

Late

Subject: Late
From: Matthew Reid <matthew.reid.ca@gmail.com>
Date: Tue, 29 Jun 2010 19:59:19 -0000
To: Greg Blodgett <>

I'm running an hour late???? Is this ok? I'm sorry.

Sent from my iPhone

Matthew Reid
1042 N El Camino Real
Suite B-310
Encinitas, CA. 92024
858.735.1858 direct
matthew.reid.ca@gmail.com

Meeting

Subject: Meeting
From: Matthew Reid <matthew.reid.ca@gmail.com>
Date: Fri, 9 Jul 2010 14:39:28 -0000
To: Greg Blodgett <>

Greg,

Dave and I would like to come see you next week? Does Tues at 10am work for you?

Sent from my iPhone

Matthew Reid
1042 N El Camino Real
Suite B-310
Encinitas, CA. 92024
858.735.1858 direct
matthew.reid.ca@gmail.com

RE: Meeting

Subject: RE: Meeting
From: Matthew Reid <matthew.reid.ca@gmail.com>
Date: Fri, 9 Jul 2010 18:43:50 -0000
To: Greg Blodgett <>

We'll see you then.

Matthew W. Reid
1042 N El Camino Real
Suite B-310
Encinitas, CA 92024
858.735.1858 direct
Skype - matthew.reid.ca
matthew.reid.ca@gmail.com

Linkedin: <http://www.linkedin.com/in/matthewwreid>

-----Original Message-----

From: Greg Blodgett [<mailto:greg1@ci.garden-grove.ca.us>]
Sent: Friday, July 09, 2010 10:48 AM
To: Matthew Reid
Subject: RE: Meeting

yes 10 will work

----- Original Message -----

From: "Matthew Reid" <matthew.reid.ca@gmail.com>
Sent: Fri, 7/9/2010 7:39am
To: "Greg Blodgett" <greg1@ci.garden-grove.ca.us>
Subject: Meeting

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Sent from my iPhone

Matthew Reid
1042 N El Camino Real
Suite B-310
Encinitas, CA. 92024
858.735.1858 direct
matthew.reid.ca@gmail.com

RE: Meeting

Subject: RE: Meeting
From: Matthew Reid <matthew.reid.ca@gmail.com>
Date: Mon, 12 Jul 2010 23:19:49 -0000
To: Greg Blodgett <>

Take a look at this. I'll see you in the morning.

Matthew W. Reid
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858.735.1858 direct
Skype - matthew.reid.ca
matthew.reid.ca@gmail.com

Linkedin: <http://www.linkedin.com/in/matthewwreid>

-----Original Message-----

From: Matthew Reid [<mailto:matthew.reid.ca@gmail.com>]
Sent: Friday, July 09, 2010 11:44 AM
To: 'Greg Blodgett'
Subject: RE: Meeting

We'll see you then.

Matthew W. Reid
1042 N El Camino Real
Suite B-310
Encinitas, CA 92024
858.735.1858 direct
Skype - matthew.reid.ca
matthew.reid.ca@gmail.com

Linkedin: <http://www.linkedin.com/in/matthewwreid>

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RE: Meeting

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Encinitas, CA. 92024
858.735.1858 direct
matthew.reid.ca@gmail.com

LAND & DESIGN, INC.

Construction and Real Estate Advisors.

SAN DIEGO

8130 La Mesa Blvd, #808
La Mesa, CA 91942
619.462.4060 o
619.462.4144 f

ENCINITAS

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858.735.1858

Garden Grove, CA Full Service Hotel and Limited Service Hotel Deal Point Outline Memorandum of Understanding

The following includes, however are not limited to, the salient deal points and is the beginning of an understanding of the basis of a future agreement and DDA between Land and Design, Inc., E-Ticket Hospitality (LANDDESIGN), or its assigned, and The City of Garden Grove (CITY) and/or its development agency (AGENCY).

- LANDDESIGN agrees to develop and construct two (2) hotels; one (1) approximately 325 - 400 room upper upscale, full service type Hotel and one (1) approximately 125 room Limited Service / Extended Stay type Hotel on the property currently known as "Hotel - Site "C" of approximately 4 acres located on the North East corner of Harbor Blvd and Twintree Ave. The site must also include, in addition to above, the vacant parcel immediately North and two residential parcels at South East corner of the proposed location.
- CITY or AGENCY shall convey to LANDDESIGN fee title to the Property, which Property also includes all (i) improvements, structures and fixtures located thereon, (ii) easements, appurtenances, rights and privileges pertaining thereto, and (iii) intangible personal property now or hereafter owned by CITY or AGENCY and used in the ownership, use or operation of such real property and/or improvements. The conveyance shall occur for the sum of one thousand dollars (\$1,000.00).
- Subject to a "flag" franchise agreement and franchise approval, the description of the Hotel shall consist of approximately the following:

HOTEL 1 (Upper Upscale Hotel)

- Approximately 14-story hotel
- Approx 325 - 400 rooms including suites
- Approximately 15,000 Conference and meeting space
- Sit down restaurant/bar, full service type restaurant.
- One outdoor pool and whirlpool spa
- Fitness Center
- Approximately 10,000 gsf of inline retail along Harbor Blvd.

HOTEL 2 (Limited Service / Extended Stay Hotel)

- Approximately 5 - 7 story Hotel
- Approximately 125 rooms including suites.
- One outdoor pool and whirlpool spa.
- Fitness Center
- A multi-level parking structure to accommodate both hotels parking needs.
- Hotel 2 shall be constructed on top of the parking structure.

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- LANDDESIGN intends to and will actively pursue a 3rd party partner/take out buyer that could assume property ownership at some point during or after the construction completion of the Hotel. LANDDESIGN in its sole and absolute discretion, shall select this 3rd party and shall disclose the identity of this entity to the City.
- CITY and/or AGENCY recognize the project of this size and quality has a significant capital shortfall for the project to be economically feasible. The CITY and/or AGENCY shall provide LANDDESIGN the sum of \$5,000,000 deposited into escrow which shall be used directly for the project. The deposit shall be released to LANDDESIGN 1/2 upon building permit approval and 1/2 released upon the building pad certification.
- Upon completion and execution of a DDA with LANDDESIGN and AGENCY and/or CITY, LANDDESIGN shall deposit into escrow all working product including feasibility studies, drawings, specifications, etc....to be used as a good faith deposit. In the event the project does not move forward, all said documents contained in escrow shall be retained by CITY and/or AGENCY.
- Along with the Capital shortfall amount, the CITY and AGENCY recognize the following economic incentives will be provided:
 - 100% of Property Real Estate Taxes shall be forgiven for a period of 20 years.
 - 80% of TOT revenues shall be deferred for a period of 15 years.
 - Execution of parking lease whereby CITY and/or AGENCY leases parking structure from LANDDESIGN.
 - City permits and fees shall be waived.
- CITY and/or AGENCY shall be responsible for completing or paying for the completion of all off-site (i.e., not located on the Project site) improvements required by any applicable governmental authority as a condition to approval of the Project and/or the issuance of any permits required in connection therewith. All such offsite improvements shall be completed in accordance with the scheduled opening of the first hotel. These improvements include but are not limited to:
 - Roadway / Boulevard improvements to Harbor Drive in accordance with the redevelopment plans to Garden Grove Blvd including intersections, traffic signals, traffic signage, landscape improvements, hardscaping, sidewalks, street lighting, and others required.
 - Signalized intersections allowing for full ingress and egress of the hotel site must be completed prior to the first hotel being open.
 - Required utilities brought and stubbed onto site to serve the proposed size of project.
 - All demolition of existing structures or requirements on site.
 - All required zero lot line variances necessary along North and East property lines.
 - A pedestrian bridge linking the "Hotel Site" and the West side of Harbor Blvd located within 200' of the Upper Upscale Hotel front door.
 - Construction of a "Disney" trolley stop or incorporation of a stop in front of the hotel(s).
- Parking for Hotel property shall be structured parking due to site constraints. CITY or AGENCY shall enter into a long term lease on a parking structure (to be built by LANDDESIGN) and used exclusively by Hotel project.

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-
- LANDDESIGN would also consider the establishment of a CFD for the parking structure.....additional details needed.

 - CITY and AGENCY recognize that in order for an upper upscale Hotel to be successful, immediately adjacent development and within the area must be of similar quality in its rating among its trade. Therefore, zoning and/or planning of adjacent development needs to be secure prior to closing and construction of this Hotel project.

Subject: Engineering plans
From: Matthew Reid <matthew.reid.ca@gmail.com>
Date: Sat, 17 Jul 2010 12:54:18 -0000
To: Greg Blodgett <>

Greg,

Were you guys able to track down those engineering plans for the hotel site?

Matthew W. Reid

1042 N El Camino Real
Suite B-310
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858.735.1858 direct
Skype - matthew.reid.ca
matthew.reid.ca@gmail.com

Linkedin: <http://www.linkedin.com/in/matthewwreid>

Subject: RE: Site C
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Wed, 21 Jul 2010 22:24:56 -0000
To: 'Paul Guerrero' <paulg@ci.garden-grove.ca.us>
CC: Greg Blodgett <>

Thanks Paul!

Matthew W. Reid
LAND & DESIGN, Inc.
Sustainability, Construction and Real Estate Advisors
Sustainable Strategies | Sustainable Integration

NORTH COUNTY OFFICE

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Skype - matthew.reid.ca
matt.reid@landanddesign.com

From: Paul Guerrero [mailto:paulg@ci.garden-grove.ca.us]
Sent: Wednesday, July 21, 2010 3:06 PM
To: matt.reid
Cc: Greg Blodgett
Subject: Site C

Matt,
Attached is a spreadsheet that provides the property information for your proforma (preliminary estimates). Attached is link to site plan overlay. We do not have an engineer or CAD drawing. The link to the PDF is: http://gis.ci.garden-grove.ca.us/public/EconomicDevelopment/poster_07142010.pdf

Thanks
Paul

Entire Site "C" with Sunbelt (Matt Reid)				
Agency Owned APN	Site AcresAcquisition	Property Taxes Rounded		
-	231-491-12	0.28	\$375,000	\$ 2,000.00
-	231-491-13	0.28	\$375,000	\$ 2,300.00
-	231-491-14	0.15	\$375,000	\$ 2,500.00

-	231-491-15	0.16	\$375,000	\$ 2,300.00
-	231-491-16	0.02	\$10,000	\$ 100.00
-	231-491-17	0.06	\$15,000	\$ 100.00
-	231-491-18	0.08	\$20,000	\$ 100.00
-	231-491-19	0.10	\$25,000	\$ 100.00
Agency	231-491-20	0.83	\$2,154,320	\$ 5,500.00
-	231-491-21	0.83	\$2,100,000	\$ 5,700.00
Agency	231-521-01	0.09	\$2,856,420	\$ 200.00
Agency	231-521-02	0.92	\$0	\$ 3,100.00
		1.01	\$2,856,420	
-	231-521-03	0.00	\$0	\$ 3,300.00
-	231-521-04	0.55	\$0	\$ 5,000.00
-	231-521-05	0.65	\$5,000,000	\$ 7,300.00
		1.20	\$5,000,000	
-	231-521-06	0.12	\$950,000	\$ 1,100.00
-	231-521-07	0.16	\$375,000	\$ 1,000.00
-	231-521-08	0.16	\$375,000	\$ 1,000.00
-	231-521-09	0.16	\$375,000	\$ 1,895.32
-	231-521-10	0.16	\$375,000	\$ 802.16
		4.93	\$ 14,030,740	\$ 45,397.48
Note: Preliminary Estimates				

Subject: Meeting Tomorrow
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Wed, 28 Jul 2010 23:31:39 -0000
To: Greg Blodgett <>
CC: "drose3@charter.net" <drose3@charter.net>

Greg,

We look forward to seeing you tomorrow at the Crown Plaza, 10am. We'll meet you in the front lobby and can go somewhere quiet for our meeting.

Would you be able to send me the landscaping plans for the Sheraton across the street?

Matthew W. Reid

LAND & DESIGN, Inc.

Sustainability, Construction and Real Estate Advisors

SUSTAINABLE STRATEGIES | SUSTAINABLE INTEGRATION

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Skype - matthew.reid.ca
matt.reid@landanddesign.com

today

Subject: today

From: Matthew Reid <matt.reid@landanddesign.com>

Date: Thu, 29 Jul 2010 14:44:20 -0000

To: Greg Blodgett <>

Greg,

This is what we'll be discussing today.

See you at 10am.

Matthew W. Reid

LAND & DESIGN, Inc.

