



## HOTEL & LEISURE ADVISORS

### **Project Development Analysis (PDA) Service Description for New Construction Projects**

The following scope of work describes the project development analysis service that H&LA offers for a new construction project. This service communicates the vision of the project to lenders, equity investors and design professionals prior to their engagement in the development process. The final written report is a detailed complement to the feasibility and market studies that H&LA also provides.

#### **Project Program Preparation Analysis**

This service creates a project program that is in alignment with the economic model and goals established by the developer. The economic information can come from previously developed feasibility studies or general interviews with interested stakeholders. While the feasibility study often recommends appropriate square footage of the revenue generating space within a given facility, this service expands the project program to include detailed revenue and non-revenue generating space requirements, including back of house areas, circulation and miscellaneous spatial requirements.

Specific industry standard design characteristics and trends are described and recommended. These include such items as construction type recommendations, acoustic attenuation requirements, security issues, and space adjacency recommendations. These and other hospitality specific design standards are included as a resource for the project design professionals.

#### **Zoning and Jurisdictional Due Diligence Research**

*Zoning Due Diligence Research:* This service identifies and documents the zoning approval process required by the local jurisdiction for the development of the project. It identifies the applicable local zoning codes and their effect upon a particular site. There are two identifiable levels of research, depending upon the client's sensitivity to the project knowledge in the marketplace. The first level is the desktop level of research. This research is conducted via the internet and has minimal contact with the authorities. The second level of research is conducted face-to-face with the zoning official(s). The research incorporates an understanding of local ordinances, parking requirements, yard setbacks, height restrictions, and protocol for jurisdictional site plan zoning review. For an additional cost, H&LA can also provide professional representation at local public hearings and expert witness testimony.

*Jurisdictional Due Diligence Research:* This service identifies all jurisdictional contacts and assesses the protocol for obtaining jurisdictional approval for the project. There are two identifiable levels of research, depending upon the client's sensitivity to the project knowledge in the marketplace. The first level is the desktop level of research. This research is conducted via the internet and has minimal contact with the authorities. The second level of research is conducted face-to-face with the responsible department officials. During the second level of research, information is gathered with the appropriate city/county departments. The deliverable is a written report that can be used by the architect of record (AOR) for the design of the project. The report generally includes the following departmental information/protocols: Building, Fire, Health, Utility, Gas, Water, Sewer, Electric, Telecommunications, and Signage. This service is not considered a code review of the project (AOR

responsibility). It is an assessment of protocol, answering the questions of 'how do I obtain the required permits so I can build this project?', 'what are the challenges I am going to face with the jurisdiction?', and 'what kinds of time frames am I looking at?' In addition, it identifies and documents jurisdictional impact fees.

### **Conceptual Site Analysis**

This service provides a written and graphic initial project concept analysis through the development of a specific site scheme. The functional relationships between the project and the site are identified. This service includes a written description of the physical site with improvements, including its location, accessibility, land zoning, utility availability, topography description, site easements, and site photographs. Deliverables are a written report containing rendered illustrations for marketing/lender presentation material. These renderings include site plan and vignette perspectives based upon the extent of the project. The goal is to communicate the underlying 'idea' or 'flavor' of a project. This is not considered a design exercise, but one of identifying a concept.

### **Cost to Build Analysis**

This service provides an analysis of the probable cost to build the proposed project. Costs are generated on a square foot basis specifically tied to the building program. Facility characteristics are taken into consideration and all cost assumptions are identified. Marshall & Swift Valuation, RS Means' Costworks, H&LA in-house data, and national trends are used as the primary sources for overall costs. This analysis can be used as a ballpark budget tool for the project prior to the engagement of an architect and a contractor.

A New Construction PDA is a written report with supplemental graphic information. Fees are calculated on a per-project stipulated sum basis and depend upon the complexity of the proposed facility, site characteristics and local jurisdictional processes.

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## **Project Development Analysis (PDA) Service Description for Renovation Projects**

The following scope of work describes the project development analysis service that H&LA offers for an existing facility that is in need of renovation/upgrade. This service communicates the extent of the renovation to lenders, equity investors and design professionals prior to their engagement in the development process.

