%	\$114.00	\$116.00	\$3,027,600
2020	69%	\$114.00	\$120.75	\$3,344,775
2021	70%	\$114.00	\$125.75	\$3,534,833

Limiting Conditions

The conclusions in this report are based upon review of published information and information provided by the general managers and/or owners at the competing hotels, and an analysis of historical market area data. The report is based on estimates, assumptions, and other information developed from our analysis of the local hotel market area and characteristics of the proposed property. Since the projections in this letter are based upon estimates and assumptions, which inherently are subject to uncertainty and variation depending upon evolving events, we do not represent them as results that will actually be achieved.

This report has been prepared primarily for your use and guidance in determining the risk in developing the proposed property. As is customary in assignments of this nature, neither our name nor the material submitted may be included in any prospectus, in newspaper publicity, or as part of any printed material; or used in public offerings or representations in connection with the sale of securities to the general public. You may, however, include this document in a private placement memorandum that is directed to qualified investors.

DP Consulting – Qualifications

DP Consulting is a hospitality, tourism, and real estate oriented consulting and brokerage firm. We have developed a particular expertise that includes public/private ventures involving public assembly facilities and master planned communities. DPC has also worked extensively on every type of hotel to include limited-service, select-service, full-service, conference centers, and casino hotels.

The principal of DP Consulting, David Parker, has 30 years experience in the hotel industry, to include operations, consulting, and development. Prior to forming DP Consulting, Mr. Parker was employed by PKF Consulting for nearly a decade, where he developed numerous methodologies for collecting market information on hotels and meeting facilities, and developed multiple modeling techniques for projecting

utilization, income and expense. Examples included using fax software and e-mail to disseminate meeting planner surveys and a database to aggregate survey results. DPC is also experienced with economic impact analysis.

In conjunction with hotel research, Mr. Parker developed the system through which occupancy data was collected from individual hotels and reported in aggregate on a monthly basis, known as *Trends in the Hotel Industry*. In addition, Mr. Parker developed a database based on Hotel Occupancy Tax receipts collected by the State of Texas in order to develop a census of hotel performance for various market areas.

Mr. Parker has directed a variety of projects, a summary of which is listed in **Exhibit D** in the Addendum.

We would be pleased to hear from you if we may be of further assistance in the interpretation and application of our findings and conclusions. We express our appreciation to you and your associates for the cooperation extended to us during the course of this assignment.

Sincerely,



David Parker



Addendum

Competitive Set Table	Exhibit A
Financial Pro Forma – Stabilized Year	Exhibit B
Financial Pro Forma – 2019 to 2028	Exhibit C
Projects Completed by David Parker	Exhibit D

SUMMARY OF COMPETITIVE HOTELS

Farmers Branch, Texas

Exhibit A-1

Properties	Rooms	Year Opened	2017 Rack Rates		Property Type	Amenities ²
			Weekday	Weekend		
Farmers Branch						
1 DoubleTree Dallas - Farmers Branch 11611 Luna Road	160	1999	\$139 - \$149	\$119 - \$129	Full Service	1 FB, SP, FC, MR
2 Omni Dallas Hotel @ Park West 1590 Lyndon B. Johnson Freeway	337	1989	\$209 - \$229	\$119 - \$129	Full Service	2 FB, SP, FC, MMS
Dallas - I - 35E						
3 Hampton Inn Dallas - North - I-35E @ Walnut Hill 11069 Composite Drive	113	1986	\$149	\$129	Limited Service	HB, SP, FC, LF, MR
Las Colinas						
4 Fairfield Inn & Suites Dallas Las Colinas 630 W. John Carpenter Freeway	117	1998	\$199 - \$209	\$104 - \$114	Limited Service	HB, SP, FC, LF
5 Holiday Inn Express & Suites - Irving Convention Center - Las Colinas 333 W. John Carpenter Freeway	128	1997	\$149 - \$169	\$109 - \$129	Limited Service	HB, SP, FC, LF, MR
6 SpringHill Suites Dallas DFW Airport - East/Las Colinas Irving 5800 High Point Drive	120	2006	\$199	\$129 - \$149	Limited Service	HB, SP, FC, LF, MMS
7 La Quinta Inn & Suites Dallas - Las Colinas 4225 N. MacArthur Blvd.	92	1998	\$139 - \$149	\$109 - \$119	Limited Service	HB, SP, FC, LF
8 Hampton Inn Dallas - Irving - Las Colinas 820 West Walnut Hill Lane	135	1997	\$194	\$84	Limited Service	HB, SP, FC, LF, MR
Total Hotel Rooms - 2016	1,202		2016 Market ADR: \$117.08 / Market Occuapncy: 73.1%			
New Hotels						
A La Quinta Inn & Suites - Farmers Branch Luna	110	2019	n/a	n/a	Limited Service	HB, SP, FC, LF, MR
B Hampton Inn & Suites - Farmers Branch Luna	117	2018	n/a	n/a	Limited Service	FHB, WB, SP, MR, FC
C Holiday Inn Express Luna	100	2017	n/a	n/a	Limited Service	FHB, WB, SP, MR, FC
D Candlewood Luna	80	2017	n/a	n/a	Extended Stay	FK, SP, LF
F TownePlace by Marriott North West Quadrant of I-635 and Luna	120	2019	n/a	n/a	Extended Stay	FK, SP, LF
E Former Hampton Inn Dallas North to become Quality Inn 11069 Composite Drive	-113	2018	n/a	n/a	Limited Service	n/a
Total Hotel Rooms - 2019	1,616					