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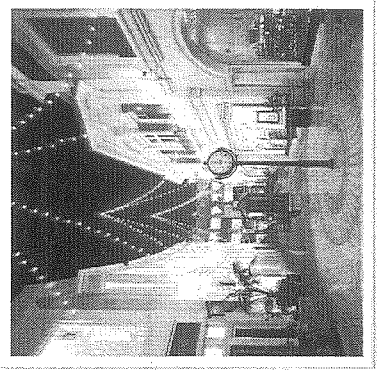
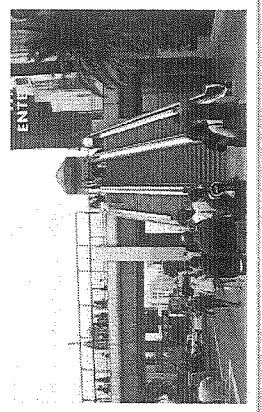
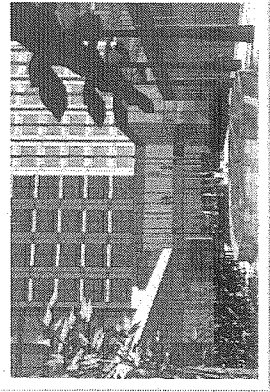
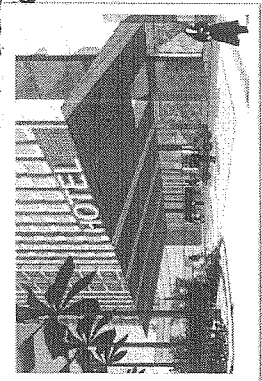
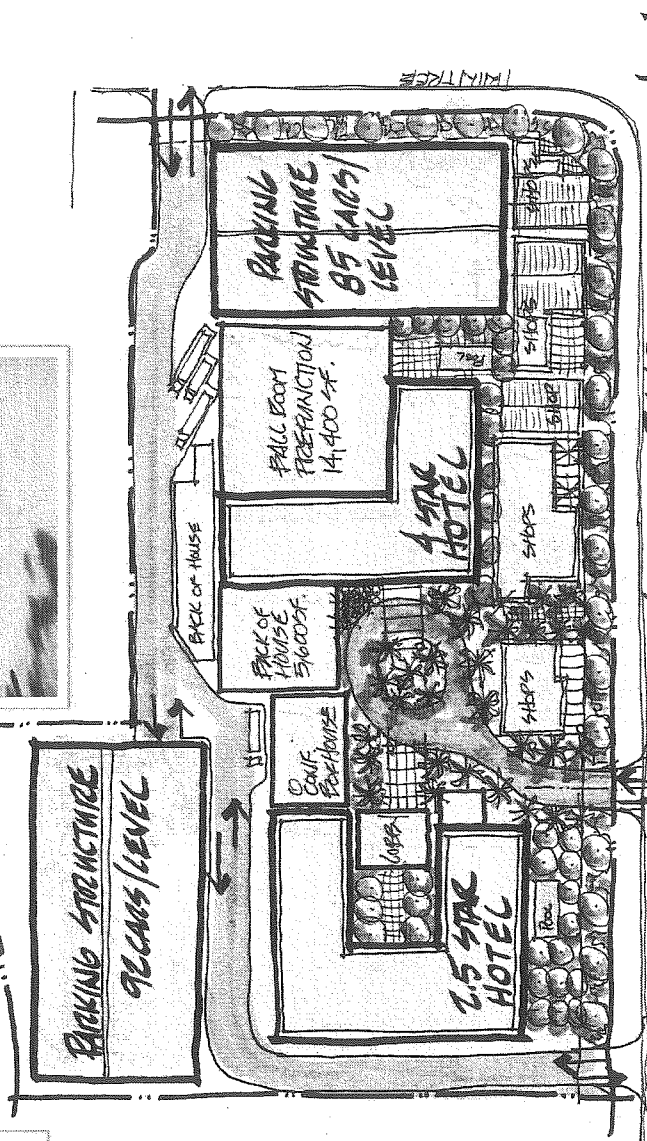
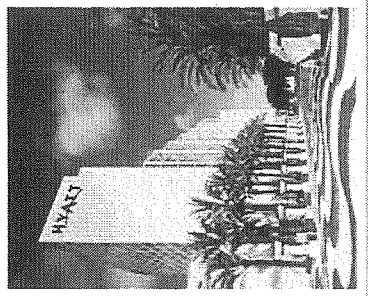
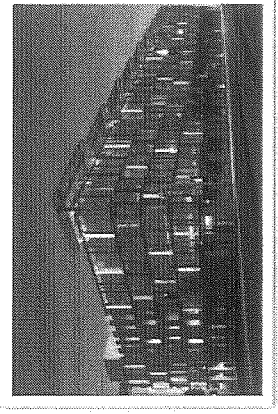
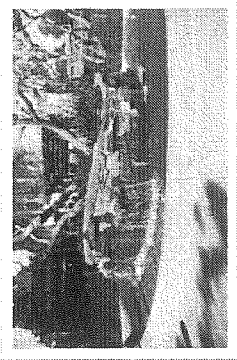
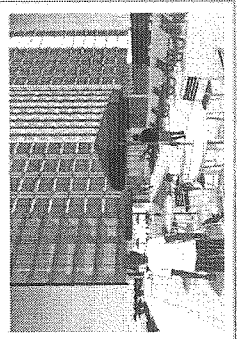
La Mesa, CA 91942

619.462.4060 o

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Skype - matthew.reid.ca

matt.reid@landanddesign.com



UPPER UPSCALE HOTEL

Garden Grove, California

July 29, 2010

Land and Design, Inc.

E Ticket Hospitality, LLC

RJC ARCHITECTS

HOTEL SPACE SUMMARY

PUBLIC SPACE	NSF	GROSS SF SUMMARY	sf	#
Lobby	3,200	Level 1	59,441	165
Bar and Lounge	3,700	Level 2	15,540	38
Restaurant	2,945	Level 3	15,540	172
Private Dining Rooms (2)	1,632	Level 4-13 (15,540 x 10)	155,400	25
Public Restrooms	1,660	TOTAL	245,921	0
Main Ballroom	14,400			
Junior Ballroom	0			
Meeting Rooms (3)	0			
Board Room	390			
Prefunction	0			
Fitness	1,312			
Pool / Whirlpool (outdoor)	0	GUESTROOMS PER FLOOR	30	422
Pool/Toilets/Mechanical	330			
Spa	0	TOTAL GUESTROOMS	400	
Subtotal Public Space	29,569			
BACK OF HOUSE AREAS	NSF		GSF	GSF/KEY
Front Desk (in lobby)	0		59,441	149
Front Office / Administration	1,800		202,020	505
Luggage Storage	250			
Bar-Back of House	425	PARKING		
Kitchen	3,393	0.8 cars/room	320	
Pantry	200	10/1000 for Ballrooms	144	
Function Storage	1,894		464	
Recycling	456			
Receiving	1,150			
Employee Facilities / Dining	1,420			
Maintenance	660			
General Storage	330			
Housekeeping/Linen	840			
Dirty Linen	360			
Loading Dock (outdoor)	0			
Receiving Office	182			
Uniforms	300			
Mechanical / Electrical	994			
Subtotal BOH	14,654			
Circulation and net to gross	15,218			
TOTAL GSF - Public/BOH	99,441		261,461	654

UPPER UPSCALE HOTEL

Garden Grove, California

July 29, 2010



RJC ARCHITECTS

Land and Design, Inc.

E Ticket Hospitality, LLC

FOUR-STAR HOTEL PROJECT BUDGET

Upper / Upscale Hotel / Garden Grove, CA		No. of Keys	No. of Mods	Total Sq. Ft.
Total Project Cost Budget		400	400	261,461
400-key full-service hotel				
Construction Costs	% of Total	Per Key	Per SF	\$0
Subtotal Site Construction		\$ 4,811	7.36	\$ 1,924,349
Parking Structure - by city CFD	0.00%	\$ -		\$ -
Subtotal Building Shell		\$ 44,808	68.55	\$ 17,923,117
Subtotal Building Finishes		\$ 27,368	41.87	\$ 10,947,351
Subtotal Building Systems		\$ 41,834	64.00	\$ 16,733,472
Subtotal Project Indirect Costs		\$ 20,590	31.50	\$ 8,236,006
TOTAL CONSTRUCTION COSTS		\$ 139,411	213.28	\$ 55,764,295
FF&E and OS&E	% of Total	Per Key	Per SF	\$0
TOTAL FFE & OSE COSTS		\$ 36,753	56.23	\$ 14,701,319
Soft Costs	% of Total	Per Key	Per SF	\$0
Pre-Opening Expenses (Excluded)		\$ -		\$ -
Design Costs / Consultant Fees	6.85%	\$ 9,543	14.60	\$ 3,817,323
Hospitality Consultant	1.08%	\$ 1,503	2.30	\$ 601,359
Permits/Fees (Waived by GG)	3.28%	\$ 4,576	7.00	\$ 1,830,224
Appraisal / Market Study		\$ 50	0.08	\$ 20,000
General Expenses		\$ 63	0.10	\$ 25,000
Environmental Consultants		\$ 50	0.08	\$ 20,000
Legal Fees		\$ 250	0.38	\$ 100,000
Survey for Title		\$ 38	0.06	\$ 15,000
Real Estate Taxes (waived by City during Dev)		\$ -		\$ -
Soil Test		\$ 25	0.04	\$ 10,000
Legal (Lender)		\$ 188	0.29	\$ 75,000
Deed Tax		\$ 25	0.04	\$ 10,000
Mortgage Registration		\$ 188	0.29	\$ 75,000
Title Insurance		\$ 63	0.10	\$ 25,000
Recording Fees		\$ 25	0.04	\$ 10,000
Inspection		\$ 113	0.17	\$ 45,000
Infrastructure Assessment Fee		\$ -		\$ -
Construction Mini perm Fee and Interest Carry		\$ 3,750	5.74	\$ 1,500,000
Development Fee	2.92%	\$ 6,000	9.18	\$ 2,400,000
Development Contingency	1.52%	\$ 3,125	4.78	\$ 1,250,000
Land Cost	Contributed by Garden Grove	\$ -		\$ -
Off-site Improvements	Contributed by Garden Grove	\$ -		\$ -
TOTAL SOFT COSTS		\$ 29,572	45.24	\$ 11,828,906
Total Development Costs		\$ 205,736	314.75	\$ 82,294,520

UPPER UPSCALE HOTEL
Garden Grove, California

July 29, 2010



Land and Design, Inc.
E Ticket Hospitality, LLC

PROFORMA OPERATIONS

UPPER UPSCALE HOTEL
Garden Grove, California

July 29, 2010



	2013 YR1		2014 YR2		2015 YR3	
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Assumptions:						
Days open	365		365		365	
No. of rooms	400		400		400	
Room Nights available	146,000		146,000		146,000	
Occupancy	68%		68%		75%	
Room Nights Sold	99,280		99,280		109,500	
Average Daily Rate	147.50		153.50		160.00	
RevPAR	94.40		104.38		120.00	
Revenues						
Rooms	13,782,400	66.0%	15,239,480	65.9%	17,520,000	66.0%
F&B	5,793,280	27.7%	6,453,200	27.9%	7,446,000	28.1%
Telecommunications	327,040	1.6%	347,480	1.5%	383,250	1.4%
Spa	420,000	2.0%	450,000	1.9%	480,000	1.8%
Other	560,640	2.7%	620,500	2.7%	711,750	2.7%
Total Revenues	20,883,360	100.0%	23,110,660	100.0%	26,541,000	100.0%
Direct Expenses						
Rooms	3,721,248	27.0%	3,809,870	25.0%	4,029,600	23.0%
F&B	4,750,490	82.0%	5,162,560	80.0%	5,807,880	78.0%
Telecommunications	369,555	113.0%	357,904	89.5%	387,083	101.0%
Spa	399,000	95.0%	360,000	80.0%	360,000	75.0%
Other	263,501	47.0%	273,020	44.0%	306,053	43.0%
Total Direct Expenses	9,503,794	45.5%	9,963,354	43.1%	10,890,615	41.0%
HOTEL PROFIT	11,379,566	54.5%	13,147,306	56.9%	15,650,385	59.0%
Undistributed Operating Expenses						
Administrative and General	1,670,669	8.0%	1,733,300	7.5%	1,857,870	7.0%
Marketing	1,399,185	6.7%	1,432,861	6.2%	1,592,460	6.0%
Franchise Fees	877,101	4.2%	1,155,533	5.0%	1,539,378	5.8%
Barquet Sales	298,834	1.0%	231,107	1.0%	265,410	1.0%
Property Ops & Maintenance	730,918	3.5%	785,762	3.4%	982,017	3.7%
Utilities	793,568	3.8%	831,984	3.6%	928,935	3.5%
Total Undistributed Operating Expenses	5,680,274	27.2%	6,170,546	26.7%	7,166,070	27.0%
Gross Operating Profit	5,699,292	27.3%	6,976,759	30.2%	8,484,315	32.0%
Fixed Expense						
Management Fee	626,501	3.0%	693,320	3.0%	796,230	3.0%
Property Taxes (L.O.I% of Improvements)	750,000	3.6%	750,000	3.2%	750,000	2.8%
FFFE & Capital Reserve	522,084	2.5%	577,767	2.5%	663,525	2.5%
Insurance	271,484	1.3%	300,459	1.3%	345,093	1.3%
Total Fixed Expenses	2,170,068	10.4%	2,321,525	10.0%	2,554,788	9.6%
NET OPERATING INCOME	3,529,224	16.9%	4,655,235	20.1%	5,929,527	22.3%
Restaurant Rent (NET)	350,000		360,500		371,315	
Hotel Tax Rebate 80%	1,433,370		1,384,906		1,822,080	
Property Tax Rebate 100%	750,000		750,000		750,000	
CASH FLOW FROM OPERATIONS	5,362,594	25.7%	6,629,640	28.7%	8,130,292	30.6%
Debt Service	4,776,092	22.9%	4,776,092	20.7%	4,776,092	18.0%
NOI AFTER DEBT SERVICE	586,502	2.8%	1,853,549	8.0%	3,354,200	12.6%
Debt Coverage Ratio	1.12		1.39		1.70	

Land and Design, Inc.
E Ticket Hospitality, LLC

from Matthew Reid <matthew.reid.ca@gmail.com>

subject Revised plan

to Greg Blodgett

7/30/2010 10:35 AM

other actions

Greg,

Per our conversation this morning, here is the REVISED plan we talked about. I'll be in touch early next week.

Matthew W. Reid

LAND & DESIGN, Inc.

