

RFP SOLICITATION 535-11072

STIRLINGS, LLC



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TAB 1

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Department, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

Submitted by: Kathleen Robinson (signature) 7/17/13 (date)

Name (printed): Kathleen Robinson Title: President

Company: (Legal Registration) Stirrings, LLC

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit http://www.dos.state.fl.us/)

Address: 1109 NE 1st Street, No. 4

City: Fort Lauderdale State: FL Zip: 33301

Telephone No: 805-722-5872 FAX No: Email: helvatia777@gmail.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions):

Payment Terms (section 1.04): Total Bid Discount (section 1.05):

Does your firm qualify for MBE or WBE status (section 1.09) MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Contractor acknowledges that the following addenda have been received and are included in the proposal:

Addendum No. Date Issued

P-CARDS: Will your firm accept the City's Credit Card as payment for goods/services?

YES NO

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Contractor will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS. If this section does not apply to your bid, simply mark N/A in the section below.

Vanances: None. Options are set forth herein but this proposal is submitted based on the RFP terms provided herein by the City. revised 6-16-11

TAB 2

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
_____	_____
_____	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

TAB 3

PART VII - PROPOSAL PAGES – COST PROPOSAL

Contractor Name _____

Failure to use the City's COST PROPOSAL Page and provide information as requested in this RFP, may deem your proposal non-responsive.

- 1. Please state below the Contractor's initial investment to the modifications of the building.
Contractor shall be required to make an initial minimum investment to the modifications of the site in the amount of one million dollars (\$1,000,000). Any and all modifications must bring the building and surrounding property to current code requirements

INITIAL INVESTMENT \$ 3,636,322.00

Written amount Three Million - Six Hundred & Thirty-six Thousand - Three Hundred & Twenty-two Dollars

- 2. Please state below the Contractor's percentage of gross proceeds offering per year.

PERCENTAGE OF GROSS PROCEEDS OFFER 4% after rent credit for construction costs/annum

Written amount 4% after rent credit for construction costs

TAB 4

Kathleen Robinson
Stirlings, LLC
1109 NE 1st Street, Unit 4
Fort Lauderdale, Florida 33301
krobinson@stirlingsinn.com
(805) 722-5872

VIA HAND DELIVERY
City of Fort Lauderdale, Department of Procurement
100 North Andrews Avenue, Room 619
Fort Lauderdale, FL 33301

July 17, 2013

Re: RFP Solicitation 535-11072 Bryan Homes River House Lease (the "RFP")

Dear Sir or Madam:

Stirlings, LLC, a Florida Limited Liability Corporation is pleased to submit its proposal in response to the RFP issued by the City of Fort Lauderdale ("City") for Stirlings Inn & Restaurant. Stirlings is proposed as a Boutique Inn and Restaurant for upscale fine dining in two of the oldest houses in Fort Lauderdale. The proposal will provide the opportunity to activate an unused gem located along the Riverwalk. Understanding the City's goals of creating a connected network of arts and entertainment venues, Stirlings will provide an amenity to the Riverwalk public space and also create a venue that acts as a destination and connectivity point between the Arts District and the nearby public open spaces and parks.

In fact Stirlings will enhance the Bryan Homes well beyond the scope of this RFP and by doing so honors the history of the properties while allowing them to be enjoyed by hotel patrons and restaurant guests. As the homes are historic landmarks, it is our goal to work with the City of Fort Lauderdale ("City") Historic Preservation Board to respectfully renovate the houses for the purpose of opening them for extended public use and create an income stream that would sustain them into perpetuity.

Specifically, Stirlings proposes an expanded scope of renovation construction versus basic repair as outlined in the City's estimate. Stirlings proposes to expend \$3.6 million to the Property. Its rent proposal is to pay the City 4% of gross proceeds, and seek a rent credit for renovation costs. Stirlings' formal proposal, is for the term as called out herein, understanding that no parking is allocated to the Property. However, if the City would consider: 1) a lease term of 50 years; and 2) designating parking for the Property, Stirlings would find that beneficial.