¹ Ranged of Published Rates. n/s - Not Shown on Map.

² Amenity Codes: FB - Food and Beverage Outlets, FHB Full Hot Breakfast, CB - Continental Breakfast, FK - Full Kitchen, WB - Wet Bar, SP - Swimming Pool, FC - Fitness Center, LF - Laundry Facility, MMS Major Meeting Space, MR - Meeting Room.

Proposed La Quinta Inn and Suites - Farmers Branch - 110 ROOMS

Representative Year of Operation

Exhibit B

	Limited Service Hotels			Stabilized Operating Year (2021) Stated in 2017 Dollars			
Number of Units:		112			110		
Number of Annual Rooms Available:		40,880			40,150		
Number of Rooms Occupied:		28,780			28,105		
Annual Occupancy:		70.4%			70.0%		
Average Daily Rate:		100.68			\$114.00		
Revenue Per Available Room:		\$70.88			\$79.80		
Revenues	Ratio	Per Room	P.O.R.	Amount	Ratio	Per Room	P.O.R.
Rooms	98.2%	25,871	\$100.68	\$3,204,000	98.7%	\$29,127	\$114.00
Other Operated Departments	1.8%	472	1.84	42,000	1.3%	382	1.49
Total Revenues	100.0%	26,343	102.52	3,246,000	100.0%	29,509	115.50
Departmental Expenses							
Rooms	25.5%	6,595	25.67	759,000	23.7%	6,900	27.01
Other Operated Departments	61.0%	288	1.12	25,000	59.5%	227	0.89
Total Departmental Expenses	26.1%	6,883	26.79	784,000	24.2%	7,127	27.90
Departmental Profit	73.9%	19,460	75.73	2,462,000	75.8%	22,382	87.60
Undistributed Expenses							
Administrative & General	8.4%	2,216	8.62	276,000	8.5%	2,509	9.82
Marketing & Franchise	10.6%	2,787	10.85	357,000	11.0%	3,245	12.70
Property Operation and Maintenance	4.9%	1,300	5.06	143,000	4.4%	1,300	5.09
Utility Costs	5.3%	1,403	5.46	143,000	4.4%	1,300	5.09
Total Undistributed Operating Expenses	29.3%	7,706	29.99	919,000	28.3%	8,355	32.70
Gross Operating Profit	44.6%	11,754	45.74	1,543,000	47.5%	14,027	54.90
Fixed Expenses							
Base Management Fee	3.0%	783	3.05	97,000	3.0%	882	3.45
Property Taxes	4.3%	1,123	4.37	187,000	5.8%	1,700	6.65
Insurance	1.3%	332	1.29	36,000	1.1%	327	1.28
Total Fixed Expenses	8.5%	2,238	8.71	320,000	9.9%	2,909	11.39
Net Operating Income	36.1%	9,516	37.03	1,223,000	37.7%	11,118	43.52
FF&E Reserve	4.0%	1,054	4.10	130,000	4.0%	1,182	4.63
Net Operating Income After Reserve	32.1%	8,462	32.93	\$1,093,000	33.7%	\$9,936	\$38.89
	Source: CBRE / PKF Consulting			Estimated by DP Consulting			