Sustainability, Construction and Real Estate Advisors

SUSTAINABLE STRATEGIES | SUSTAINABLE INTEGRATION

NORTH COUNTY OFFICE

1042 N El Camino Real

Suite B-310

Encinitas, CA 92024

858.735.1858 direct

CENTRAL COUNTY OFFICE

8130 La Mesa Blvd

Suite 808

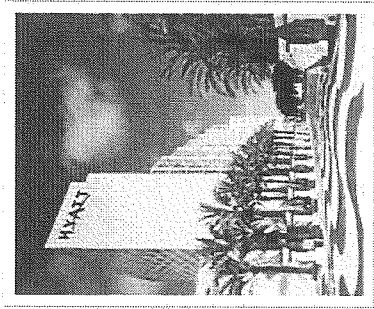
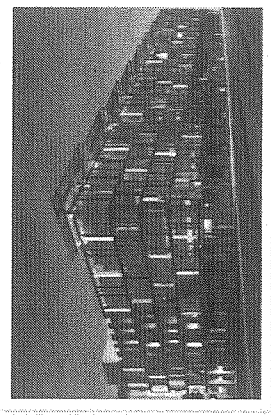
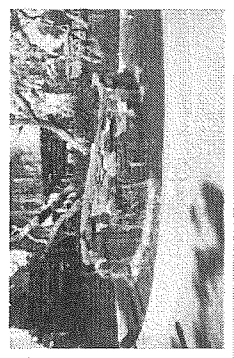
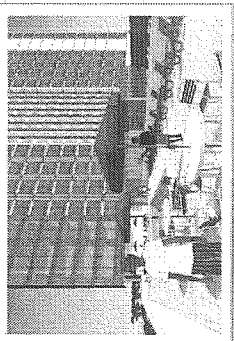
La Mesa, CA 91942

619.462.4060 o

619.462.4144 f

Skype - matthew.reid.ca

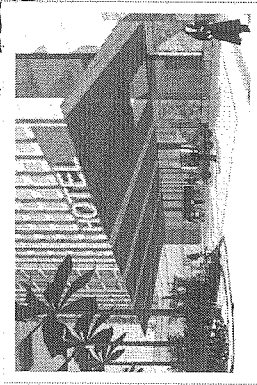
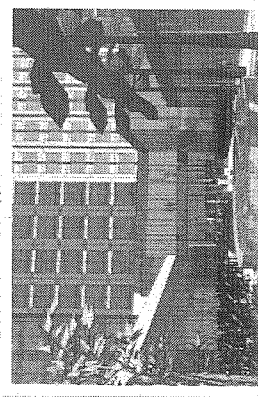
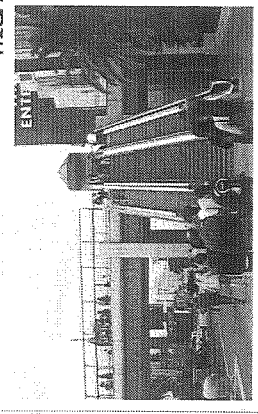
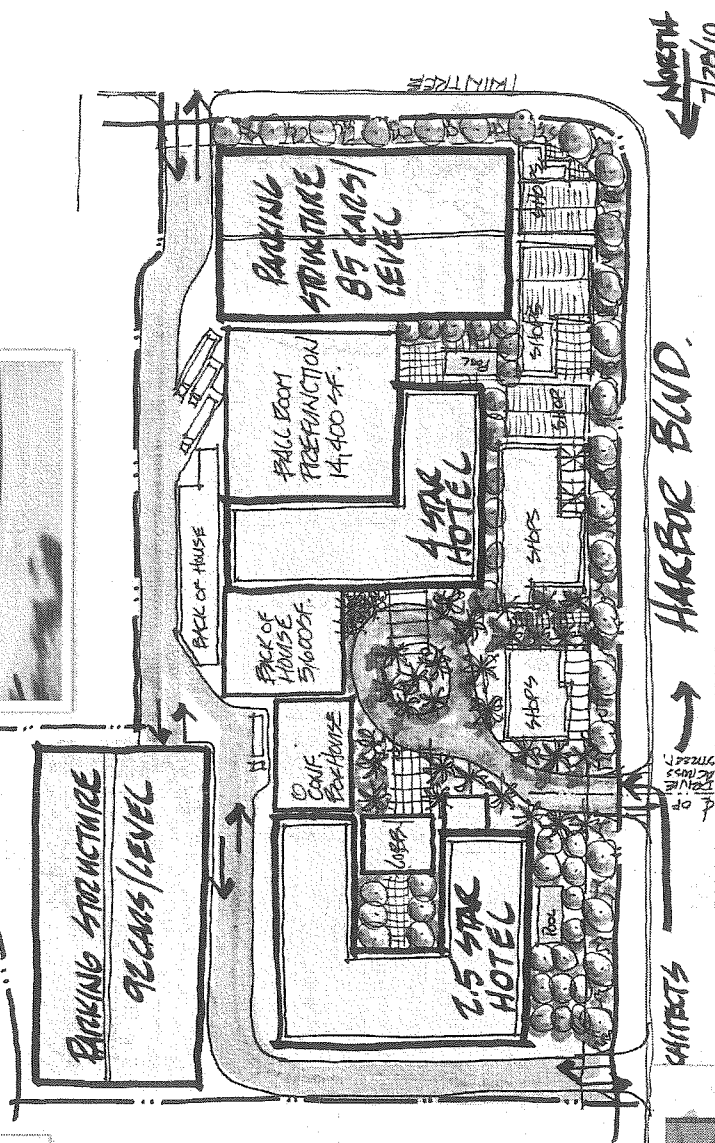
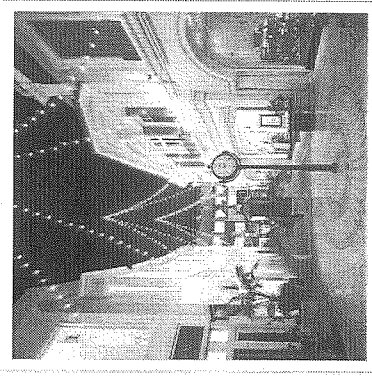
matt.reid@landamddesign.com



UPPER UPSCALE HOTEL

Garden Grove, California

July 29, 2010



Land and Design, Inc.

E Ticket Hospitality, LLC



RJC ARCHITECTS

HOTEL SPACE SUMMARY

PUBLIC SPACE	NSF	GROSS SF SUMMARY	GUESTROOMS	sf	#	
Lobby	3,200	Level 1..... 59,441	King Room.....	364.5	165	60,143
Bar and Lounge	3,700	Level 2..... 15,540	Executive King Room.....	525	38	19,950
Restaurant	2,945	Level 3..... 15,540	Queen/Queen Room.....	405	172	69,660
Private Dining Rooms (2)	1,632	Level 4-13 (15,540 x 10)..... 155,400	Suite.....	760	25	19,000
Public Restrooms	1,660	TOTAL..... 245,921	Guestroom NSF.....			168,753
Main Ballroom	14,400		Stairs, Elevators, Shafts, HK, Storage.....			33267
Junior Ballroom	0		Total GSF Guestroom.....			202,020
Meeting Rooms (3)	0		Guestroom NSF/key.....		422	
Board Room	390					
Prefunction	0					
Fitness	1,312					
Pool / Whirlpool (outdoor)	0	GUESTROOMS PER FLOOR..... 30				
Pool/Toilets/Mechanical	330	TOTAL GUESTROOMS..... 400				
Spa	0					
Subtotal Public Space.....	29,569					
BACK OF HOUSE AREAS	NSF			GSF	GSF/KEY	
Front Desk (in lobby)	0		Hotel Public / Back of House	59,441	149	
Front Office / Administration	1,800		Hotel Guestrooms	202,020	505	
Luggage Storage	250		TOTAL HOTEL	261,461	654	
Bar Back of House	425	PARKING				
Kitchen	3,393	0.8 cars/room..... 320				
Pantry	200	10/1000 for Ballrooms..... 144				
Function Storage	1,894					
Recycling	456					
Receiving	1,150					
Employee Facilities / Dining	1,420					
Maintenance	660					
General Storage	330					
Housekeeping/Linen	840					
Dirty Linen	360					
Loading Dock (outdoor)	0					
Receiving Office	182					
Uniforms	300					
Mechanical / Electrical	994					
Subtotal BOH.....	14,654					
Circulation and net to gross	15,218					
TOTAL GSF - Public/BOH.....	59,441					

UPPER UPSCALE HOTEL
Garden Grove, California

July 29, 2010

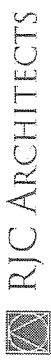


Land and Design, Inc.
E Ticket Hospitality, LLC

FOUR-STAR HOTEL PROJECT BUDGET

UPPER UPSCALE HOTEL
Garden Grove, California

July 29, 2010



	No. of Keys	No. of Mods	Total Sq. Ft.
Upper / Upscale Hotel / Garden Grove, CA	400	400	261,461
Total Project Cost Budget			
400-key full-service hotel			
Construction Costs			
Subtotal Site Construction	\$ 4,811	\$ 7.36	\$ 1,924,349
Parking Structure - by city CFD	\$ -	\$ -	\$ -
Subtotal Building Shell	\$ 44,808	\$ 68.55	\$ 17,923,117
Subtotal Building Finishes	\$ 27,368	\$ 41.87	\$ 10,947,351
Subtotal Building Systems	\$ 41,834	\$ 64.00	\$ 16,733,472
Subtotal Project Indirect Costs	\$ 20,590	\$ 31.50	\$ 8,236,006
TOTAL CONSTRUCTION COSTS	\$ 139,411	\$ 213.28	\$ 55,764,295
FF&E and OS&E			
TOTAL FFE & OS&E COSTS	\$ 36,753	\$ 56.23	\$ 14,701,319
Soft Costs			
Pre-Opening Expenses (Excluded)	\$ -	\$ -	\$ -
Design Costs / Consultant Fees	\$ 9,543	\$ 14.60	\$ 3,817,323
Hospitality Consultant	\$ 1,503	\$ 2.30	\$ 601,359
Permits/Fees (Waived by GG)	\$ 4,576	\$ 7.00	\$ 1,830,224
Appraisal / Market Study	\$ 50	\$ 0.08	\$ 20,000
General Expenses	\$ 63	\$ 0.10	\$ 25,000
Environmental Consultants	\$ 50	\$ 0.08	\$ 20,000
Legal Fees	\$ 250	\$ 0.38	\$ 100,000
Survey for Title	\$ 38	\$ 0.06	\$ 15,000
Real Estate Taxes (waived by City during Dev)	\$ -	\$ -	\$ -
Soil Test	\$ 25	\$ 0.04	\$ 10,000
Legal (Lender)	\$ 188	\$ 0.29	\$ 75,000
Deed Tax	\$ 25	\$ 0.04	\$ 10,000
Mortgage Registration	\$ 188	\$ 0.29	\$ 75,000
Title Insurance	\$ 63	\$ 0.10	\$ 25,000
Recording Fees	\$ 25	\$ 0.04	\$ 10,000
Inspection	\$ 113	\$ 0.17	\$ 45,000
Infrastructure Assessment Fee	\$ -	\$ -	\$ -
Construction Miniperm Fee and Interest Carry	\$ 3,750	\$ 5.74	\$ 1,500,000
Development Fee	\$ 6,000	\$ 9.18	\$ 2,400,000
Development Contingency	\$ 3,125	\$ 4.78	\$ 1,250,000
Land Cost	Contributed by Garden Grove	\$ -	\$ -
Off-site Improvements	Contributed by Garden Grove	\$ -	\$ -
TOTAL SOFT COSTS	\$ 29,572	\$ 45.24	\$ 11,828,906
Total Development Costs	\$ 205,736	\$ 314.75	\$ 82,294,520

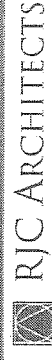
Land and Design, Inc.
E Ticket Hospitality, LLC

PROFORMA OPERATIONS

UPPER UPSCALE HOTEL

Garden Grove, California

July 29, 2010



Land and Design, Inc.
E Ticket Hospitality, LLC

	2013 YR1		2014 YR2		2015 YR3	
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Assumptions:						
Days open	365		365		365	
No. of rooms	400		400		400	
Room Nights available	146,000		146,000		146,000	
Occupancy	64%		68%		75%	
Room Nights Sold	93,440		99,280		109,500	
Average Daily Rate	147.50		153.50		160.00	
RevPAR	94.40		104.38		120.00	
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Revenues						
Rooms	13,782,400	66.0%	15,239,480	65.9%	17,520,000	66.0%
F&B	5,793,280	27.7%	6,453,200	27.9%	7,446,000	28.1%
Telecommunications	377,040	1.6%	347,480	1.5%	383,250	1.4%
Spa	420,000	2.0%	450,000	1.9%	480,000	1.8%
Other	560,640	2.7%	620,500	2.7%	711,750	2.7%
Total Revenues	20,883,360	100.0%	23,110,660	100.0%	26,541,000	100.0%
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Direct Expenses						
Rooms	3,721,248	27.0%	3,809,870	25.0%	4,029,600	23.0%
F&B	4,750,490	82.0%	5,162,560	80.0%	5,807,880	78.0%
Telecommunications	369,555	113.0%	357,904	103.0%	387,083	101.0%
Spa	399,000	95.0%	360,000	80.0%	360,000	75.0%
Other	263,501	47.0%	273,020	44.0%	306,053	43.0%
Total Direct Expenses	9,503,794	45.5%	9,963,354	43.1%	10,890,615	41.0%
HOTEL PROFIT	11,379,566	54.5%	13,147,306	56.9%	15,650,385	59.0%
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Undistributed Operating Expenses						
Administrative and General	1,670,669	8.0%	1,733,300	7.5%	1,857,870	7.0%
Marketing	1,399,185	6.7%	1,432,861	6.2%	1,592,460	6.0%
Franchise Fees	877,101	4.2%	1,155,533	5.0%	1,539,378	5.8%
Banquet Sales	208,834	1.0%	231,107	1.0%	265,410	1.0%
Property Ops & Maintenance	730,918	3.5%	785,762	3.4%	982,017	3.7%
Utilities	793,568	3.8%	831,984	3.6%	928,935	3.5%
Total Undistributed Operating Expenses	5,680,274	27.2%	6,170,546	26.7%	7,166,070	27.0%
Gross Operating Profit	5,699,292	27.3%	6,976,759	30.2%	8,484,315	32.0%
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Fixed Expense						
Management Fee	626,501	3.0%	693,320	3.0%	796,230	3.0%
Property Taxes (1.01% of improvements)	750,000	3.6%	750,000	3.2%	750,000	2.8%
FF&E & Capital Reserve	522,084	2.5%	577,767	2.5%	663,525	2.5%
Insurance	271,484	1.3%	300,438	1.3%	345,033	1.3%
Total Fixed Expenses	2,170,069	10.4%	2,321,923	10.0%	2,554,788	9.6%
NET OPERATING INCOME	3,529,224	16.9%	4,655,235	20.1%	5,929,527	22.3%
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Restaurant Rent (NET)	350,000		360,500		371,315	
Hotel Tax Rebate 80%	1,433,370		1,584,906		1,822,080	
Property Tax Rebate 100%	750,000		750,000		750,000	
CASH FLOW FROM OPERATIONS	5,362,594	25.7%	6,629,640	28.7%	8,130,492	30.6%
	\$ Amount	%	\$ Amount	%	\$ Amount	%
Debt Service	4,776,092	22.9%	4,776,092	20.7%	4,776,092	18.0%
NOI AFTER DBRT SERVICE	586,502	2.8%	1,853,549	8.0%	3,354,200	12.6%
Debt Coverage Ratio	1.12		1.39		1.70	