To ensure the proposal's success, Stirlings has put together a team that has the capability to renovate, operate, market and manage Stirlings. The Stirlings team includes:

- a) Jack Jackson an experienced and proven restaurateur for restaurant operation, marketing and management;
- b) Hernandez Construction which will be the General Contractor for Stirlings responsible for both the construction and construction management;
- c) Michael Waller and Mark Pepe, architects who have extensive experience renovating historic properties including hotels; and
- d) Crush Law P.A. permitting attorneys for the site plan and Certificate of Appropriateness.

I sincerely appreciate your consideration.

Kindest regards,

Kathleen Robinson
Stirlings, LLC

TAB 5

Florida Limited Liability Company
STIRLINGS, LLC
Filing Information
Document Number: L13000077525
Date Filed: 05/28/2013
Principal Address:
1109 NE 1ST STREET NO. 4
FORT LAUDERDALE, FL 33301

Mailing Address
1109 NE 1ST STREET NO. 4
FORT LAUDERDALE, FL 33301

Registered Agent Name & Address:
PBYA CORPORATE SERVICES, LLC
200 SOUTH ANDREWS AVE. SUITE 600
FORT LAUDERDALE, FL 33301

Managing Member:
Kathleen Robinson
1109 NE 1ST STREET NO. 4
FORT LAUDERDALE, FL 33301
805-722-5872
helvetia777@gmail.com

Jack Jackson
1321 NE 6th Street
Fort Lauderdale, FL 33304
954-817-8236
JACK@JACKJACKSON.US

Alex Hernandez, President
Hernandez Construction, LLC
441 NE 4th Ave., Suite 100
Fort Lauderdale, FL 33301
954-712-1011

TAB 6

EXECUTIVE SUMMARY

THE VISION:

Stirlings Inn & Restaurant is proposed as a boutique inn and restaurant providing upscale fine dining and a number of hotel rooms following a significant renovation to the historic Bryan Homes. As the houses are historic landmarks, we will seek to meet the City's goals for the Property, work with the Historic Preservation Board to respectfully renovate the homes to open them up for expanded public use, and allow the homes to be used and sustained in perpetuity.

Stirlings Inn will offer 15 rooms, each individually furnished with a unique design with an eye toward Florida breezy openness and space. With the goal of keeping with the period construction of the Bryan Homes, all our guest rooms will open with French doors onto 7 foot wide verandas which will run along the entire structure, facing either the New River or a Florida courtyard brimming with tropical botanicals. We hope this prime location with a beautiful setting on the New River and artfully designed facility will be an attractive choice for our customers. The rear of each of the four Garden Rooms will have a private walled-in garden, while the rear of each upper level River or Courtyard Room will have windows opening out to views of the New River or to enjoy the lovely tropical ocean breezes.

Stirlings restaurant will be located on the bottom level of the Reed Bryan Home with a wide veranda opening onto an oak-shaded bricked courtyard viewing the New River. The restaurant will have 20 tables for interior dining as well as 15 tables on the open verandas and courtyard with umbrellas to offer outdoor fine dining by the New River. For breakfast on the weekdays, Stirlings plans to offer a continental breakfast of freshly baked pastries, breads, cakes and muffins with spreads such as orange marmalade or lemon curd, as well as yogurt, cereal or fruit, coffee and juice. On the weekends, Stirlings expects to offer a breakfast brunch to include favorite family recipes including an egg & cheese casserole, garlic grits with grillades or shrimp, buttermilk biscuits, beignets, community dark roast chicory coffee. Stirlings dinner menu will be designed around signature Creole dishes such as Shrimp Remolaude, Curried Pumpkin & Crawfish Bisque, Courtbullion Fish Soup, Duck & Andouille Sausage Gumbo, Shrimp Creole, Spinach Madeline, and Hallelujah Soft-Shell Crab. With its dynamic location and constant movement of boats and people on the New River, Stirlings will provide an exciting ever-changing panoramic experience to our guests. Further, our artistic hospitality with a Southern flair as well as warm and professional customer service will set Stirlings apart.