Exhibit C-1

Number of Units:
Number of Annual Rooms Available:
Number of Rooms Occupied:
Annual Occupancy:
Average Daily Rate:
Revenue Per Available Room:

	2019		2020		2021		2022		2023	
Number of Units:	110		110		110		110		110	
Number of Annual Rooms Available:	40,150		40,150		40,150		40,150		40,150	
Number of Rooms Occupied:	26,100		27,700		28,110		28,110		28,110	
Annual Occupancy:	65.0%		69.0%		70.0%		70.0%		70.0%	
Average Daily Rate:	\$116.00		\$120.75		\$125.75		\$130.75		\$136.00	
Revenue Per Available Room:	\$75.40		\$83.32		\$88.03		\$91.53		\$95.20	
	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio
Revenues										
Rooms	\$3,028,000	98.6%	\$3,345,000	98.7%	\$3,535,000	98.7%	\$3,675,000	98.7%	\$3,823,000	98.7%
Other Operated Departments	42,000	1.4%	45,000	1.3%	47,000	1.3%	49,000	1.3%	50,000	1.3%
Total Revenues	3,070,000	100.0%	3,390,000	100.0%	3,582,000	100.0%	3,724,000	100.0%	3,873,000	100.0%
Departmental Expenses										
Rooms	776,000	25.6%	823,000	24.6%	854,000	24.2%	880,000	23.9%	906,000	23.7%
Other Operated Departments	25,000	59.5%	27,000	60.0%	28,000	59.6%	29,000	59.2%	30,000	60.0%
Total Departmental Expenses	801,000	26.1%	850,000	25.1%	882,000	24.6%	909,000	24.4%	936,000	24.2%
Departmental Profit	2,269,000	73.9%	2,540,000	74.9%	2,700,000	75.4%	2,815,000	75.6%	2,937,000	75.8%
Undistributed Expenses										
Administrative & General	275,000	9.0%	294,000	8.7%	307,000	8.6%	318,000	8.5%	329,000	8.5%
Marketing & Franchise	338,000	11.0%	373,000	11.0%	394,000	11.0%	410,000	11.0%	426,000	11.0%
Property Operation and Maintenance	159,000	5.2%	159,000	4.7%	161,000	4.5%	166,000	4.5%	171,000	4.4%
Utility Costs	152,000	5.0%	156,000	4.6%	161,000	4.5%	166,000	4.5%	171,000	4.4%
Total Undistributed Operating Expenses	924,000	30.1%	982,000	29.0%	1,023,000	28.6%	1,060,000	28.5%	1,097,000	28.3%
Gross Operating Profit	1,345,000	43.8%	1,558,000	46.0%	1,677,000	46.8%	1,755,000	47.1%	1,840,000	47.5%
Fixed Expenses										
Base Management Fee	92,000	3.0%	102,000	3.0%	107,000	3.0%	112,000	3.0%	116,000	3.0%
Property Taxes	140,000	4.6%	203,000	6.0%	207,000	5.8%	211,000	5.7%	215,000	5.6%
Insurance	38,000	1.2%	39,000	1.2%	40,000	1.1%	41,000	1.1%	43,000	1.1%
Total Fixed Expenses	270,000	8.8%	344,000	10.1%	354,000	9.9%	364,000	9.8%	374,000	9.7%
Net Operating Income	1,075,000	35.0%	1,214,000	35.8%	1,323,000	36.9%	1,391,000	37.4%	1,466,000	37.9%
FF&E Reserve	123,000	4.0%	136,000	4.0%	143,000	4.0%	149,000	4.0%	155,000	4.0%
Net Operating Income After Reserve	\$952,000	31.0%	\$1,078,000	31.8%	\$1,180,000	32.9%	\$1,242,000	33.4%	\$1,311,000	33.8%
	Full Year of Operation									