Land and Design, Inc.
E Ticket Hospitality, LLC

Subject: Call

From: Matthew Reid <matt.reid@landanddesign.com>

Date: Thu, 5 Aug 2010 16:05:41 -0000

To: Greg Blodgett <>

Greg,

I'm in meetings this morning and couldn't take your call. I'll call you later this morning.

Sent from my iPhone

Matthew Reid
Land & Design, Inc.
Sustainable Strategies | Sustainable Integration
1042 N El Camino Real
Suite B-310
Encinitas, CA. 92024
858.735.1858 direct
matthew.reid.ca@gmail.com
Skype: matthew.reid.ca

from: Matthew Reid <matt.reid@landanddesign.com>

subject: New numbers

to: Greg Blodgett

cc: drose3@charter.net <drose3@charter.net>

8/6/2010 2:55 PM

[other actions](#)

Greg,

Here are new numbers for the two hotels.

Call with questions. I should have a new sketch for you later today.

Let's get on a phone call next week to discuss.

Matthew W. Reid

LAND & DESIGN, Inc.

Sustainability, Construction and Real Estate Advisors

SUSTAINABLE STRATEGIES | SUSTAINABLE INTEGRATION

NORTH COUNTY OFFICE

1042 N El Camino Real

Suite 8-210

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658.735.1858 direct

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Suite 208

La Mesa, CA 91942

619.462.4060 o

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Skype - [matt.reid.ca](mailto:matt.reid@landanddesign.com)

matt.reid@landanddesign.com

HOTEL SPACE SUMMARY UPPER/UPSCALE FULL SERVICE HOTEL

PUBLIC SPACE	NSF
Lobby	3,200
Bar and Lounge	3,700
Restaurant	2,945
Private Dining Rooms (2)	1,632
Public Restrooms	1,660
Main Ballroom	14,400
Junior Ballroom	0
Meeting Rooms (3)	0
Board Room	390
Prefunction	0
Fitness	1,312
Pool / Whirlpool (outdoor)	0
Pool/Toilets/Mechanical	330
Spa	0
Subtotal Public Space	29,569

GROSS SF SUMMARY	
Level 1	59,441
Level 2	15,540
Level 3	15,540
Level 4-13 (15,540 x 10)	155,400
TOTAL	245,921

GUESTROOMS PER FLOOR	
	30
TOTAL GUESTROOMS	400

GUESTROOMS	sf	#
King Room	364.5	165
Executive King Room	525	38
Queen/Queen Room	405	172
Suite	760	25
Guestroom NSF		168,753
Stairs, Elevators, Shafts, HK, Storage		33267
Total GSF Guestroom		202,020

Guestroom NSF/Key..... 422

BACK OF HOUSE AREAS	NSF
Front Desk (in lobby)	0
Front Office / Administration	1,800
Luggage Storage	250
Bar Back of House	425
Kitchen	3,393
Pantry	200
Function Storage	1,894
Recycling	456
Receiving	1,150
Employee Facilitais / Dining	1,420
Maintenance	660
General Storage	330
Housekeeping/Linen	840
Dirty Linen	360
Loading Dock (outdoor)	0
Receiving Office	182
Uniforms	300
Mechanical / Electrical	994
Subtotal BOH	14,654
Circulation and net to gross	15,218
TOTAL GSF - Public/BOH	59,441

PARKING	CARS
0.8 cars/room	320
10/1000 for Ballrooms	144
	464

TOTAL RETAIL SUMMARY	
Total SF Retail	21,000

	GSF	GSF/KEY
Hotel Public / Back of House	59,441	149
Hotel Guestrooms	202,020	505
TOTAL HOTEL	261,461	654

HOTEL SPACE SUMMARY LIMITED/SELECT SERVICE HOTEL

PUBLIC SPACE	NSF
Lobby	1,800
Bar and Lounge	0
Restaurant	1,000
Private Dining Rooms (2)	0
Public Restrooms	1,500
Main Ballroom	0
Junior Ballroom	0
Meeting Rooms (3)	0
Board Room	40
Prefunction	0
Fitness	1,300
Pool / Whirlpool (outdoor)	0
Pool/Toilets/Mechanical	330
Spa	0
Subtotal Public Space	5,970

GROSS SF SUMMARY	
Level 1	28,074
Level 2	20,700
Level 3	20,700
Level 4	20,700
TOTAL	90,174

GUESTROOMS PER FLOOR	
	30
TOTAL GUESTROOMS	180
	3

GUESTROOMS	sf	#	
King Room	364.5	165	60,143
Executive King Room	499	38	18,962
Queen/Queen Room	398	172	68,456
Suite	650	5	3,250
Guestroom NSF			150,811
Stairs, Elevators, Shafts, HK, Storage			33267
Total GSF Guestroom			184,078

Guestroom NSF/Key..... 838

BACK OF HOUSE AREAS	NSF
Front Desk (in lobby)	0
Front Office / Administration	500
Luggage Storage	250
Bar Back of House	0
Kitchen	1,000
Pantry	200
Function Storage	1,500
Recycling	0
Receiving	500
Employee Facilities / Dining	0
Maintenance	300
General Storage	300
Housekeeping/Linen	500
Dirty Linen	360
Loading Dock (outdoor)	0
Receiving Office	182
Uniforms	300
Mechanical / Electrical	994
Subtotal BOH	6,886
Circulation and net to gross	15,218
TOTAL GSF - Public/BOH	28,074

PARKING	CARS
0.8 cars/room	144
10/2000 for Public	20
	164

	GSF	GSF/KEY
Hotel Public / Back of House	28,074	156
Hotel Guestrooms	62,100	345
TOTAL HOTEL	90,174	501

Project Name UPPER UPSCALE HOTEL / GARDEN GROVE, CA
Location GARDEN GROVE, CA
 Construction Start Q2, 2011
 Construction Completion Q4, 2012

Investment Summary:
 No. of rooms (Upper/Upscale) 400
 No. of rooms (Limited Serve) 180
 Total GSF (Upper/Upscale) 261,461
 Total GSF (Limited Serve) 90,174

Base Assumptions

Development Cost Budgets (upper/upscale)		per key	per sq. ft	
Land Cost / City contribution	0	-	-	0%
Off-site improvements	0	-	-	0%
Parking Structures (by city)	0	-	-	0%
Construction Costs	55,700,421	139,251	213.04	68%
FF&E OS&E IT Signage	14,701,319	36,753	56.23	18%
Soft Costs	6,678,906	16,697	25.54	8%
Financing Costs	1,500,000	3,750	5.74	2%
Development Contingency	820,000	2,050	3.14	1%
Development Fee	2,455,000	6,138	9.39	3%
UPPER UPSCALE HOTEL COST.....	81,855,646	204,639	313.07	100%

Development Cost Budgets (Limited/Select)		per key	per sq. ft	
Land Cost / City contribution	0	-	-	0%
Off-site improvements	0	-	-	0%
Parking Structures (by city)	0	-	-	0%
Construction Costs	15,861,336	39,653	60.66	69%
FF&E OS&E IT Signage	3,228,000	8,070	12.35	14%
Soft Costs	2,440,880	6,102	9.34	11%
Financing Costs	400,000	1,000	1.53	2%
Development Contingency	250,000	625	0.96	1%
Development Fee	700,000	1,750	2.68	3%
LIMITED/SELECT SERVICE HOTEL COST.....	22,880,217	127,112	253.73	100%

TOTAL BUDGETED DEVELOPMENT COST 104,735,862

Upper / Upscale Hotel / Garden Grove, CA
Total Project Cost Budget
324-key full-service hotel

No. of Keys	No. of Mods	Total Sq. Ft.
400	400	261,461

Construction Costs	% of Total	Per Key	Per SF	
Subtotal Site Construction		\$ 4,811	\$ 7.36	\$ 1,924,349
	0.00%	\$ -	\$ -	\$ -
Parking Structure (331 Stalls) - by city CFD	0.00%	\$ -	\$ -	\$ -
Subtotal Building Shell		\$ 64,091	\$ 98.05	\$ 15,736,183
Subtotal Building Finishes		\$ 32,022	\$ 48.99	\$ 12,808,950
Subtotal Building Systems		\$ 41,834	\$ 64.00	\$ 16,733,472
Subtotal Project Indirect Costs		\$ 21,244	\$ 32.50	\$ 8,497,466
TOTAL CONSTRUCTION COSTS.....		\$ 139,251	\$ 213.04	\$ 55,700,421
FF&E and OS&E	% of Total	Per Key	Per SF	
FF&E		\$ 20,000	\$ 30.60	\$ 8,000,000
OS&E		\$ 4,500	\$ 6.88	\$ 1,800,000
FF&E Restaurant (in Allow below)				
OS&E Restaurant (in Allow below)				
IT/Telephone, Point of Sales, etc. (No, Security)		\$ 4,000	\$ 6.12	\$ 1,600,000
Rest/Bar/Lounge TI Allow		\$ 3,595	\$ 5.50	\$ 1,438,033
Spa TI Allowance		\$ 1,471	\$ 2.25	\$ 588,286
Kitchen Equipment- Excludes Restaurant		\$ 2,500	\$ 3.82	\$ 1,000,000
Laundry Equipment		\$ 163	\$ 0.25	\$ 65,000
		\$ 313	\$ 0.48	\$ 125,000
Model Guestroom Model Allowance		\$ 213	\$ 0.33	\$ 85,000
TOTAL FFE & OSE COSTS.....		\$ 36,753	\$ 56.23	\$ 14,701,319
Soft Costs	% of Total	Per Key	Per SF	
Pre-Opening Expenses (Excluded)		\$ -	\$ -	\$ -
Design Costs / Consultant Fees	6.85%	\$ 9,543	\$ 14.60	\$ 3,817,323
Hospitality Consultant	1.08%	\$ 1,503	\$ 2.30	\$ 601,359
Permits/Fees (Waived by GG)	3.29%	\$ 4,576	\$ 7.00	\$ 1,830,224
Appraisal / Market Study		\$ 50	\$ 0.08	\$ 20,000
General Expenses		\$ 63	\$ 0.10	\$ 25,000
Environmental Consultants		\$ 50	\$ 0.08	\$ 20,000
Legal Fees		\$ 250	\$ 0.38	\$ 100,000
Survey for Title		\$ 38	\$ 0.06	\$ 15,000
Real Estate Taxes (waived by City during Dev)		\$ -	\$ -	\$ -
Soil Test		\$ 25	\$ 0.04	\$ 10,000
Legal (Lender)		\$ 188	\$ 0.29	\$ 75,000
Deed Tax		\$ 25	\$ 0.04	\$ 10,000
Mortgage Registration		\$ 188	\$ 0.29	\$ 75,000
Title Insurance		\$ 63	\$ 0.10	\$ 25,000
Recording Fees		\$ 25	\$ 0.04	\$ 10,000
Inspection		\$ 113	\$ 0.17	\$ 45,000
Infrastructure Assessment Fee		\$ -	\$ -	\$ -
Construction Miniperm Fee and Interest Carry		\$ 3,750	\$ 5.74	\$ 1,500,000
Development Fee	3.00%	\$ 6,138	\$ 9.39	\$ 2,455,000
Development Contingency	1.00%	\$ 2,050	\$ 3.14	\$ 820,000
Land Cost	Contributed by Garden Grove	\$ -	\$ -	\$ -
Off-site improvements	Contributed by Garden Grove	\$ -	\$ -	\$ -
TOTAL SOFT COSTS.....		\$ 28,635	\$ 43.81	\$ 11,453,906
Total Development Costs		\$ 204,639	\$ 313.07	\$ 81,855,646

Limited Service Hotel / Garden Grove, CA
Total Project Cost Budget
180-key limited service hotel

