

## **HOSPITALITY ADVISORS - CONSULTING GROUP**

Hospitality Advisors is a unique organization made up of individuals with experience in every aspect of the complex hospitality industry. Combined, our professionals have over ninety years of experience in valuation, operations, market analysis, litigation support, and asset management. Committed to the hospitality industry, Hospitality Advisors brings hands on experience and understanding to all aspects of the business. Some of the specific service areas that we offer include the following:

- MARKET ANALYSIS including the identification of the subject property's competitive market, analysis of the property's performance versus its market, identification of the subject's position within the competitive market, evaluation of the subject's potential in that market, and estimating future potential operating statistics for the facility.
- OPERATIONS CONSULTING including an evaluation of the present management, review of management and franchise agreements, evaluation of facilities, and development of strategies for re-positioning.
- VALUATIONS of hotel, resort properties, and conference center facilities for financing, litigation, acquisition, and disposition decisions.
- FEASIBILITY STUDIES of hotel, resort and conference center properties to determine a project's viability within the market and to secure construction and/or permanent financing.
- ASSET MANAGEMENT services including ongoing oversight and evaluation of the operational and financial performance and conformance to the re-positioning and/or management recommendations.
- LITIGATION SUPPORT services including research, analysis, and expert testimony on issues relating to the valuation, operation, and management of leisure real estate.
- COST CONTAINMENT CONSULTING services include telecommunications consulting, local telephone bill auditing, long distance analysis (1+ and 0+), PBX and/or voice mail equipment procurement and maintenance expense negotiation.
- INVESTOR SERVICES through our affiliated company Select Hospitality Brokers, Inc, include property disposition, equity and debt fundraising, and buyer representation.

### **CHARLES A. SKELTON**

Charles Skelton is the President of Hospitality Advisors - Consulting Group. Mr. Skelton was the former Senior Principal in charge of Leisure Time and Real Estate Advisory Services consulting practices in LAVENTHOL & HORWATH'S Michigan office. Mr. Skelton headed this group from 1983 to 1990 and during that time conducted feasibility and market analyses on projects ranging from hotels, resorts and conference centers to multi-use commercial developments.

Mr. Skelton has been particularly involved in numerous hotel and conference center development projects and has conducted seminars on the topic. Additionally, he is recognized as an expert on hotel development and valuation and has conducted studies numbering in the thousands over the past three decades. He publishes a bi-annual publication on the state of Michigan's hospitality industry widely recognized by hoteliers and hospitality professionals.

#### *Education:*

B.A. Muskingum College

#### *Professional Memberships:*

Chairman Ann Arbor Convention and Visitor Bureau 1983, 1984, 1985, 2001, 2011

Member Michigan Travel and Tourism Associations, Member BOMA

Licensed Real Estate Salesperson, State of Michigan

Recipient of the Ann Arbor Ambassador Award, 1984

Member of the Washtenaw County Accommodations Ordinance Commission

**Indiana**

- Holiday Inn, Angola
- Best Western, Elkhart
- TownePlace Suites, Ft. Wayne
- Days Inn, Indianapolis
- Hilton Hotel, Indianapolis
- New England Suites, Indianapolis
- Hyatt Place, Indianapolis
- Proposed Homewood Suites, Merrillville
- Best Western Inn, Clarksville
- Homewood Suites, South Bend

**Illinois**

- Hotel 21 East, Chicago
- Proposed Comfort Inn, Chicago
- Proposed Guest Quarters, Chicago
- Tremont Hotel, Chicago
- Whitehall Hotel, Chicago
- Sheraton Hotel, Naperville
- Proposed Country Inn and Suites, Rockford
- Proposed Fairfield Inn & Suites, Crystal Lake

**Iowa**

- Days Inn, Des Moines
- Proposed Hampton Inn, Marshalltown
- Red Roof Inn, Iowa City
- Baymont Inn, Des Moines
- Hampton Inn, Des Moines
- Baymont Inn, Coralville

**Kentucky**

- Holiday Inn, Corbin
- Knights Inn, Lexington

**Maine**

- Hampton Inn, South Portland

**Maryland**

- Paramount Inner Harbor Hotel, Baltimore

**Massachusetts**

- Marriott Longwharf, Boston
- Milner Hotel, Boston
- Swansea Country Club, Swansea
- Radisson, Woburn