Proposed La Quinta Inn and Suites - Farmers Branch - 110 ROOMS
Exhibit C-2

Projected Operating Results
Calendar Years

	2024		2025		2026		2027		2028	
Number of Units:	110		110		110		110		110	
Number of Annual Rooms Available:	40,150		40,150		40,150		40,150		40,150	
Number of Rooms Occupied:	28,110		28,110		28,110		28,110		28,110	
Annual Occupancy:	70.0%		70.0%		70.0%		70.0%		70.0%	
Average Daily Rate:	\$140.00		\$144.25		\$148.50		\$153.00		\$157.75	
Revenue Per Available Room:	\$98.00		\$100.98		\$103.95		\$107.10		\$110.43	
	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio
Revenues										
Rooms	\$3,935,000	98.7%	\$4,055,000	98.7%	\$4,174,000	98.7%	\$4,301,000	98.7%	\$4,434,000	98.7%
Other Operated Departments	52,000	1.3%	53,000	1.3%	55,000	1.3%	57,000	1.3%	58,000	1.3%
Total Revenues	3,987,000	100.0%	4,108,000	100.0%	4,229,000	100.0%	4,358,000	100.0%	4,492,000	100.0%
Departmental Expenses										
Rooms	933,000	23.7%	961,000	23.7%	990,000	23.7%	1,020,000	23.7%	1,050,000	23.7%
Other Operated Departments	31,000	59.6%	32,000	60.4%	33,000	60.0%	34,000	59.6%	35,000	60.3%
Total Departmental Expenses	964,000	24.2%	993,000	24.2%	1,023,000	24.2%	1,054,000	24.2%	1,085,000	24.2%
Departmental Profit	3,023,000	75.8%	3,115,000	75.8%	3,206,000	75.8%	3,304,000	75.8%	3,407,000	75.8%
Undistributed Expenses										
Administrative & General	339,000	8.5%	349,000	8.5%	360,000	8.5%	370,000	8.5%	382,000	8.5%
Marketing & Franchise	439,000	11.0%	452,000	11.0%	465,000	11.0%	479,000	11.0%	494,000	11.0%
Property Operation and Maintenance	176,000	4.4%	181,000	4.4%	187,000	4.4%	192,000	4.4%	198,000	4.4%
Utility Costs	176,000	4.4%	181,000	4.4%	187,000	4.4%	192,000	4.4%	198,000	4.4%
Total Undistributed Operating Expenses	1,130,000	28.3%	1,163,000	28.3%	1,199,000	28.4%	1,233,000	28.3%	1,272,000	28.3%
Gross Operating Profit	1,893,000	47.5%	1,952,000	47.5%	2,007,000	47.5%	2,071,000	47.5%	2,135,000	47.5%
Fixed Expenses										
Base Management Fee	120,000	3.0%	123,000	3.0%	127,000	3.0%	131,000	3.0%	135,000	3.0%
Property Taxes	219,000	5.5%	224,000	5.5%	228,000	5.4%	233,000	5.3%	237,000	5.3%
Insurance	44,000	1.1%	45,000	1.1%	47,000	1.1%	48,000	1.1%	49,000	1.1%
Total Fixed Expenses	383,000	9.6%	392,000	9.5%	402,000	9.5%	412,000	9.5%	421,000	9.4%
Net Operating Income	1,510,000	37.9%	1,560,000	38.0%	1,605,000	38.0%	1,659,000	38.1%	1,714,000	38.2%
FF&E Reserve	159,000	4.0%	164,000	4.0%	169,000	4.0%	174,000	4.0%	180,000	4.0%
Net Operating Income After Reserve	\$1,351,000	33.9%	\$1,396,000	34.0%	\$1,436,000	34.0%	\$1,485,000	34.1%	\$1,534,000	34.1%



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Projects Completed by David Parker

Market Studies of Limited-Service Hotels:

Dallas Area:

Market Study of Proposed Best Western Premier – Denton, Texas (Open 2009)
 Market Study of Proposed Fairfield Inn – Decatur, Texas
 Market Study and Valuation of Proposed Comfort Suites – Grapevine, Texas (Open 2005)
 Market Study of a Hampton Inn and Suites – Alliance Airport, Fort Worth Texas (Open 1999)
 Due Diligence Analysis of five hotels (Holiday Inn Expresses and Quality Suites) – Dallas, Texas
 Market Study of Proposed Hampton Inn and Suites – Hurst, Texas (Open 2004)
 Due Diligence Analysis Wyndham Garden Hotel Los Colinas – Irving, Texas
 Due Diligence Analysis Wyndham Garden Hotel Market Center – Dallas, Texas

Houston Area:

Market Study of Proposed Hampton Inn & Suites – Bush Intercontinental Airport – Houston, Texas (Open 2015)
 Market Study of Proposed Comfort Suites (Westchase) – Houston, Texas (Open 2013)
 Market Study of Proposed Hampton Inn & Suites – Missouri City, Texas (Open 2013)
 Market Study of Proposed Courtyard & TownePlace Suites – Galveston, Texas (Open 2013)
 Market Study of Proposed SpringHill Suites – Houston, Texas
 Market Study of Proposed Sleep Inn – Clute/Lack Jackson, Texas
 Market Study of Proposed Microtel Inn & Suites – Port Arthur, Texas
 Market Study of Proposed SpringHill Suites – Seabrook, Texas
 Market Study of Proposed La Quinta – West Chase - Houston, TX (Open 2007)
 Market Study of Proposed Best Western Mini Suites – Texas City, Texas (Open 2005)
 Market Study of Proposed Bed & Breakfast – Kemah, Texas (Open 2004)
 Market Study of a Proposed TownePlace Suite – College Station, Texas (Open 1999)
 Market Study of a Proposed TownePlace Suite – Clear Lake, Texas (Open 1999)
 Market Evaluations of four Baymont Inns – Houston, Texas
 Market Study of Proposed Hampton Inn & Suites – League City, Texas (Open 2010)

Central Texas:

Market Study of Proposed Homewood Suites – (Parmer Lane) Austin, Texas (Open 2015)
 Market Study of Proposed Home2 Suites – Round Rock, Texas (Open 2015)
 Market Study of Proposed Bed and Breakfast Cabins – Fredericksburg, Texas (Open 2013)
 Market Study of Proposed Hampton Inn & Suites – Downtown Austin, Texas (Open 2012)
 Market Study of Proposed Homewood Suites – Round Rock, Texas (Open 2010)
 Market Study of Proposed Sleep Inn & Suites – Manor, Texas (Open 2012)
 Market Study of Proposed Limited-Service Hotel – Marble Falls, Texas
 Market Study of Proposed Microtel Inn & Suites – Austin, Texas (Airport) (Open 2010)
 Market Study of Proposed Staybridge Suites – San Antonio, Texas (Open 2008)
 Market Study of Proposed La Quinta - Medical Center - San Antonio, Texas (Open 2007)

South Texas:

Market Study of Proposed Microtel – Gonzales, Texas (Open 2013)
 Market Study of Proposed Home2 Suites – Mission, Texas
 Market Study of Proposed Holiday Inn Express – South Padre Island, Texas (Open 2005)



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North Texas:

Market Study of Proposed Hampton Inn – Vernon, Texas (Open 2011)
Market Study of Proposed Holiday Inn Express – Vernon, Texas (Open 2006)

West Texas:

Market Study of Proposed Microtel – San Angelo, Texas (Open 2010)
Market Study of Proposed Hawthorn Suites – Lubbock, Texas (Open 2008)
Market Study of Proposed Best Western – Hamilton, Texas (Open 2007)
Market Study of Proposed La Quinta – Lubbock, Texas (Open 2006)

East Texas:

Market Study of Proposed Microtel Inn & Suites – Texarkana, Texas
Market Study of Proposed Hampton Inn – Sulphur Springs, Texas (Open 2010)
Market Study of Proposed Best Western – Mt. Vernon, Texas

Outside of Texas:

Market Study of Proposed Home2 Suites – Tallahassee, Florida (Open 2016)
Market Study of Proposed Home2 Suites – Stillwater, Oklahoma (Open 2016)
Market Study of Proposed Home2 Suites – Tuscaloosa, Alabama (Open 2015)
Market Study of Proposed Home2 Suites – Lexington, Kentucky (Open 2015)
Market Study of Proposed Hilton Garden Inn & Homewood Suites – Oklahoma City, Oklahoma (Open 2014)
Market Study of Proposed Hampton Inn & Suites - Mulvane, Kansas (Open 2012)
Market Study of Proposed Hampton Inn & Suites – Dodge City, Kansas (Open 2012)
Market Study of Proposed Homewood Suites – Nashville, Tennessee (Open 2013)
Market Study of Proposed Fairfield Inn – Maize, KS (Open 2011)
Market Study of Proposed La Quinta Inn & Suites – Olathe, Kansas (Open 2008)
Market Study of Proposed Holiday Inn Express & Suites – Bloomington, Indiana (Open 2006)
Market Study of Converting historic buildings into Residence Inn and Courtyard by Marriott – Omaha, NE (Open 1999)
Market Study of Proposed Sleep Inn Limited-Service hotel – Thornton, Colorado (Open 1998)
Market Study and Valuation of Proposed All-Suite Hotel at Isle of Capri Casino – Lake Charles, Louisiana (Open 1998)
Market Study and Valuation of Proposed Limited-Service Hotel at Isle of Capri Casino – Lake Charles, Louisiana (Open 1997)