No. of Keys	No. of Mods	Total Sq. Ft.
180	180	90,174

Construction Costs	% of Total	Per Key	Per SF	
Subtotal Site Construction		\$ 2,435	\$ 4.86	\$ 438,246
Parking Structure (164 Stalls) - by city CFD	0.00%	\$ -	\$ -	\$ -
Subtotal Building Shell		\$ 19,172	\$ 38.27	\$ 3,813,188
Subtotal Building Finishes		\$ 17,910	\$ 35.75	\$ 3,223,721
Subtotal Building Systems		\$ 30,809	\$ 61.50	\$ 5,545,701
Subtotal Project Indirect Costs		\$ 15,780	\$ 31.50	\$ 2,840,481
TOTAL CONSTRUCTION COSTS.....		\$ 88,119	\$ 175.90	\$ 15,861,336

FF&E and OS&E	% of Total	Per Key	Per SF	
FF&E		\$ 11,000	\$ 21.96	\$ 1,980,000
OS&E		\$ 2,800	\$ 5.59	\$ 504,000
FF&E Restaurant (in Allow below)				
OS&E Restaurant (in Allow below)				
IT/Telephone, Point of Sales, etc. (No, Security)		\$ 2,800	\$ 5.59	\$ 504,000
Rest/Bar/Lounge TI Allow		\$ -	\$ -	\$ -
Spa TI Allowance		\$ -	\$ -	\$ -
Kitchen Equipment- Excludes Restaurant		\$ -	\$ -	\$ -
Laundry Equipment		\$ 361	\$ 0.72	\$ 65,000
Model Guestroom Model Allowance		\$ 694	\$ 1.39	\$ 125,000
Model Guestroom Model Allowance		\$ 278	\$ 0.55	\$ 50,000
TOTAL FFE & OSE COSTS.....		\$ 17,933	\$ 35.80	\$ 3,228,000

Soft Costs	% of Total	Per Key	Per SF	
Pre-Opening Expenses (Excluded)		\$ -	\$ -	\$ -
Design Costs / Consultant Fees	7.39%	\$ 6,513	\$ 13.00	\$ 1,172,262
Hospitality Consultant	1.31%	\$ 1,152	\$ 2.30	\$ 207,400
Permits/Fees (Waived by GG)	3.98%	\$ 3,507	\$ 7.00	\$ 631,218
Appraisal / Market Study		\$ 111	\$ 0.22	\$ 20,000
General Expenses		\$ 139	\$ 0.28	\$ 25,000
Environmental Consultants		\$ 111	\$ 0.22	\$ 20,000
Legal Fees		\$ 556	\$ 1.11	\$ 100,000
Survey for Title		\$ 83	\$ 0.17	\$ 15,000
Real Estate Taxes (waived by City during Dev)		\$ -	\$ -	\$ -
Soil Test		\$ 56	\$ 0.11	\$ 10,000
Legal (Lender)		\$ 417	\$ 0.83	\$ 75,000
Deed Tax		\$ 56	\$ 0.11	\$ 10,000
Mortgage Registration		\$ 417	\$ 0.83	\$ 75,000
Title Insurance		\$ 139	\$ 0.28	\$ 25,000
Recording Fees		\$ 56	\$ 0.11	\$ 10,000
Inspection		\$ 250	\$ 0.50	\$ 45,000
Infrastructure Assessment Fee		\$ -	\$ -	\$ -
Construction Miniperm Fee and Interest Carry		\$ 2,222	\$ 4.44	\$ 400,000
Development Fee	3.06%	\$ 3,889	\$ 7.76	\$ 700,000
Development Contingency	1.09%	\$ 1,389	\$ 2.77	\$ 250,000
Land Cost	Contributed by Garden Grove	\$ -	\$ -	\$ -
Off-site improvements	Contributed by Garden Grove	\$ -	\$ -	\$ -
TOTAL SOFT COSTS.....		\$ 21,060	\$ 42.04	\$ 3,790,880
Total Development Costs		\$ 127,112	\$ 253.73	\$ 22,880,217

UPPER UPSCALE HOTEL

Assumptions:

Days open	365	2013 YR 1	365	2014 YR 2	365	2015 YR 3	365	2016 YR 4	365
No. of rooms	400	400	400	400	400	400	400	400	400
Room Nights available	146,000	146,000	146,000	146,000	146,000	146,000	146,000	146,000	146,000
Occupancy	64%	68%	68%	71%	71%	71%	71%	71%	71%
Room Nights Sold	93,440	99,280	99,280	103,660	103,660	103,660	103,660	103,660	103,660
Average Daily Rate	147.50	153.50	153.50	160.00	160.00	160.00	160.00	160.00	160.00
RevPAR	94.40	104.38	104.38	113.60	113.60	113.60	113.60	117.01	117.01

	\$ Amount	%	\$ PAR	%	\$ PAR	%	\$ PAR	%	\$ PAR	%	\$ PAR	%	\$ PAR	%
Revenues														
Rooms	13,782,400	66.0%	34,456	65.9%	38,099	65.9%	41,464	65.9%	42,708	65.9%	42,708	65.9%	42,708	65.9%
F&B	5,793,280	27.7%	14,463	27.9%	16,133	28.0%	17,622	28.0%	18,151	28.0%	18,151	28.0%	18,151	28.0%
Telecommunications	327,040	1.6%	818	1.5%	869	1.5%	907	1.4%	934	1.4%	934	1.4%	934	1.4%
Spa	420,000	2.0%	1,050	1.9%	1,125	1.9%	1,200	1.9%	1,236	1.9%	1,236	1.9%	1,236	1.9%
Other	560,640	2.7%	1,402	2.7%	1,551	2.7%	1,684	2.7%	1,735	2.7%	1,735	2.7%	1,735	2.7%
Total Revenues	20,883,360	100.0%	52,208	100.0%	57,777	100.0%	62,878	100.0%	64,784	100.0%	64,784	100.0%	64,784	100.0%
Direct Expenses														
Rooms	3,721,248	27.0%	9,303	25.0%	9,525	25.0%	9,537	23.0%	9,823	23.0%	9,823	23.0%	9,823	23.0%
F&B	4,750,480	82.0%	11,876	80.0%	12,906	80.0%	13,745	78.0%	14,188	78.0%	14,188	78.0%	14,188	78.0%
Telecommunications	369,555	113.0%	924	103.0%	895	91.6%	916	91.6%	916	91.6%	916	91.6%	916	91.6%
Spa	399,000	95.0%	998	4.27	900	3.85	900	75.0%	900	75.0%	900	75.0%	900	75.0%
Other	263,501	47.0%	659	2.82	683	2.92	724	3.10	746	3.19	746	3.19	746	3.19
Total Direct Expenses	9,503,784	45.5%	23,759	43.1%	24,908	43.1%	25,822	41.1%	26,597	41.1%	26,597	41.1%	26,597	41.1%
HOTEL PROFIT	11,379,576	54.5%	28,449	56.9%	32,868	56.9%	37,055	58.9%	38,187	58.9%	38,187	58.9%	38,187	58.9%
Undistributed Operating Expenses														
Administrative and General	1,670,669	8.0%	4,177	7.5%	4,333	7.5%	4,401	7.0%	4,533	7.0%	4,533	7.0%	4,533	7.0%
Marketing	1,398,185	6.7%	3,498	6.2%	3,582	6.2%	3,773	6.0%	3,866	6.0%	3,866	6.0%	3,866	6.0%
Franchise Fees	877,101	4.2%	2,193	5.0%	2,889	5.8%	3,647	5.8%	3,786	5.8%	3,786	5.8%	3,786	5.8%
Banquet Sales	208,834	1.0%	522	1.0%	578	1.0%	629	1.0%	648	1.0%	648	1.0%	648	1.0%
Property Ops & Maintenance	730,918	3.5%	1,827	3.4%	1,964	3.4%	2,326	3.7%	2,396	3.7%	2,396	3.7%	2,396	3.7%
Utilities	793,568	3.8%	1,984	3.6%	2,080	3.6%	2,201	3.5%	2,267	3.5%	2,267	3.5%	2,267	3.5%
Total Undistributed Operating Expenses	5,680,274	27.2%	14,201	26.7%	15,426	26.7%	16,977	27.0%	17,486	27.0%	17,486	27.0%	17,486	27.0%
Gross Operating Profit	5,699,292	27.3%	14,248	30.2%	17,442	30.2%	20,078	31.9%	20,681	31.9%	20,681	31.9%	20,681	31.9%
Fixed Expense														
Management Fee	626,501	3.0%	1,566	3.0%	1,733	3.0%	1,886	3.0%	1,943	3.0%	1,943	3.0%	1,943	3.0%
Property Taxes (1.01% of Improvements)	826,742	4.0%	2,067	3.6%	2,067	3.3%	2,067	3.2%	2,067	3.2%	2,067	3.2%	2,067	3.2%
FFE & Capital Reserve	522,084	2.5%	1,305	2.5%	1,444	2.5%	1,572	2.5%	1,619	2.5%	1,619	2.5%	1,619	2.5%
Insurance	271,484	1.3%	679	1.3%	751	1.3%	817	1.3%	842	1.3%	842	1.3%	842	1.3%
Total Fixed Expenses	2,246,810	10.8%	5,617	10.4%	5,996	10.4%	6,343	10.0%	6,471	10.0%	6,471	10.0%	6,471	10.0%
NET OPERATING INCOME	3,452,482	16.5%	8,631	19.8%	11,446	19.8%	13,736	21.8%	14,210	21.9%	14,210	21.9%	14,210	21.9%
Restaurant Rent (NET)	350,000													
Hotel Tax Rebate 80% thru Yr5, tapered to 50%	1,433,370													
Property Tax Rebate 100% of 75% city por	620,057													
CASH FLOW FROM OPERATIONS	5,155,908	24.7%	12,880	27.8%	16,057	27.8%	18,670	29.7%	19,245	29.7%	19,245	29.7%	19,245	29.7%
Debt Service	4,750,621	22.7%	11,877	20.6%	11,877	20.6%	11,877	18.9%	11,877	18.3%	11,877	18.3%	11,877	18.3%
NOI AFTER DEBT SERVICE	405,287	1.9%	1,013	7.2%	4,181	7.2%	6,793	10.8%	7,369	11.4%	7,369	11.4%	7,369	11.4%

UPPER UPSCALE HOTEL

Assumptions:

	2017 YR 5	2018 YR 6	2019 YR 7	2020 YR 8
Days open	365	365	365	365
No. of rooms	400	400	400	400
Room Nights available	146,000	146,000	146,000	146,000
Occupancy	71%	71%	71%	71%
Room Nights Sold	103,660	103,660	103,660	103,660
Average Daily Rate	169.74	174.84	180.08	185.46
RevPAR	120.52	124.13	127.86	131.69

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Revenues												
Rooms	17,595,663	65.9%	43,989	169.74	18,123,533	65.9%	45,309	174.84	19,227,256	65.9%	48,068	185.48
F&B	7,478,157	28.0%	18,695	72.14	7,702,501	28.0%	19,256	74.31	8,171,584	28.0%	20,429	78.83
Telecommunications	384,905	1.4%	962	3.71	396,452	1.4%	991	3.82	408,346	1.4%	1,051	4.06
Spa	509,232	1.9%	1,273	4.91	524,509	1.9%	1,311	5.06	540,244	1.9%	1,391	5.37
Other	714,824	2.7%	1,787	6.90	736,269	2.7%	1,841	7.10	761,107	2.7%	1,953	7.54
Total Revenues	26,682,781	100.0%	66,707	257.41	27,483,264	100.0%	68,708	265.13	29,156,985	100.0%	72,892	281.28
Direct Expenses												
Rooms	4,047,002	23.0%	10,118	43.31	4,168,413	23.0%	10,421	44.61	4,422,269	23.0%	11,056	47.33
F&B	5,832,962	78.0%	14,562	62.42	6,007,951	78.0%	15,020	64.30	6,373,835	78.0%	15,935	68.21
Telecommunications	388,754	101.0%	972	4.16	400,417	101.0%	1,001	4.29	412,420	101.0%	1,062	4.55
Spa	381,924	75.0%	955	4.09	393,382	75.0%	983	4.21	405,339	75.0%	1,043	4.47
Other	307,374	43.0%	768	3.29	316,595	43.0%	791	3.39	325,093	43.0%	840	3.59
Total Direct Expenses	10,968,017	41.1%	27,395	117.27	11,286,758	41.1%	28,217	120.79	11,974,121	41.1%	29,935	128.15
HOTEL PROFIT	15,724,764	58.9%	39,312	140.13	16,196,506	58.9%	40,491	144.34	17,182,874	58.9%	42,957	153.13
Undistributed Operating Expenses												
Administrative and General	1,867,795	7.0%	4,669	18.02	1,923,828	7.0%	4,810	18.56	2,040,950	7.0%	5,102	19.69
Marketing	1,600,967	6.0%	4,002	15.44	1,648,996	6.0%	4,122	15.91	1,749,420	6.0%	4,374	16.88
Franchise Fees	1,547,601	5.8%	3,869	14.93	1,594,029	5.8%	3,965	15.38	1,691,106	5.8%	4,228	16.31
Banquet Sales	266,828	1.0%	667	2.57	274,833	1.0%	687	2.65	283,078	1.0%	708	2.81
Property Ops & Maintenance	987,263	3.7%	2,468	9.52	1,016,881	3.7%	2,542	9.81	1,047,387	3.7%	2,618	10.41
Utilities	933,897	3.5%	2,335	9.01	961,914	3.5%	2,405	9.28	990,772	3.5%	2,477	9.56
Total Undistributed Operating Expenses	7,204,351	27.0%	18,011	69.50	7,420,481	27.0%	18,551	71.58	7,872,389	27.0%	19,681	75.94
Gross Operating Profit	8,520,413	31.9%	21,301	82.20	8,776,025	31.9%	21,940	84.66	9,310,485	31.9%	23,276	89.82
Fixed Expense												
Management Fee	800,483	3.0%	2,001	7.72	824,498	3.0%	2,061	7.95	874,710	3.0%	2,187	9.36
Property Taxes (1.01% of improvements)	826,742	3.1%	2,067	7.96	826,742	3.0%	2,067	7.98	851,544	3.0%	2,129	9.11
FFE & Capital Reserve	667,070	2.5%	1,668	6.44	667,082	2.5%	1,718	6.63	707,694	2.5%	1,769	6.83
Insurance	346,876	1.3%	867	3.35	357,282	1.3%	893	3.45	368,001	1.3%	920	3.55
Total Fixed Expenses	2,641,171	9.9%	6,603	25.48	2,695,604	9.8%	6,739	26.00	2,776,472	9.8%	6,941	26.78
NET OPERATING INCOME	5,879,242	22.0%	14,698	56.72	6,080,421	22.1%	15,201	58.66	6,450,719	22.1%	16,127	62.23
Restaurant Rent (NET)	393,928				405,746				430,456			
Hotel Tax Rebate 80% thru Yr5, tapered to 50%	1,829,949				1,649,241				1,249,772			
Property Tax Rebate 100% of 75% city por	620,057				620,057				657,818			
CASH FLOW FROM OPERATIONS	7,935,319	28.7%	19,838	76.55	7,943,873	28.9%	19,860	76.63	7,927,853	27.2%	19,820	76.48
Debt Service	4,750,621	17.8%	11,877	50.84	4,750,621	17.3%	11,877	50.84	4,750,621	16.3%	11,877	50.84
NOI AFTER DEBT SERVICE	3,184,698	11.9%	7,962	34.08	3,193,352	11.6%	7,983	34.18	3,177,232	10.9%	7,943	34.00