We envision the bar, The Barley Twist, to serve a dual use as a traditional bar and lounge in the evenings and a comfortable coffee bar in the mornings. It will be located in the lower level of the Tom Bryan House which will open onto the courtyard facing the New River and French doors opening onto the inn's botanical courtyard in the rear. Lounge seating, newspapers and high-speed Internet will be available in our courtyard and patios for our patrons' use. The Barley Twist Coffee Bar will also be open in the mornings to serve inn guests as well as the public wishing to have a quick breakfast on the way to work. The proposed menu will include coffee, juices, fruit and an assortment of homemade pastries, cakes and other bakery goods.

RENOVATION AND ENHANCEMENT PLAN:

In order for the Property to be both usable and to allow it to return to its roots, an extensive construction and renovation plan is proposed: which is much greater in scope and cost than called for by this Request For Proposal. The key elements of the construction portion of the proposal are as follows:

- a) Demolition of the rear of the structures to remove the outdated and dilapidated restaurant;

- b) Construction of the restaurant and bar, which will be housed on the lower levels of the two houses and renovation of the structures;
- c) Construction of a West Indies wing addition in the rear for the Inn, which will be located in the upstairs of the two houses.

OPERATIONAL SUSTAINABILITY:

As a jewel in the City, the importance of selecting uses for this property that are desired in the Riverwalk District and ensuring the success of Stirlings is paramount. We have conducted extensive market research into the demand for both the inn and the restaurant and have concluded that a fine dining experience coupled with a waterfront intimate inn can be both desirable at this location as well as able to sustain itself financially.

OUR TEAM:

Stirlings has put together a team that ensures that it has the capability to renovate, operate, manage, and market Stirlings. The Stirlings, team includes:

- a) Jack Jackson an experienced and proven restaurateur for restaurant operation, marketing and management;
- b) Hernandez Construction which will be the General Contractor for Stirlings responsible for both the construction and construction management;
- c) Michael Waller and Mark Pepe, architects who have extensive experience renovating historic properties including hotels; and
- d) Crush Law P.A. will be the permitting attorneys for site plan and Certificate of Appropriateness.


This team has the ability and commitment to implement the proposal with its extensive experience in construction, restaurant operation and management, and historic property renovation.

FINANCIAL PROPOSAL AND COMMITMENT:

Stirlings commits to renovate and enhance the Property and its commitment to do so is set forth in the scope of work and financial sections of this RFP. Stirlings believes this scope of work is needed and appropriate for this Property, versus basic repair as outlined in the City's estimate. Stirlings proposal is to expend \$3.6 million dollars to bring the Property and homes to the state they need to be. Its rent proposal is to pay the City 4% of its gross proceeds, but to have a rent credit of that amount given to Stirlings up until the time the total renovation expenditures on the Property are reimbursed to Stirlings.

TAB 7

TAB 7 Professional License and Certificates: Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
4/30/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Bateman Gordon and Sands 3050 North Federal Hwy Lighthouse Point FL 33364	CERTIFICATE NUMBER: POLICY EFF. DATE: 04/30/2013 PHONE: 954-941-0900 FAX: 954-941-2006 E-MAIL: Ecosto@BCSAgency.com ADDRESS: Ecosto@BCSAgency.com
INSURED Hernandez Construction, LLC 441 NE 4th Avenue #100 Fort Lauderdale FL 33301	INSURER A: Amerisure Insurance Co. NAIC # 10459 INSURER B: INSURER C: INSURER D: INSURER E:


COVERAGES CERTIFICATE NUMBER: 2020748199 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSTR. NO.	TYPE OF INSURANCE	ADDITIONAL INSTR. NO.	POLICY NUMBER	POLICY EFF. DATE	POLICY EXPIRATION DATE	COVERAGE	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MAILED <input checked="" type="checkbox"/> EVIDENCE OF INSURANCE <input checked="" type="checkbox"/> Broad Form PD <input checked="" type="checkbox"/> Contractual GEN. AGGREGATE LIMIT APPLIES PER POLICY <input checked="" type="checkbox"/>		011230090002	01/2013	01/2014	EACH OCCURRENCE TOWERS/PRO-RENTED PRODUCTS (EXCL. AUTO) MED EXP (EXCL. AUTO) PERSONAL & ADV. SERV. GENERAL AGGREGATE PRODUCTS - CONSP. AGG.	\$1,000,000 \$100,000 \$5,000 \$1,000,000 \$2,000,000 \$2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIREN/AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		0A2024478001	01/2013	01/2014	OCCURRED SINGLE TRIP (EXCL. AUTO) BODILY INJURY (EXCL. AUTO) PROPERTY DAMAGE (EXCL. AUTO)	\$1,000,000 \$5 \$5
A	UMBRELLA LIAB. EXCESS LIAB. EXP. RETENTION		00202478002	01/2013	01/2014	EACH OCCURRENCE AGGREGATE	\$10,000,000 \$10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY INCL. BELOW ARE RELEGATED TO EMPLOYER'S POLICY (MANDATORY IN FL) If not, see "the code" DESCRIPTION OF OPERATIONS below	YES <input type="checkbox"/> N/A <input checked="" type="checkbox"/>	0020200000	01/2013	01/2014	<input checked="" type="checkbox"/> INFLUENCE EACH ACCIDENT EL DISEASE - EMPLOYER EL DISEASE - POLICY LIMIT	\$1,000,000 \$1,000,000 \$1,000,000
A	Motor & Licensed Equipment		0020200000	01/2013	01/2014	\$100,000 Limit	\$1,000,000 per vehicle

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (As per ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION
 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
 AUTHORIZED REPRESENTATIVE


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STATE OF FLORIDA
 DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
 CONSTRUCTION INDUSTRY LICENSING BOARD
 1940 NORTH MONROE STREET
 TALLAHASSEE FL 32399-0763

(850) 487-1395

HERNANDEZ, ALEX
 HERNANDEZ CONSTRUCTION, LLC
 441 NE 4TH AVENUE, STE 100
 FORT LAUDERDALE FL 33301

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbecue restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



STATE OF FLORIDA **AC# 6271952**
 DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CGC062049 08/15/12 110428914

CERTIFIED GENERAL CONTRACTOR
 HERNANDEZ, ALEX
 HERNANDEZ CONSTRUCTION, LLC

IS CERTIFIED under the provisions of Ch. 489 FS
 expiration date: AUG 31, 2014 L12081502269

DETACH HERE

THIS DOCUMENT HAS A COLORED BACKGROUND - MICROPRINTING - LINEMARK™ PAINTED PAPER

AC# 6271952

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
 CONSTRUCTION INDUSTRY LICENSING BOARD

SEQ# L12081502269

DATE	BATCH NUMBER	LICENSE NBR
08/15/2012	110428914	CGC062049

The **GENERAL CONTRACTOR**
 Named below IS CERTIFIED
 Under the provisions of Chapter 489 FS.
 Expiration date: AUG 31, 2014