Market Studies Select and Full-Service Hotels:**Dallas Area:**

Market Study of Proposed Hilton Garden Inn – Hurst, Texas (Open 2016)
Market Study of Proposed Hilton Dallas/Plano Granite Park – Plano, TX (Open 2014)
Market Study of Proposed Cambria Suites – Plano, Texas (Open 2014)
Market Study of Proposed Courtyard Hotel & Conference Center – Carrollton, Texas
Market Study of Renovating the Historic Blackstone Hotel into a Courtyard by Marriott – Fort Worth, Texas (Open 1999)
Market Study of Proposed Embassy Suites Galleria – Dallas, Texas (Open 1998)
Evaluation of Converting the Employers Life Insurance Building into a Headquarters Hotel – Dallas, Texas



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Market Study of Proposed Holiday Inn – McKinney, Texas (Open 2008)

Market Study of Proposed Resort Hotel and Water Park – Frisco, Texas

Impact Assessment of Converting Ramada Plaza into Holiday Inn Select (Presently The Sheraton) – Fort Worth, Texas

Houston Area:

Market Study of Proposed Courtyard & TownePlace Suites – Galveston, Texas (Open 2013)

Market Study of Proposed Courtyard by Marriott – Galveston, TX (Open 2013)

Market Study of Proposed Embassy Suites & Water Park – Beaumont, Texas

Market Study of Proposed Embassy Suites – Texas Medical Center – Houston, TX

Market Study of Proposed Holiday Inn – Shenandoah, Texas

Market Study of Proposed Hilton Garden Inn Galleria – Houston, Texas (Open 2005)

Market Study and Economic Impact Assessment of 1,200-Room Hilton Americas

– Downtown Houston, Texas (Open 2004)

Market Study of Converting the Medical Towers into the Marriott Medical Center Expansion – Houston, Texas

Market Study of Converting Historic Texas State Hotel into Sheraton Suites – Downtown Houston, Texas

Market Study and Valuation of Omni Galleria – Houston, Texas

Market Study and Valuation of Red Lion Hotel Galleria – Houston, Texas

Central Texas:

Market Study of Proposed SoCo Hotel – (South Congress) Austin, Texas (Open 2015)

Economic Impact Study of Proposed Hilton Garden Inn – Live Oak, Texas

Market Study of Proposed Select-Service Hotel & Conference Center – Boerne, Texas

Market Study of Proposed Four Points (Now Wyndham Garden Inn Near La Cantera) – San Antonio, Texas (Open 2009)

Market Study of Proposed Boutique Hotel – Fredericksburg, Texas

Market Study of Proposed Cambria Suites – Medical Center – San Antonio, Texas

Market Study of Proposed Westin Riverwalk – San Antonio, Texas (Open 1999)

Market Study of Proposed Full-Service Hotel – New Braunfels, Texas

Market Study and Valuation of St. Anthony Hotel – San Antonio, Texas

South Texas:

Market Study of Proposed Hotel & Conference Center – Port Aransas, Texas

Market Study of Proposed Full-Service Hotel Adjacent to McAllen Convention Center – McAllen, Texas

Market Study of Proposed All-Suite Hotel and Resort on North Padre Island – Corpus Christi, Texas

Market Study, Economic Impact Study, and Financing Recommendations of Proposed Full-Service Hotel

– South Padre Island, Texas

Market Study of Proposed Executive Conference Center – North Padre Island, Corpus Christi, Texas

North Texas:

Market Study of Proposed Hotel Conversion to a Full-Service Wyndham Hotel – Wichita Falls, Texas

West Texas:

Market Study of Proposed Full-Service Hotel & Conference Center – Odessa, Texas

Outside of Texas:

Market Study of Proposed Full-Service Resort with Golf – Franklin, Tennessee

Market Study of Proposed Hilton Garden Inn & Homewood Suites – Oklahoma City, Oklahoma (Open 2014)

Market Study of Proposed Conversion of the Fulton Hotel to a Holiday Inn – Alexandria, Louisiana

Market Study of Proposed Office Building Conversion into Hilton Garden Inn –

Airport - Phoenix, Arizona (Open 2009)

Market Study of Proposed Hilton Garden Inn (Converted Office Building) – Phoenix, AZ at Airport (Open 2008)



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Market Study of Proposed Full-Service Hotel – Colorado Springs, Colorado
 Performance Review of Operating Standards – Radisson Fort McDowell Resort & Casino – Scottsdale, Arizona
 Market Study of Proposed Holiday Inn – Colorado Springs, Colorado
 Market Study and Valuation of Cypress Bend Golf Resort and Conference Center – Sabine Parish, Louisiana

Market Study of Converting historic buildings into Residence Inn and Courtyard by Marriott
 – Omaha, NE (Open 1999)

Market Study of Proposed Full-Service Hotel – Sandy City, Utah

Market Study of Proposed Full-Service Hotel adjacent to Jazz Land Theme Park – New Orleans, LA

Market Study and Valuation of 780-room Regal Riverfront – St. Louis, Missouri

Public Assembly Facility Studies:

Dallas Area:

Market Study of Proposed Dallas County School District Meeting Facility – Dallas, Texas

Market Study of Proposed 500,000-Square foot Exhibition Center – Grapevine, Texas

Market Study of Proposed Conference Center – Hurst, Texas (Open 2007)

Management RFP of Proposed Conference Center – Hurst, Texas

Houston Area:

Market Study of Proposed Convention Center – Stafford, Texas (Open 2003)

Market Study of Proposed Performing Arts Theater – Stafford, Texas (Open 2003)

Market Study and Economic Impact of Proposed Waterway Convention Center –
 The Woodlands, Texas (Open 2002)

Citywide occupancy tax collection forecast for City of Houston, used in securing \$700 million in bonds for the purpose of
 expanding the George R. Brown Convention Center, constructing the 1,200-room Hilton Hotel, parking garage, and
 NBA basketball arena – Houston, Texas

Market Study and Economic Impact Study of Expanding the George R. Brown Convention Center
 – Downtown Houston, Texas

Market Study of Proposed Convention Center, Mall Conversion – Baytown, Texas

Market Study of Proposed Natatorium – Stafford, Texas

Market Study of Repositioning a portion of Greenspoint Mall into a Convention Center – Houston, Texas

Market Study of Proposed Civic Center – Kemah, Texas

Market Study of Proposed Civic Center – Freeport, Texas

Central Texas:

Market Study of Proposed Convention Center – New Braunfels, Texas

Market Study of Proposed Civic Center & Exhibit Hall – Gonzales, Texas

South Texas:

Market Study of Expanding the Bayfront Convention Center – Corpus Christi, Texas (Completed 1999)

East Texas:

Market Study of Proposed Convention Center – Lufkin, Texas



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Outside of Texas:

Market Study and Economic Impact Study of Proposed 453,000-square foot Exhibition Center
– Sandy City, Utah
Market Study of Proposed Ballroom Addition to the Welk Resort – Branson, Missouri
Market Study of Proposed Convention Center, Mall Conversion – Tupelo, Mississippi

Other Projects:

Houston's First Baptist Church – Hunt Retreat – Lodge/Conference Facility – Fulshear, Texas (Open 2013)
Market Study of Proposed Baseball Facility – The Zone – Kingwood, Texas (Open 2012)
Market Study of Proposed Water Park – Beaumont, Texas
Market Study of Proposed Time Share – Lake Havasu, Arizona
Lakeview Methodist Conference Center – Lodge/Conference Facility – Palestine, Texas
Market Study for Three Proposed Buffalo Wild Wings locations – Greater New Orleans, Louisiana
Market Study for Proposed Apartments – Jackson, Tennessee
Developer of five high-end town homes near Texas Medical Center
Developer of three-unit loft project east of Mid-Town - Houston, Texas
Due Diligence of new construction 400-unit Self Storage in southwest Houston
Due Diligence of new construction 400-unit Self Storage in Baytown, Texas
Developer / Investor Prospectus of Pearland Swim Academy – Pearland, Texas