UPPER UPSCALE HOTEL

Assumptions:

Days open	365	2021 YR 9	365	2022 YR 10	365	2023 YR 11
No. of rooms	400		400		400	
Room Nights available	146,000		146,000		146,000	
Occupancy	71%		71%		71%	
Room Nights Sold	103,660		103,660		103,660	
Average Daily Rate	191.05		196.76		202.68	
RevPAR	135.64		139.71		143.91	

	2021 YR 9	2022 YR 10	2023 YR 11									
	\$ Amount	%	\$ PAR	\$ Amount	%	\$ PAR	\$ Amount	%	\$ PAR			
Revenues												
Rooms	19,804,074	65.9%	49,510	191.05	20,388,196	66.9%	50,995	196.78	21,010,142	65.9%	52,525	202.68
F&B	8,416,731	28.0%	21,042	81.20	8,669,233	28.0%	21,673	83.63	8,929,310	28.0%	22,323	86.14
Telecommunications	433,214	1.4%	1,083	4.18	446,211	1.4%	1,116	4.30	469,597	1.4%	1,149	4.43
Spa	573,145	1.9%	1,433	5.53	590,339	1.9%	1,476	5.69	608,050	1.9%	1,520	5.87
Other	804,540	2.7%	2,011	7.76	828,677	2.7%	2,072	7.99	853,537	2.7%	2,134	8.23
Total Revenues	30,031,705	100.0%	75,079	289.71	30,932,656	100.0%	77,332	298.40	31,860,636	100.0%	79,652	307.36
Direct Expenses												
Rooms	4,554,937	23.0%	11,387	48.75	4,691,565	23.0%	11,729	50.21	4,832,333	23.0%	12,081	51.72
F&B	6,565,050	78.0%	16,413	70.26	6,762,002	78.0%	16,905	72.37	6,964,862	78.0%	17,412	74.54
Telecommunications	437,546	10.0%	1,094	4.68	450,673	10.0%	1,127	4.82	464,193	10.0%	1,160	4.97
Spa	429,859	75.0%	1,075	4.60	442,755	75.0%	1,107	4.74	456,037	75.0%	1,140	4.88
Other	345,952	43.0%	865	3.70	356,331	43.0%	891	3.81	367,021	43.0%	918	3.93
Total Direct Expenses	12,333,345	41.1%	30,833	131.99	12,703,345	41.1%	31,758	133.95	13,084,446	41.1%	32,711	140.03
HOTEL PROFIT	17,698,360	58.9%	44,246	157.72	18,229,311	58.9%	45,573	162.45	18,776,190	58.9%	46,940	167.33
Undistributed Operating Expenses												
Administrative and General	2,102,219	7.0%	5,256	20.28	2,165,286	7.0%	5,413	20.89	2,230,244	7.0%	5,576	21.51
Marketing	1,801,902	6.0%	4,505	17.38	1,855,959	6.0%	4,640	17.90	1,911,638	6.0%	4,779	18.44
Franchise Fees	1,741,639	5.8%	4,355	16.80	1,794,094	5.8%	4,485	17.31	1,847,917	5.8%	4,620	17.83
Banquet Sales	300,317	1.0%	751	2.90	309,327	1.0%	773	2.98	318,606	1.0%	797	3.07
Property Ops & Maintenance	1,111,173	3.7%	2,778	10.72	1,144,508	3.7%	2,861	11.04	1,178,844	3.7%	2,947	11.37
Utilities	1,051,110	3.5%	2,628	10.14	1,082,643	3.5%	2,707	10.44	1,115,122	3.5%	2,788	10.76
Total Undistributed Operating Expenses	8,108,560	27.0%	20,271	78.22	8,351,817	27.0%	20,880	80.57	8,602,372	27.0%	21,506	82.99
Gross Operating Profit	9,589,800	31.9%	23,974	92.51	9,877,494	31.9%	24,694	95.29	10,173,818	31.9%	25,435	98.15
Fixed Expense												
Management Fee	900,951	3.0%	2,252	9.64	927,980	3.0%	2,320	9.93	955,819	3.0%	2,390	10.23
Property Taxes (1.01% of improvements)	903,403	3.0%	2,259	9.67	930,505	3.0%	2,326	9.96	958,421	3.0%	2,396	10.26
FFE & Capital Reserve	750,793	2.5%	1,877	7.24	773,316	2.5%	1,933	7.46	796,516	2.5%	1,991	7.68
Insurance	390,412	1.3%	976	3.77	402,125	1.3%	1,005	3.88	414,188	1.3%	1,035	4.00
Total Fixed Expenses	2,945,559	9.8%	7,364	28.42	3,033,926	9.8%	7,585	29.27	3,124,944	9.8%	7,812	30.15
NET OPERATING INCOME	6,644,240	22.1%	16,611	64.10	6,843,568	22.1%	17,109	66.02	7,048,875	22.1%	17,622	68.00
Restaurant Rent (NET)	443,370				456,671				470,371			
Hotel Tax Rebate 80% thru Yr5, tapered to 50%	1,287,265				1,325,883				1,365,659			
Property Tax Rebate 100% of 75% city por	677,562				697,879				718,815			
CASH FLOW FROM OPERATIONS	8,165,686	27.2%	20,414	78.77	8,410,659	27.2%	21,027	81.14	8,662,979	27.2%	21,657	83.57
Debt Service	4,750,621	15.8%	11,877	50.84	4,750,621	15.4%	11,877	50.84	4,750,621	14.9%	11,877	50.84
NOI AFTER DEBT SERVICE	3,415,067	11.4%	8,538	36.55	3,660,038	11.8%	9,150	39.17	3,912,358	12.3%	9,781	41.87

LIMITED/SELECT SERVICE HOTEL

Assumptions:

Days open	365
No. of rooms	180
Room Nights available	65,700
Occupancy	62%
Room Nights Sold	40,734
Average Daily Rate	95.00
RevPAR	58.90

2013 YR 1	365
180	180
65,700	65,700
62%	64%
40,734	42,048
95.00	100.00
58.90	64.00

2014 YR 2	365
180	180
65,700	65,700
64%	72%
42,048	47,304
100.00	105.00
64.00	75.60

2016 YR 3	365
180	180
65,700	65,700
72%	72%
47,304	47,304
105.00	105.00
75.60	75.60

Stabilized

365	365
180	180
65,700	65,700
72%	72%
47,304	47,304
105.00	105.00
75.60	75.60

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Revenues												
Rooms	3,869,730	86.8%	21,499	95.00	4,204,800	85.5%	23,360	100.00	4,966,920	85.0%	27,594	105.00
F&B	407,340	9.1%	2,263	10.00	504,576	10.3%	2,803	12.00	614,952	10.5%	3,416	13.00
Telecommunications	81,468	1.8%	453	2.00	94,608	1.9%	526	2.25	118,260	2.0%	657	2.50
Spa	0	0.0%	0	0.00	0	0.0%	0	0.00	0	0.0%	0	0.00
Other	101,835	2.3%	566	2.50	115,632	2.4%	642	2.75	141,912	2.4%	788	3.00
Total Revenues	4,460,373	100.0%	24,780	109.50	4,919,616	100.0%	27,331	117.00	5,842,044	100.0%	32,456	123.50

Direct Expenses												
Rooms	890,038	23.0%	4,945	21.85	925,056	22.0%	5,139	22.71	993,384	20.0%	5,519	24.39
F&B	317,725	7.0%	1,765	7.80	393,569	7.8%	2,186	9.66	467,364	7.6%	2,596	11.47
Telecommunications	92,059	1.3%	511	2.26	97,446	1.3%	541	2.39	119,443	1.3%	664	2.93
Spa	0	0.0%	0	0.00	0	0.0%	0	0.00	0	0.0%	0	0.00
Other	47,862	0.0%	266	1.18	50,878	0.0%	283	1.25	56,765	0.0%	315	1.39
Total Direct Expenses	1,347,684	30.2%	7,487	33.09	1,466,950	29.8%	8,150	36.01	1,636,955	28.0%	9,094	40.19
HOTEL PROFIT	3,112,689	69.8%	17,293	76.42	3,452,666	70.2%	19,181	80.99	4,205,089	72.0%	23,362	83.31

Undistributed Operating Expenses

Administrative and General	379,132	8.5%	2,106	9.31	403,409	8.2%	2,241	9.59	467,364	8.0%	2,596	9.88
Marketing	298,845	6.7%	1,660	7.34	305,016	6.2%	1,695	7.25	350,523	6.0%	1,947	7.41
Franchise Fees	187,336	4.2%	1,041	4.60	245,981	5.0%	1,367	5.85	338,839	5.8%	1,882	7.16
Banquet Sales	0	0.0%	0	0.00	0	0.0%	0	0.00	0	0.0%	0	0.00
Property Ops & Maintenance	156,113	3.5%	867	3.83	167,267	3.4%	929	3.98	216,166	3.7%	1,201	4.57
Utilities	169,494	3.8%	942	4.16	177,106	3.6%	984	4.21	204,472	3.5%	1,136	4.32
Total Undistributed Operating Expenses	1,190,920	26.7%	6,616	29.24	1,298,779	26.4%	7,215	30.89	1,577,352	27.0%	8,763	33.35
Gross Operating Profit	1,921,769	43.1%	10,676	47.18	2,153,888	43.8%	11,966	51.22	2,627,737	45.0%	14,599	55.55

Fixed Expense

Management Fee	133,811	3.0%	743	3.29	147,588	3.0%	820	3.51	175,261	3.0%	974	3.71
Property Taxes (1.01% of Improvements)	231,090	5.2%	1,284	5.67	231,090	4.7%	1,284	5.50	231,090	4.0%	1,284	4.89
FFE & Capital Reserve	111,509	2.5%	619	2.74	122,990	2.5%	683	2.93	146,051	2.5%	811	3.09
Insurance	57,985	1.3%	322	1.42	63,955	1.3%	355	1.52	75,947	1.3%	422	1.61
Total Fixed Expenses	534,396	12.0%	2,969	13.12	565,624	11.5%	3,142	13.45	628,349	10.8%	3,491	13.28
NET OPERATING INCOME	1,387,373	31.1%	7,708	34.06	1,588,264	32.3%	8,824	37.77	1,999,388	34.2%	11,108	42.27

Restaurant Rent (NET)

Hotel Tax Rebate 50% - 10 years	250,000				257,500				265,225			
Property Tax Rebate 100%	251,532	50.0%			437,299	50.0%			516,560	50.0%		
	231,090				231,090				231,090			

CASH FLOW FROM OPERATIONS

	1,619,966	36.3%	9,000	39.77	1,999,153	40.6%	11,106	47.54	2,481,813	42.5%	13,788	52.47
Debt Service	1,327,889	29.8%	7,377	32.60	1,327,889	27.0%	7,377	32.60	1,327,889	22.7%	7,377	32.60

LIMITED/SELECT SERVICE HOTEL

Assumptions:

Days open 365
No. of rooms 180
Room Nights available 65,700
Occupancy 72%
Room Nights Sold 47,304
Average Daily Rate 108.15
RevPAR 77.87