**Michigan**

- Grand Traverse Resort, Acme
- Best Western Greenfield Inn, Allen Park
- Proposed Holiday Inn-Express, Allen Park
- Hilton Inn, Ann Arbor
- Hilton Garden Inn, Ann Arbor
- Howard Johnson, Ann Arbor
- Proposed Concord Suites, Ann Arbor
- Residence Inn, Ann Arbor
- Proposed Hilton garden Inn, Ann Arbor
- Market Overview, Ann Arbor
- TownePlace Suites, Ann Arbor
- Proposed Hilton Garden Inn, Auburn Hills
- Proposed Holiday Inn Express, Auburn Hills
- Proposed Limited Service Hotel, Baldwin
- Proposed Fairfield Inn by Marriott, Battle Creek
- Quality Inn, Battle Creek
- Bay Valley Resort, Bay City
- Doubletree Hotel & Conference Center, Bay City
- Proposed Fairfield Inn by Marriott, Bay City
- Proposed Holiday Inn Express, Bellaire
- Holiday Inn and Conference Center, Big Rapids

- Proposed Fairfield Inn by Marriott, Big Rapids
- Market Street Inn, Birch Run
- Proposed Limited Service Hotel, Birch Run
- Barclay Inn, Birmingham
- Proposed Educational Training Center, Birmingham
- The Townsend Hotel, Birmingham
- Proposed Courtyard by Marriott, Brighton
- Proposed Holiday Inn-Express, Brighton
- Candlewood Suites, Brighton
- Homewood Suites, Brighton
- Proposed Fairfield Inn by Marriott, Cadillac
- Fellows Creek Lodge, Canton
- Sugar Loaf Resort, Cedar
- Proposed Comfort Inn and Conf. Ctr. Chelsea
- Proposed Hampton Inn, Clinton Township
- Proposed Hotel-Macomb Comm. Coll., Clinton Township
- Edgewood Country Club, Commerce Township
- Hampton Inn, Commerce Township
- Days Inn, Dearborn
- Hampton Inn, Dearborn
- Marriott, Dearborn
- Quality Inn redevelopment study, Dearborn
- Ritz-Carlton, Dearborn
- Days Inn, Detroit
- Doubletree Suites Ft. Shelby, Detroit
- Holiday Inn-Fairlane, Detroit
- Hotel St. Regis, Detroit
- Milner Hotel, Detroit
- Proposed Atheneum Suites Hotel, Detroit
- Proposed David Whitney Hotel, Detroit
- Proposed Embassy Suites Hotel, Detroit
- Proposed Ferry Street Inn, Detroit
- Proposed Hilton Garden Inn, Detroit
- Proposed Hotel and Conference Center, Detroit
- Proposed Hyatt Regency Hotel, Detroit
- Proposed Staybridge Suites, Detroit
- Radisson Pontchartrain, Detroit
- Proposed DoubleTree Guest Suites, Detroit
- Motor City Casino Hotel Litigation support
- Ramada, Detroit
- Stroh River Place Inn, Detroit
- Marriott Renaissance Center, Detroit
- Holiday Inn and Conference Center, East Lansing
- Proposed Hilton Garden Inn, East Lansing
- Hampton Inn, East Lansing
- Howard Johnson, East Lansing
- Holiday Inn Express, East Lansing
- Holiday Inn, East Tawas
- Comfort Inn, Farmington Hills
- Proposed Sheraton Suites, Farmington Hills
- Radisson Suites, Farmington Hills
- Proposed Fairfield Inn by Marriott, Fenton
- Hyatt Regency, Flint
- Proposed Holiday Inn, Flint
- Proposed Hampton Inn & Suites, Flint
- Radisson Riverfront Hotel, Flint
- Proposed Fairfield Inn by Marriott, Frankenmuth
- Proposed SpringHill Suites by Marriott, Frankenmuth
- Baymont Inn, Gaylord
- Treetops Sylvan Resort, Gaylord
- Proposed Wingate Inn, Grand Blanc
- Amway Grand Plaza Hotel, Grand Rapids