HERNANDEZ, ALEX
 HERNANDEZ CONSTRUCTION, LLC
 441 NE 4TH AVENUE, STE 100
 FORT LAUDERDALE FL 33301

RICK SCOTT
 GOVERNOR

KEN LAWSON
 SECRETARY

DISPLAY AS REQUIRED BY LAW

TAB 8

TAB 8 Development Plan

This proposal for the Bryan Homes property calls for a complete renovation of the existing historic buildings and the addition of 15 luxury hotel rooms, each individually furnished with a unique design with an eye toward Florida breezy openness and space. With the goal of keeping with the period construction of the Bryan Homes, all guest rooms will open with French doors onto 7 foot wide verandas which will run along the entire structure, facing either the New River or a Florida courtyard brimming with tropical botanicals. For luxurious bathing and lounging, the rear of each of four Garden Rooms will have a private walled-in garden. The rear of each upper level River or Courtyard Room will have windows opening out to views of the New River or to enjoy the lovely tropical ocean breezes.

This proposal includes the complete restoration of the open verandas and original roof form of the Bryan Homes property back to the original style of open breezy interiors and porches found to have been characteristic of turn-of-the-century South Florida architecture. In addition, a newly designed wing addition is proposed to be located in the rear of the houses with the goal of keeping within the old Floridian West Indies style architecture, and shall include beautiful verandas, which will open onto a courtyard for a view from the circle drive at SW 3rd Avenue.

Additionally, a restaurant component will be located on the first floor of the Reed Bryan Home with a wide veranda opening onto an oak-shaded bricked courtyard viewing the New River. The restaurant is anticipated to have 20 tables for interior dining as well as 15 tables on the open verandas and courtyard with umbrellas to offer outdoor fine dining by the New River.

The key elements of the construction portion of the proposal are as follows:

- a) Demolition of the rear of the structures to remove the outdated and dilapidated restaurant;
- b) Construction of the restaurant and bar, which will be housed on the lower levels of the two houses and renovation of the structures;
- c) Construction of a West Indies wing addition in the rear for the Inn, which will be located in the upstairs of the two houses.

DETAILED PROJECT DESCRIPTION

Area Calculations:

- Site Area 9,058 SF
- Courtyard 2,790 SF
- Trellis 740 SF
- New Structure 1st Floor 3,087 SF
- New Structure 2nd Floor 2,764 SF
- Existing Structure 4,930 SF
- Kitchen, Dining, Bar & Lobby 4,836 SF
- Gallery Area 1,096 SF
- Bedrooms 4,810 SF

SITE DEVELOPMENT, DEMOLITION & LANDSCAPING

- Includes all required demolition of existing structure including shoring to keep existing structure up during the construction process. It also includes all necessary interior demolition to conform to new layout.
- Includes erosion control, site clearing, earthwork, piles, sidewalks and brick pavers for the new addition and for the new courtyard.
- Includes new landscaping with irrigation system.
- Includes the wood trellis.

BUILDING SHELL STRUCTURE

- Renovate existing structure to remain keeping the historical features as close as possible to the original design.
- New structure to be built of CMU, columns and tie beams.
- Slab on grade to be 4" thick with 6x6 W2.9xW2.9 mesh.
- Includes second floor framing and slab.
- Roof structure to be wood trusses and wood joist.
- Includes metal pan stairs, railings, roof opening frames, etc.
- Roofing to be a standing seam metal roof system.
- Includes paint on all exterior tilt walls.
- Includes impact windows and storefront doors.
- Includes hollow metal doors and frames for all exit doors.
- Includes exterior framing, plywood and stucco at the entry soffits.
- Includes plumbing water and sewer lines.
- Includes fire sprinkler system.
- Includes A/C system and ventilation.
- Includes electrical lighting, outlets, switches and exit devises.
- Includes fire alarm system.

DINING / KITCHEN / KITCHEN EQUIPMENT / BAR

- All drywall partitions with required insulation.
- All acoustical ceilings tile and grid.
- All flooring and base.
- All interior painting and staining.
- All cabinetry and tops for kitchen, dining and bar.
- All interior doors, frames and hardware
- All bathroom accessories and fire extinguishers.
- All plumbing for three (3) individual restrooms at Dinning and Kitchen Area.
- Includes adding and/or modifying the fire sprinkler heads into center of acoustical ceiling tiles.
- Includes A/C ductwork, grilles, exhaust fans and thermostats.
- Includes lighting fixtures, outlets, switches, receptacles and empty conduits for phone/data.
- Includes adding and/or modifying the shell fire alarm system.
- See attached Kitchen Equipment Quote for items included in our budget.