2016
YR 4

365
180
65,700
72%
47,304
108.15
77.87

2017
YR 5

365
180
65,700
72%
47,304
111.39
80.20

2018
YR 6

365
180
65,700
72%
47,304
114.74
82.61

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Revenues												
Rooms	5,115,928	85.0%	28,422	108.15	5,269,405	85.0%	29,274	111.39	5,427,488	85.0%	30,153	114.74
F&B	633,401	10.5%	3,519	13.39	652,403	10.5%	3,624	13.79	671,975	10.5%	3,733	14.21
Telecommunications	121,808	2.0%	677	2.58	125,462	2.0%	687	2.65	129,226	2.0%	718	2.73
Spa	0	0.0%	0	0.00	0	0.0%	0	0.00	0	0.0%	0	0.00
Other	146,169	2.4%	812	3.09	150,554	2.4%	836	3.18	155,071	2.4%	862	3.28
Total Revenues	6,017,305	100.0%	33,429	127.21	6,197,824	100.0%	34,432	131.02	6,383,759	100.0%	35,465	134.95
Direct Expenses												
Rooms	1,023,186	20.0%	5,684	25.12	1,053,881	20.0%	5,855	25.87	1,085,498	20.0%	6,031	26.65
F&B	481,384	76.0%	2,674	11.82	495,826	76.0%	2,755	12.17	510,701	76.0%	2,837	12.54
Telecommunications	123,026	101.0%	683	3.02	126,717	101.0%	704	3.11	130,518	101.0%	725	3.20
Spa	0	75.0%	0	0.00	0	75.0%	0	0.00	0	75.0%	0	0.00
Other	58,468	40.0%	325	1.44	60,222	40.0%	335	1.48	62,028	40.0%	345	1.52
Total Direct Expenses	1,686,064	28.0%	9,367	41.39	1,736,645	28.0%	9,648	42.63	1,788,745	28.0%	9,937	43.91
HOTEL PROFIT	4,331,242	72.0%	24,062	85.81	4,461,179	72.0%	24,784	88.39	4,595,014	72.0%	25,528	91.04
Undistributed Operating Expenses												
Administrative and General	481,384	8.0%	2,674	10.18	495,826	8.0%	2,755	10.48	510,701	8.0%	2,837	10.80
Marketing	361,038	6.0%	2,006	7.63	371,869	6.0%	2,066	7.86	383,026	6.0%	2,128	8.10
Franchise Fees	349,004	5.8%	1,939	7.38	359,474	5.8%	1,987	7.60	370,258	5.8%	2,057	7.83
Banquet Sales	0	0.0%	0	0.00	0	0.0%	0	0.00	0	0.0%	0	0.00
Property Ops & Maintenance	222,640	3.7%	1,237	4.71	229,320	3.7%	1,274	4.85	236,199	3.7%	1,312	4.99
Utilities	210,606	3.5%	1,170	4.45	216,924	3.5%	1,205	4.59	223,432	3.5%	1,241	4.72
Total Undistributed Operating Expenses	1,624,672	27.0%	9,026	34.35	1,673,413	27.0%	9,297	35.38	1,723,615	27.0%	9,576	36.44
Gross Operating Profit	2,706,569	45.0%	15,036	57.22	2,787,766	45.0%	15,488	58.93	2,871,399	45.0%	15,952	60.70
Fixed Expense												
Management Fee	180,519	3.0%	1,003	3.82	185,935	3.0%	1,033	3.93	191,513	3.0%	1,064	4.05
Property Taxes (1.01% of improvements)	231,090	3.8%	1,284	4.89	231,090	3.7%	1,284	4.89	231,090	3.6%	1,284	4.89
FFE & Capital Reserve	150,433	2.5%	836	3.18	154,946	2.5%	861	3.28	159,594	2.5%	887	3.37
Insurance	78,225	1.3%	435	1.65	80,572	1.3%	448	1.70	82,989	1.3%	461	1.75
Total Fixed Expenses	640,267	10.6%	3,557	13.54	652,542	10.5%	3,625	13.79	665,186	10.4%	3,695	14.06
NET OPERATING INCOME	2,066,302	34.3%	11,479	43.68	2,135,224	34.5%	11,862	45.14	2,206,214	34.6%	12,257	46.64
Restaurant Rent (NET)	273,182				281,377				289,819			
Hotel Tax Rebate 50% - 10 years	532,056	50.0%			548,018	50.0%			564,459	50.0%		
Property Tax Rebate 100%	231,090				231,090				231,090			
CASH FLOW FROM OPERATIONS	2,556,267	42.5%	14,201	54.04	2,632,855	42.5%	14,628	55.66	2,711,944	42.5%	15,066	57.33
Debt Service	1,327,889	22.1%	7,377	32.60	1,327,889	21.4%	7,377	32.60	1,327,889	20.8%	7,377	32.60

LIMITED/SELECT SERVICE HOTEL

Assumptions:

Days open	365
No. of rooms	180
Room Nights available	65,700
Occupancy	72%
Room Nights Sold	47,304
Average Daily Rate	118.18
RevPAR	85.09

2019 YR 7	365
	180
	65,700
	72%
	47,304
	118.18
	85.09

2020 YR 8	365
	180
	65,700
	72%
	47,304
	121.72
	87.64

2021 YR 9	365
	180
	65,700
	72%
	47,304
	125.38
	90.27

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Revenues								
Rooms	5,590,312	85.0%	31,057	118.18	5,930,762	85.0%	32,949	125.38
F&B	692,134	10.5%	3,845	14.63	734,285	10.5%	4,079	15.52
Telecommunications	133,103	2.0%	739	2.81	141,209	2.0%	784	2.99
Spa	0	0.0%	0	0.00	0	0.0%	0	0.00
Other	159,723	2.4%	887	3.38	169,450	2.4%	941	3.58
Total Revenues	6,575,272	100.0%	36,529	139.00	6,975,706	100.0%	38,754	147.47

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Direct Expenses								
Rooms	1,118,062	20.0%	6,211	27.45	1,186,152	20.0%	6,590	29.12
F&B	526,022	76.0%	2,922	12.91	558,056	76.0%	3,100	13.70
Telecommunications	134,434	101.0%	747	3.30	142,621	101.0%	792	3.50
Spa	0	75.0%	0	0.00	0	75.0%	0	0.00
Other	63,889	40.0%	355	1.57	67,780	40.0%	377	1.66
Total Direct Expenses	1,842,407	28.0%	10,236	45.23	1,954,610	28.0%	10,859	47.98
HOTEL PROFIT	4,732,865	72.0%	26,294	93.77	5,021,096	72.0%	27,895	99.48

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Undistributed Operating Expenses								
Administrative and General	526,022	8.0%	2,922	11.12	558,056	8.0%	3,100	11.80
Marketing	394,516	6.0%	2,192	8.34	418,542	6.0%	2,325	8.85
Franchise Fees	381,366	5.8%	2,119	8.06	404,591	5.8%	2,248	8.55
Banquet Sales	0	0.0%	0	0.00	0	0.0%	0	0.00
Property Ops & Maintenance	243,285	3.7%	1,352	5.14	258,101	3.7%	1,434	5.46
Utilities	230,135	3.5%	1,279	4.87	244,150	3.5%	1,356	5.16
Total Undistributed Operating Expenses	1,775,323	27.0%	9,863	37.53	1,883,441	27.0%	10,464	39.82
Gross Operating Profit	2,957,541	45.0%	16,431	62.52	3,137,656	45.0%	17,431	66.33

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Fixed Expense								
Management Fee	197,258	3.0%	1,096	4.84	209,271	3.0%	1,163	5.14
Property Taxes (1.01% of improvements)	231,090	3.5%	1,284	5.67	231,090	3.3%	1,284	5.67
FFE & Capital Reserve	164,382	2.5%	913	3.48	174,393	2.5%	969	3.69
Insurance	85,479	1.3%	475	1.81	90,684	1.3%	504	1.92
Total Fixed Expenses	678,209	10.3%	3,768	14.34	705,438	10.1%	3,919	14.91
NET OPERATING INCOME	2,279,333	34.7%	12,663	48.18	2,432,217	34.9%	13,512	51.42

Restaurant Rent (NET)	298,513				316,693			
Hotel Tax Rebate 50% - 10 years	581,392	50.0%			616,799	50.0%		
Property Tax Rebate 100%	231,090				231,090			

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
CASH FLOW FROM OPERATIONS	2,793,302	42.5%	15,518	59.05	2,963,414	42.5%	16,463	62.65
Debt Service	1,327,869	20.2%	7,377	32.60	1,327,869	19.0%	7,377	32.60

LIMITED/SELECT SERVICE HOTEL

Assumptions:

	2022 YR 10		2023 YR 11	
Days open	365		365	
No. of rooms	180		180	
Room Nights available	65,700		65,700	
Occupancy	72%		72%	
Room Nights Sold	47,304		47,304	
Average Daily Rate	129.14		133.01	
RevPAR	92.98		95.77	

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Revenues								
Rooms	6,108,685	85.0%	33,937	129.14	6,291,946	85.0%	34,955	133.01
F&B	756,313	10.5%	4,202	15.99	779,003	10.5%	4,328	16.47
Telecommunications	145,445	2.0%	808	3.07	149,808	2.0%	832	3.17
Spa	0	0.0%	0	0.00	0	0.0%	0	0.00
Other	174,534	2.4%	970	3.69	179,770	2.4%	999	3.80
Total Revenues	7,184,977	100.0%	39,917	151.89	7,400,527	100.0%	41,114	156.45

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Direct Expenses								
Rooms	1,221,737	20.0%	6,787	29.99	1,258,389	20.0%	6,991	30.89
F&B	574,798	76.0%	3,193	14.11	592,042	76.0%	3,289	14.53
Telecommunications	146,899	101.0%	816	3.61	151,306	101.0%	841	3.71
Spa	0	75.0%	0	0.00	0	75.0%	0	0.00
Other	69,814	40.0%	388	1.71	71,908	40.0%	399	1.77
Total Direct Expenses	2,013,248	28.0%	11,185	49.42	2,073,646	28.0%	11,520	50.91
HOTEL PROFIT	5,171,729	72.0%	28,732	102.47	5,326,881	72.0%	29,594	105.54

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Undistributed Operating Expenses								
Administrative and General	574,798	8.0%	3,193	12.15	592,042	8.0%	3,289	12.52
Marketing	431,099	6.0%	2,395	9.11	444,032	6.0%	2,467	9.39
Franchise Fees	416,729	5.8%	2,315	8.81	429,231	5.8%	2,385	9.07
Banquet Sales	0	0.0%	0	0.00	0	0.0%	0	0.00
Property Ops & Maintenance	265,844	3.7%	1,477	5.62	273,819	3.7%	1,521	5.79
Utilities	251,474	3.5%	1,397	5.32	259,018	3.5%	1,439	5.48
Total Undistributed Operating Expenses	1,939,944	27.0%	10,777	41.01	1,998,142	27.0%	11,101	42.24
Gross Operating Profit	3,231,785	45.0%	17,954	68.32	3,328,739	45.0%	18,493	70.37

	\$ Amount	%	\$ PAR	\$ POR	\$ Amount	%	\$ PAR	\$ POR
Fixed Expense								
Management Fee	215,549	3.0%	1,197	5.29	222,016	3.0%	1,233	5.45
Property Taxes (1.01% of improvements)	231,090	3.2%	1,284	5.67	231,090	3.1%	1,284	5.67
F&E & Capital Reserve	179,624	2.5%	998	3.80	185,013	2.5%	1,028	3.91
Insurance	93,405	1.3%	519	1.97	96,207	1.3%	534	2.03
Total Fixed Expenses	719,669	10.0%	3,998	15.21	734,326	9.9%	4,080	15.52
NET OPERATING INCOME	2,512,117	35.0%	13,956	53.11	2,594,413	35.1%	14,413	54.85

Restaurant Rent (NET)	326,193				335,979			
Hotel Tax Rebate 50% - 10 years	635,303	50.0%			654,362	50.0%		
Property Tax Rebate 100%	231,090				231,090			

CASH FLOW FROM OPERATIONS	3,052,317	42.5%	16,957	64.53	3,143,886	42.5%	17,466	66.46
Debt Service	1,327,869	18.5%	7,377	32.60	1,327,869	17.9%	7,377	32.60

Subject: AutoCad
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Mon, 9 Aug 2010 17:15:16 -0000
To: Greg Blodgett <>

Greg,
Have you been able to find those AutoCad files for the additional development areas?
When do you want to talk about the hotel proforma?

Matthew W. Reid
LAND & DESIGN, Inc.
Sustainability, Construction and Real Estate Advisors
SUSTAINBLE STRATEGIES | SUSTAINABLE INTEGRATION

NORTH COUNTY OFFICE
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619.462.4144 f

Skype - matthew.reid.ca
matt.reid@landanddesign.com

RE: AutoCAD Files for Additional Development Area

Subject: RE: AutoCAD Files for Additional Development Area
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Mon, 9 Aug 2010 23:23:28 -0000
To: 'Paul Guerrero' <paulg@ci.garden-grove.ca.us>
CC: Greg Blodgett <>

Thanks!

Matthew W. Reid
LAND & DESIGN, Inc.
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Skype - matthew.reid.ca
matt.reid@landanddesign.com

From: Paul Guerrero [mailto:paulg@ci.garden-grove.ca.us]
Sent: Monday, August 09, 2010 3:37 PM
To: matt.reid
Cc: Greg Blodgett
Subject: AutoCAD Files for Additional Development Area

Matt,
The AutoCAD files will be ready on friday, if its ready earlier, we will send it out.
Paul

Subject: Re: Drawings and Proforma
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Tue, 17 Aug 2010 04:34:04 -0000
To: Greg Blodgett <>

Ok thanks.

Sent from my iPhone

Matthew Reid
Land & Design, Inc.
Sustainable Strategies | Sustainable Integration
1042 N El Camino Real
Suite B-310
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matthew.reid.ca@gmail.com
Skype: matthew.reid.ca

On Aug 16, 2010, at 3:03 PM, Greg Blodgett <greg1@ci.garden-grove.ca.us> wrote:

Yes just got back in town from Nashville Will get them to you tommorow.

From: "Matthew Reid" <matt.reid@landanddesign.com>
Sent: Mon, 8/16/2010 7:21am
To: "Greg Blodgett" <greg1@ci.garden-grove.ca.us>
Subject: Drawings and Proforma

Greg,

Are you available to discuss the proforma today? Also, didn't receive any docs last week? Just wondering if they are coming.

Let me know.

Matthew W. Reid

LAND & DESIGN, Inc.