- Courtyard by Marriott-Downtown, Grand Rapids
- Days Inn-Downtown, Grand Rapids
- Hilton Garden Inn, Grand Rapids
- Holiday Inn-East, Grand Rapids
- Holiday Inn-North, Grand Rapids
- Holiday Inn-South, Grand Rapids
- Proposed Hilton Garden Inn, Grand Rapids
- Proposed New England Suites, Grand Rapids
- Proposed Quality Inn, Grand Rapids
- Radisson Eastbank, Grand Rapids
- Proposed City Plats Hotel, Grosse Pointe
- Holiday Inn, Hazel Park
- Country Inn by Carlson, Holland
- Proposed City Flats Hotel, Holland
- Doubletree Hotel, Holland
- Days Inn, Holland
- Holiday Inn, Holland
- Holland Inn, Holland
- Proposed Holland Marriott Hotel, Holland
- Proposed Homewood Suites by Hilton, Holland
- Proposed Red Roof Inn, Jackson
- Clarion Hotel, Kalamazoo
- Proposed Courtyard by Marriott, Kalamazoo
- Hilton, Kalamazoo
- Holiday Inn, Kalamazoo
- Holiday Inn Expressway, Kalamazoo
- Proposed Holiday Inn Conversion, Kalamazoo
- Proposed Holiday Inn Express, Kalamazoo
- Proposed Sleep Inn, Kalamazoo
- Proposed Staybridge Suites Hotel, Kalamazoo
- Ramada Hotel, Kalamazoo
- TownePlace Suites, Kalamazoo
- Holiday Inn South/Convention Center, Lansing
- Radisson Hotel Downtown, Lansing
- Lansing Center, Lansing
- Proposed Staybridge Suites, Lansing
- Proposed Hilton Garden Inn, Lansing
- Quality Suites, Lansing
- Proposed Residence Inn, Lansing
- Proposed Fairfield Inn by Marriott, Lapeer
- Garland Resort, Lewiston
- Quality Inn, Lincoln Park
- Fairfield Inn, Livonia
- Holiday Inn, Livonia
- Proposed Best Western, Ludington
- Proposed Hampton Inn, Ludington
- Proposed Waterfront Hotel, Ludington
- Island House, Mackinac Island
- Mission Point Resort, Mackinac Island
- Proposed Hampton Inn, Macomb Township
- Hampton Inn, Madison Heights
- Heritage Hotel, Marquette
- Inn at St-. Ives, Mecosta
- Ashman Court Hotel and Conference Center, Midland
- Proposed Springhill Suites, Midland
- Proposed Fairfield Inn by Marriott, Midland
- Residence Inn, Midland
- Valley Plaza Inn, Midland
- Knights Inn, Monroe
- Best Western, Muskegon
- Hilton Hotel and Convention Center, Muskegon
- Holiday Inn, Muskegon
- Holiday Inn, Niles
- Hampton Inn, Northville
- The Hotel Baronette, Novi
- Proposed Best Western, Novi
- Proposed Holiday Inn Express, Novi
- Sheraton Oaks, Novi

- Wyndham Garden Hotel, Novi
- Proposed Hampton Inn and Suites, Okemos
- Indianwood Golf and Country Club, Orion Twp
- Lakewood Shores Golf Resort, Oscoda
- Proposed Waterfront Hotel, Petoskey
- Comfort Inn, Plainwell
- Proposed Hampton Inn and Suites, Plymouth Township
- Proposed Fairfield Inn by Marriott, Port Huron
- Proposed Holiday Inn-Express, Port Huron
- Thomas Edison Inn, Port Huron
- Proposed Waterfront Marriott Hotel, Port Huron
- Proposed Courtyard by Marriott & Conference Center, Portage
- Proposed Limited Service Hotel, Richmond
- Holiday Inn, Rochester Hills
- Hilton Suites, Romulus
- Guest Quarters, Romulus
- Hampton Inn, Romulus
- Holiday Inn Crowne Plaza-Airport, Romulus
- Proposed Hilton Garden Inn-Airport, Romulus
- Quality Inn Airport, Romulus
- Ramada Inn Airport, Romulus
- Signature Inn, Romulus
- RS Eastin Inn, Roseville
- The Georgian Inn, Roseville
- Microtel, Roseville
- Proposed Hotel & Conference Center, Royal Oak
- Proposed Royal Grand Hotel, Royal Oak
- St. Clair Inn, St. Clair
- Four Points by Sheraton, Saginaw
- Knights Inn, Saginaw
- Proposed Residence Inn, Saginaw
- SpringHill Suites, Saginaw
- Proposed Hampton Inn, Saginaw
- Old Harbor Inn, South Haven
- Proposed Holiday Inn-Express, South Haven
- Best Western Hotel, Southfield
- Hampton Inn, Southfield
- Homestead Studio Suites, Southfield
- Michigan Inn, Southfield
- Proposed Ramada Limited Hotel, Southfield
- Radisson Hotel, Southfield
- Proposed Comfort Suites Hotel, Southgate
- Proposed Hampton Inn, Southgate
- Proposed Staybridge Suites, Southgate
- Holiday Inn, Spring Lake
- Proposed Limited Service Hotel, Stanton
- Proposed Hotel, St. Clair Shores
- Best Western Sterling Inn, Sterling Heights
- Proposed Hampton Inn, Stevensville
- Hampton Inn, Traverse City
- Holiday Inn, Traverse City
- AmericInn, Traverse City
- Cherry Tree Inn on the Beach, Traverse City
- Proposed Courtyard by Marriott, Traverse City
- Holiday Inn Travers City
- Drury Inn, Troy
- Proposed Events Facility, Troy
- Proposed Hilton Residential Suite, Troy
- Proposed Homewood Suites by Hilton, Troy
- Proposed Courtyard by Marriott, Utica
- Days Hotel, Warren
- Hampton Inn, Warren
- Holiday Inn, Warren
- Holiday Inn Express, Warren