### **Existing Facility Analysis**

This service analyzes the existing facility through a review of current drawings/documentation and an on-site walk-through observation. Interviews are conducted with the current employees and facility users to assess current physical issues. The written review identifies areas in need of improvement, and provides a current physical comparison with existing competing facilities.

### **Renovation Scope Preparation Analysis**

We will provide recommendations to the owner/developer regarding physical changes to the property. This analysis will define the scope of the renovation. Beyond interior renovation, this may also include exterior renovation suggestions as well as an analysis of a building addition if deemed

necessary. This service creates a project program that is in alignment with the desired economic model of the owner/developer.

Specific industry standard design characteristics and trends are described and recommended. These include such items as construction type recommendations, acoustic attenuation requirements, security issues, and space adjacency recommendations. These and other hospitality specific design standards are included as a resource for the project design professionals.

### **Brand Compliance Analysis**

In order to keep a franchise affiliation or re-flag to a new affiliation, this service documents and recommends specific brand requirements. Current brand criteria are evaluated against existing conditions, and recommendations are made to upgrade the facility in alignment with brand requirements. This service includes meeting and coordinating with the corporate brand decision makers, and documentation of the latest brand thinking and brand positioning.

### **Zoning and Jurisdictional Due Diligence Research**

*Zoning Due Diligence Research:* An existing facility is evaluated for compliance with current zoning requirements. Unless an addition to the existing building is recommended, this service is minimal and for verification only. If an addition is recommended, this analysis will identify and document the zoning approval process required by the local jurisdiction for the development of the project. It identifies the applicable local zoning codes and their effect upon a particular site. There are two identifiable levels of research, depending upon the client's sensitivity to the project knowledge in the marketplace. The first level is the desktop level of research. This research is conducted via the internet and has minimal contact with the authorities. The second level of research is conducted face-to-face with the zoning official(s). The research incorporates an understanding of local ordinances, parking requirements, yard setbacks, height restrictions, and protocol for jurisdictional site plan zoning review. For an additional cost, H&LA can also provide professional representation at local public hearings and expert witness testimony.

*Jurisdictional Due Diligence Research:* This service has the goal of identifying all jurisdictional contacts and assessing the protocol for obtaining jurisdictional approval for the project. There are two identifiable levels of research, depending upon the client sensitivity to the project knowledge in the marketplace. The first level is the desktop level of research. This research is conducted via the internet and has minimal contact with the authorities. The second level of research is conducted face-to-face with the responsible department officials. During the second level of research, information is gathered with the appropriate city/county departments. The deliverable is a written report that can be used by the architect of record (AOR) for the design of the project. The report generally includes the following departmental information/protocols: Building, Fire, Health, Utility, Gas, Water, Sewer, Electric, Telecommunications, and Signage. This service is not considered a code review of the project (AOR responsibility). It is an assessment of protocol, answering the questions of 'how do I obtain the required permits so I can build this project?', 'what are the challenges I am going to face with the jurisdiction?', and 'what kinds of time frames am I looking at?' In addition, it identifies and documents jurisdictional impact fees.

### **Renovation Cost Analysis**

This service provides a written cost analysis of the renovation recommendations. This cost analysis is generated from statistical data using RS Means' Costworks, H&LA in-house data, and national trends. This is only an analysis of probable cost of the recommended renovations. This analysis can be used as a ballpark budget tool for the project prior to the engagement of an architect and a renovation contractor.

This project development analysis is limited to assessing the functional layout, design and aesthetics of the subject property. It is not an inspection of the facility for architectural, structural, mechanical, electrical, fire safety or ADA code compliance. It is the intent of this analysis to communicate to the licensed professionals the anticipated scope of work required to meet the project objectives.

A renovation PDA is a written report. Fees are calculated on a per-project stipulated sum basis and depend upon the existing conditions of the facility, the complexity of the renovations, brand affiliation, site characteristics and local jurisdictional processes.