Sustainability, Construction and Real Estate Advisors

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Skype - [matthew.reid.ca](https://www.skype.com/people/matthew.reid.ca)

matt.reid@landanddesign.com

Subject: City Contribution
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Wed, 18 Aug 2010 00:55:55 -0000
To: Greg Blodgett <>

Greg,

So I want to understand these numbers....

The column to the far right would be the amount the City would FORGIVE the hotel on an annual basis? This would include TOT, RETaxes and F&B Revenues...right?

The total on the bottom is the NPV of those items?

Matthew W. Reid

LAND & DESIGN, Inc.

Sustainability, Construction and Real Estate Advisors

SUSTAINABLE STRATEGIES | SUSTAINABLE INTEGRATION

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Encinitas, CA 92024

858.735.1858 direct

CENTRAL COUNTY OFFICE

8130 La Mesa Blvd

Suite 808

La Mesa, CA 91942

619.462.4060 o

619.462.4144 f

Skype - matthew.reid.ca

matt.reid@landanddesign.com

something back to you

Subject: something back to you
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Mon, 30 Aug 2010 17:39:42 -0000
To: Greg Blodgett <>

Greg,

I was away last week and wanted you to know I'll have something back to you by mid-week.

Matthew W. Reid
LAND & DESIGN, Inc.
Sustainability, Construction and Real Estate Advisors
SUSTAINABLE STRATEGIES | SUSTAINABLE INTEGRATION

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619.462.4060 o
619.462.4144 f

Skype - matthew.reid.ca
matt.reid@landanddesign.com

RE:

Subject: RE:
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Tue, 31 Aug 2010 04:19:05 -0000
To: Greg Blodgett <>

How about Friday 10am?

Matthew W. Reid
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Skype - matthew.reid.ca
matt.reid@landanddesign.com

From: Greg Blodgett [mailto:greg1@ci.garden-grove.ca.us]
Sent: Monday, August 30, 2010 9:07 PM
To: Matthew Reid
Subject:

did you you want to meet us this week

Subject: MOU

From: Matthew Reid <matt.reid@landanddesign.com>

Date: Fri, 3 Sep 2010 03:51:59 -0000

To: Greg Blodgett <>, 'Paul Guerrero' <paulg@ci.garden-grove.ca.us>

CC: "drose3@charter.net" <drose3@charter.net>, "bryan.underwood@landanddesign.com" <bryan.underwood@landanddesign.com>

Greg and Paul,

Thanks for our meeting today. Attached please find the revised MOU as discussed. You'll find a REDLINED and a CLEAN version for your review.

We look forward to seeing revised information from you early next week along with a draft DDA for our review as well.

Have a great holiday weekend.

Matthew W. Reid

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Garden Grove, CA Full Service Hotel and Limited Service Hotel Deal Point Outline Memorandum of Understanding

The following includes, however are not limited to, the salient deal points and is the beginning of an understanding of the basis of a future agreement and DDA between Land and Design, Inc., E-Ticket Hospitality (LANDDESIGN), or it's assigned, and The City of Garden Grove (CITY) and/or it's development agency (AGENCY).

- LANDDESIGN agrees to develop and construct two (2) hotels; one (1) approximately 325 - 400 room upper upscale, full service type Hotel and one (1) approximately 125 - 225 room Limited Service / Extended Stay type Hotel on the property currently known as "Hotel - Site "C" of approximately 4 acres located on the North East corner of Harbor Blvd and Twintree Ave. The site must also include, in addition to above, the vacant parcel immediately North and two residential parcels at South East corner of the proposed location.
- CITY or AGENCY shall convey to LANDDESIGN fee title to the Property, which Property also includes all (i) improvements, structures and fixtures located thereon, (ii) all entitlements, necessary to develop and build such a project, (iii) easements, appurtenances, rights and privileges pertaining thereto, and (iv) intangible personal property now or hereafter owned by CITY or AGENCY and used in the ownership, use or operation of such real property and/or improvements. The conveyance shall occur for the sum of one thousand dollars (\$1,000.00).
- Subject to a "flag" franchise agreement and franchise approval, the description of the Hotel shall consist of approximately the following:

HOTEL 1 (Upper Upscale Hotel)

- Approximately 14-story hotel
- Approx 325 - 400 rooms including suites
- Approximately 15,000 Conference and meeting space
- Sit down restaurant/bar, full service type restaurant.
- One outdoor pool and whirlpool spa
- Fitness Center
- Approximately 20,000 gsf of inline entertainment retail/restaurants along Harbor Blvd.

HOTEL 2 (Limited Service / Extended Stay Hotel)

- Approximately 4 - 5 story Hotel
- Approximately 125 - 225 rooms including suites.
- One outdoor pool and whirlpool spa.
- Fitness Center
- This hotel or portions of this hotel, shall be constructed on top of the parking structure.

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Construction and Real Estate Advisors.

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- LANDDESIGN intends to and will actively pursue a 3rd party partner(s)/take out buyer that could assume property ownership (or portions of property ownership) at some point during or after the construction completion of the project. LANDDESIGN in its sole and absolute discretion, shall select this 3rd party(s) and shall disclose the identity of this entity to the City.
- Upon completion and execution of a DDA with LANDDESIGN and AGENCY and/or CITY, LANDDESIGN shall deposit into escrow all working product including feasibility studies, drawings, specifications, etc....to be used as a good faith deposit. In the event the project does not move forward, all said documents contained in escrow shall be retained by CITY and/or AGENCY.
- Along with the Capital shortfall amount, the CITY and AGENCY recognize the following economic incentives will be provided:
 - CITY or AGENCY shall make annual contributions of TOT, TIF and F&B Taxes in accordance with the attached schedule of rebates.
 - Establish a CFD for public parking structures to be built onsite..
 - City permits and fees shall be waived.
- CITY and/or AGENCY shall be responsible for completing or paying for the completion of all off-site (i.e., not located on the Project site) improvements required by any applicable governmental authority as a condition to approval of the Project and/or the issuance of any permits required in connection therewith. All such offsite improvements shall be completed in accordance with the scheduled opening of the first hotel. These improvements include but are not limited to:
 - Roadway / Boulevard improvements to Harbor Drive in accordance with the redevelopment plans to Garden Grove Blvd including intersections, traffic signals, traffic signage, landscape improvements, hardscaping, sidewalks, street lighting, and others required.
 - Signalized intersections allowing for full ingress and egress of the hotel site must be completed prior to the first hotel being open.
 - Required utilities brought and stubbed onto site to serve the proposed size of project.
 - All demolition of existing structures or requirements on site.
 - All required zero lot line variances necessary along North and East property lines.
 - A pedestrian bridge linking the "Hotel Site" and the West side of Harbor Blvd located within 200' of the Upper Upscale Hotel front door.
 - Construction of a "Disney" trolley stop or incorporation of a stop in front of the hotel(s).
- Parking for Hotel property shall be structured parking due to site constraints. CITY or AGENCY shall enter into a long term lease on a parking structure (to be built by LANDDESIGN) and used exclusively by Hotel project.
- LANDDESIGN would also consider the establishment of a CFD for the parking structure.....additional details needed.
- CITY and AGENCY recognize that in order for an upper upscale Hotel to be successful, immediately adjacent development and within the area must be of similar quality in its rating among its trade. Therefore, zoning and/or planning of adjacent development needs to be secure prior to closing and construction of this Hotel project.

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- CITY or AGENCY shall convey to LANDDESIGN fee title to the Property, which Property also includes all (i) improvements, structures and fixtures located thereon, (ii) all entitlements, necessary to develop and build such a project, (iii) easements, appurtenances, rights and privileges pertaining thereto, ~~and~~ and (iv) intangible personal property now or hereafter owned by CITY or AGENCY and used in the ownership, use or operation of such real property and/or improvements. The conveyance shall occur for the sum of one thousand dollars (\$1,000.00).
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- Sit down restaurant/bar, full service type restaurant.
- One outdoor pool and whirlpool spa
- Fitness Center
- Approximately 2040,000 gsf of inline entertainment retail/restaurants along Harbor Blvd.

HOTEL 2 (Limited Service / Extended Stay Hotel)

- Approximately 4-55-7 story Hotel
- Approximately 125 - 225 rooms including suites.
- One outdoor pool and whirlpool spa.
- Fitness Center
- ~~A multi-level parking structure to accommodate both hotels parking needs.~~
- This hotel or portions of this hotel, 2 shall be constructed on top of the parking structure.

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- LANDDESIGN intends to and will actively pursue a 3rd party partner(s)/take out buyer that could assume property ownership (or portions of property ownership) at some point during or after the construction completion of the project hotel. LANDDESIGN in its sole and absolute discretion, shall select this 3rd party(s) and shall disclose the identity of this entity to the City.
- ~~CITY and/or AGENCY recognize the project of this size and quality has a significant capital shortfall for the project to be economically feasible. The CITY and/or AGENCY shall provide LANDDESIGN the sum of \$5,000,000 deposited into escrow which shall used directly for the project. The deposit shall be released to LANDDESIGN 1/2 upon building permit approval and 1/2 released upon the building pad certification.~~
- Upon completion and execution of a DDA with LANDDESIGN and AGENCY and/or CITY, LANDDESIGN shall deposit into escrow all working product including feasibility studies, drawings, specifications, etc....to be used as a good faith deposit. In the event the project does not move forward, all said documents contained in escrow shall be retained by CITY and/or AGENCY.
- Along with the Capital shortfall amount, the CITY and AGENCY recognize the following economic incentives will be provided:
 - ~~CITY or AGENCY shall make annual contributions of TOT, TIF and F&B Taxes in accordance with the attached schedule of rebates.~~
 - ~~100% of Property Real Estate Taxes shall be forgiven for a period of 20 years.~~
 - ~~80% of TOT revenues shall be deferred for a period of 15 years.~~
 - ~~Establish a CFD for public parking structures to be built onsite. Execution of parking lease whereby CITY and/or AGENCY leases parking structure from LANDDESIGN.~~
 - City permits and fees shall be waived.
- CITY and/or AGENCY shall be responsible for completing or paying for the completion of all off-site (i.e., not located on the Project site) improvements required by any applicable governmental authority as a condition to approval of the Project and/or the issuance of any permits required in connection therewith. All such offsite improvements shall be completed in accordance with the scheduled opening of the first hotel. These improvements include but are not limited to:
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Subject: RE: MOU

From: Matthew Reid <matt.reid@landanddesign.com>

Date: Sat, 4 Sep 2010 06:23:57 -0000

To: "drose3@charter.net" <drose3@charter.net>, 'Paul Guerrero' <paulg@ci.garden-grove.ca.us>, Greg Blodgett <>

CC: "bryan.underwood@landanddesign.com" <bryan.underwood@landanddesign.com>

I'll make the revision and send out again.

Matthew W. Reid
LAND & DESIGN, Inc.
Sustainability, Construction and Real Estate Advisors
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Skype - matthew.reid.ca

matt.reid@landanddesign.com

-----Original Message-----

From: drose3@charter.net [mailto:drose3@charter.net]

Sent: Friday, September 03, 2010 5:12 PM

To: 'Paul Guerrero'; 'Greg Blodgett'; Matthew Reid

Cc: bryan.underwood@landanddesign.com

Subject: Re: MOU

In addition to the item(s) listed on the proposed MOU, please also add the need for the four (4) residential properties directly East and adjacent to the Sunbelt property.

Thanks.

Dave

--

David A. Rose III

(951) 413-1907

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This communication does not reflect an intention by the sender or the sender's client or principal to conduct a transaction or make any agreement by electronic means. Nothing contained in this message or in any attachment shall satisfy the requirements for a writing, and nothing contained herein shall constitute a contract or electronic signature under the electronic Signatures in Global and National Commerce Act, any version of the Uniform Electronic Transactions Act or any other statute governing electronic transactions.

----- Matthew Reid <matt.reid@landanddesign.com> wrote:

> Greg and Paul,

>

>

>

> Thanks for our meeting today. Attached please find the revised MOU as
> discussed. You'll find a REDLINED and a CLEAN version for your review.

>

>

>

> We look forward to seeing revised information from you early next week along
> with a draft DDA for our review as well.

>

>

>

> Have a great holiday weekend.

>

>

>

> Matthew W. Reid

>

> LAND & DESIGN, Inc.

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- > Skype - matthew.reid.ca
- >
- >
- > matt.reid@landanddesign.com
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Retail site(s)

Subject: Retail site(s)

From: Matthew Reid <matt.reid@landanddesign.com>

Date: Tue, 7 Sep 2010 23:48:07 -0000

To: Greg Blodgett <>

CC: 'Paul Guerrero' <paulg@ci.garden-grove.ca.us>, "drose3@charter.net" <drose3@charter.net>

Greg,

As a reminder please send me the detail of the potential retail property we are interested in for the restaurants and specialty retail South of Twintree.

Background engineering documents are best.....AutoCAD is preferred.

Matthew W. Reid

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matt.reid@landanddesign.com

Subject: RE: Revenues Sharing Concept and DDA Example
From: Matthew Reid <matt.reid@landanddesign.com>
Date: Fri, 10 Sep 2010 22:10:58 -0000
To: 'Paul Guerrero' <paulg@ci.garden-grove.ca.us>
CC: Greg Blodgett <>, "drose3@charter.net" <drose3@charter.net>

Do you have any comments on our MOU?

Matthew W. Reid

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Skype - matthew.reid.ca
matt.reid@landanddesign.com

From: Paul Guerrero [mailto:paulg@ci.garden-grove.ca.us]
Sent: Thursday, September 09, 2010 1:14 PM
To: matt.reid
Cc: Greg Blodgett
Subject: Revenues Sharing Concept and DDA Example

Matt,
Please find attached the Excel spreadsheet with the last discussed revenue sharing concept and an example of a DDA.
Thanks
Paul

matt.reid@landanddesign.com