- Proposed Hilton Garden Inn, Warren
- Quality Inn, Warren
- Van Dyke Park Hotel and Conf. Center, Warren
- The Orchards Golf Club, Washington Twp.
- Proposed Holiday Inn Express, Waterford Twp.
- Proposed Ramada Inn & Water Park, Watervliet
- Proposed Holiday Inn Express, Wixom
- Proposed Hampton Inn, Wyoming
- Proposed Huron Shores Hotel & Golf Club, Ypsilanti
- Eastern Mich. Univ. Conf. Center (Eagle Crest), Ypsilanti
- Marriott Golf and Conference Center, Ypsilanti

#### **Minnesota**

- Proposed Northwoods Lodge, Eagan
- Proposed Raintree Resort, Eagan
- Proposed Comfort Inn & Suites, Monticello
- Proposed Holiday Inn, Monticello
- Proposed Residence Inn by Marriott, St. Paul
- Proposed Corporate Hotel, Marshall

#### **New York**

- Hyatt Regency, Buffalo
- Holiday Inn, Cortland
- Comfort Inn, Hornell
- Ramada Inn, Ithaca
- Madison Hotel, New York

#### **North Carolina**

- Days Inn-East, Asheville
- Holiday Inn Center City, Charlotte
- Milner Inn, Raleigh

#### **North Dakota**

- Kirkwood Inn & Conference Center, Bismarck

#### **Ohio**

- Residence Inn, Dayton
- Holiday Inn, Lima
- Days Inn, Middletown
- Radisson Hotel, Sandusky
- Microtel, Streetsboro
- Marriott Portside, Toledo
- Proposed Training/Development Ctr, Toledo
- Quality Inn, Wickliffe
- Mansfield Inn, Mansfield

#### **Oregon**

- Holiday Inn Crowne Plaza, Portland
- Proposed AmeriSuites, Portland

#### **Pennsylvania**

- Proposed Limited Service Hotel, Hanover
- Hampton Inn, Gettysburg
- Mt. Airy Lodge, Mt. Pocono
- Pocono Gardens Lodge, Mt. Pocono
- Strickland's Mountain Inn, Mt. Pocono
- Residence Inn by Marriott-Airport, Philadelphia

#### **South Carolina**

- Proposed Luxury Hotel and Conf. Ctr, Columbia

#### **Tennessee**

- Proposed Public Events Center, Franklin
- Proposed Convention Center Hotel, Franklin

- Proposed Elvis Presley's Heartbreak Hotel, Memphis
- Proposed Expansion Cool Springs Conference Center, Franklin

#### **Texas**

- Paramount Hotel, Dallas

#### **Virginia**

- Linden Row Inn, Richmond

#### **Washington**

- Residence Inn by Marriott, Seattle
- Wyndham Garden Hotel-Airport, Seattle
- Wyndham Garden Hotel-Bothell, Seattle

#### **Wisconsin**

- Hotel Fon Du Lac, Fon Du Lac



## **FINANCIAL INSTITUTIONS**

- Ann Arbor Commerce Bank
- Bank of Auburn Hills
- Bank of Bloomfield Hills
- Bank of Nova Scotia
- Barclays Bank
- Bayview
- Bernard Financial Group
- Centerline Capital Group
- Charter One Bank
- Chemical Bank
- CIGNA
- Citicorp Real Estate
- Citizens Financial Group
- Citizens Bank
- Citizens First Bank
- Clarkston State Bank
- Comerica Bank
- Community Central Bank
- Crestar Bank
- DBS Bank
- ECCU
- Fifth Third Bank
- First Michigan Bancorp
- First Union National Bank of Florida
- Flagstar Bank
- Fleet National Bank
- Ford Motor Credit Corp.
- Franklin Bank
- GE Commercial Finance
- Glendale Federal
- GMAC
- Great Lakes Bancorp
- Greystone Bank
- Howard Savings Bank
- Huntington Banks of Michigan
- Indigo Leasing
- Lapeer Bank
- Manufacturers National Bank
- Marine Midland Bank
- Mercantile Bank
- Mercury Bank & Trust
- Michigan National Bank
- MileStone Bank

- National City Bancorp
- Nomura Bank
- Old Kent Bank
- Peoples Bank
- PMC Commercial Trust
- PNC Bank
- Premier Commercial

## **FINANCIAL INSTITUTIONS CONT'D**

- Principal Bank
- Prudential
- Republic Bank
- Sanwa Bank
- ShoreBank
- Silverhill Bank
- Sky Bank
- Skymar Capital Corp.
- Standard Federal Bank
- St. James Place Bank
- Strategic Capital Bank
- Summit Bank
- The Money Store Commercial Lending
- The Townsend Group
- United Bank & Trust
- US Bank
- USB Real Estate
- Warren Bank
- Western United Bank
- Western United Life
- Yasuda Bank and Trust

## **INSURANCE COMPANIES**

- Aetna Real Estate Investments
- Alfa Mutual Life Insurance Company
- Equitable Life Insurance Company
- Fidelity Mutual Life Insurance Company
- Lincoln National Insurance Company
- Prudential Life Insurance Company
- Northwestern Mutual Life Insurance Company

## **CORPORATE CLIENTS**

- Amway Corporation
- Consumers Power Company

- Dominos Pizza, Inc.
- Ferris State University
- Ford Motor Land Development Corp.
- Macomb (MI) Community College
- Melling Tool Company
- Whirlpool Corporation

#### **INVESTMENT GROUPS/ADVISORS**

- AR Cap
- Capital Realty Services
- Centerline Capital Group
- CNB Capital, Inc.
- Detroit Investment Fund
- GE Commercial Finance
- Kidder Peabody
- Nomura Asset Capital Corporation
- Salomon Brothers

#### **HOTEL COMPANIES**

- Beacon Hospitality Group
- Buckhead America Corporation
- Choice Hotels
- CMI Corporate
- Compri Hotels/Doubletree
- ClubHouse Inns
- Crestline Capital Corporation
- Days Inns of America
- Holiday Corporation
- Hilton Hotels International
- Hyatt Hotels Corporation
- Marriott Corporation
- Omni International
- Prime Hospitality Corporation
- Promus Corporation
- Rafael Hotels, Limited
- Ramada Hotels
- Rank Hotels
- Ritz-Carlton Hotel Company
- Servico
- Westin Hotels and Resorts
- White Lodging Services Corporation
- Wyndham Hotels and Resorts

#### **GOVERNMENTAL ORGANIZATIONS**

- Birmingham (MI) Public Schools
- City of Columbia, South Carolina
- City of Dearborn, Michigan
- City of Detroit, Michigan
- City of Dowagiac, Michigan
- City of Franklin, Tennessee
- City of Gary, Indiana
- City of Lansing, Michigan
- City of Pontiac, Michigan
- City of Portage, Michigan
- City of Southfield, Michigan
- City of St. Clair Shores, Michigan
- Lee County, Florida
- Mackinac Island Commission
- Michigan Dept. of Natural Resources
- Michigan Dept. of the Treasury
- Twenty-Third Judicial Circuit Court of Michigan
- Troy (MI) Chamber of Commerce
- Wayne County, Michigan
- Lake County, Michigan Economic Development