LOBBIES & GALLERIES

- All drywall partitions with required insulation.
- All acoustical ceilings tile and grid.
- All up-graded flooring and wood base.
- All interior painting and staining.

BEDROOMS

- All drywall partitions with required insulation.
- All drywall ceilings and soffits.
- All flooring and base.
- All interior painting and staining.
- All Restroom vanities and tops
- All interior doors, frames and hardware.
- New Bathrooms and Fixtures.
- New HVAC system.
- Fire Sprinkler distribution.
- Electrical outlets, lights, switches and fire alarm strobes.

HISTORICAL RENOVATION CONTINGENCY

- Budget includes a 3% contingency for historical renovation items that may come up during construction.

PRELIMINARY ELEVATIONS AND SITE PLANS FOLLOW





CHARETTE
Design Group
Architects

2090 Woodrow St.
Mandeville, Louisiana
70448
Tel. 985-674-8765

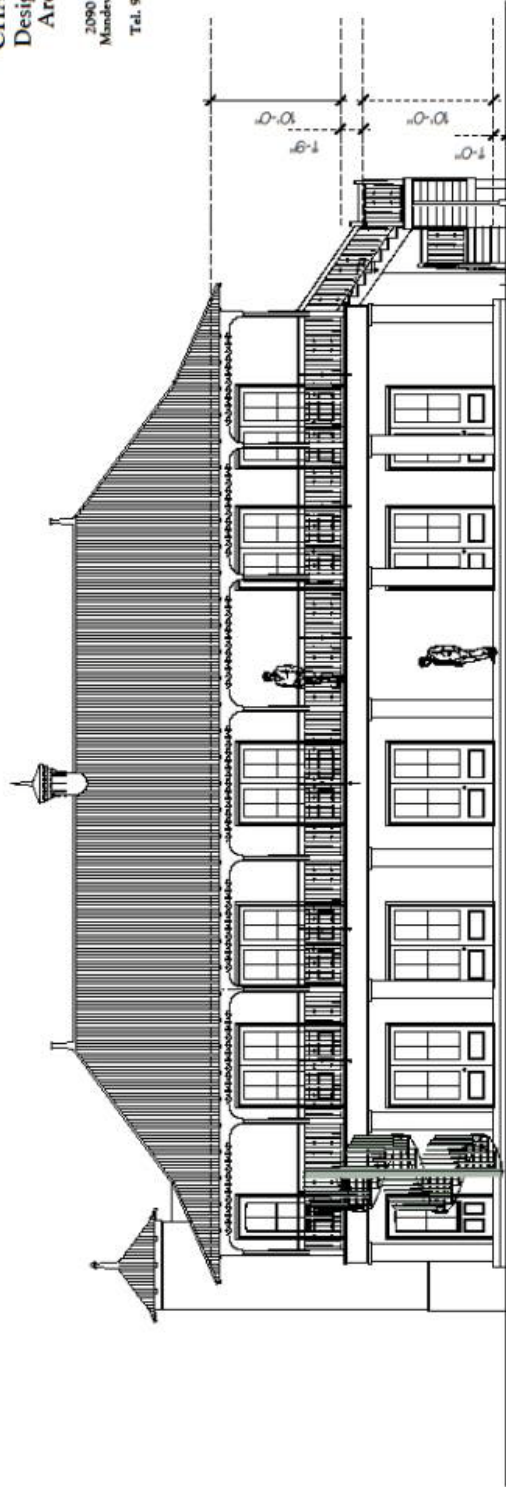


Stirling's Inn
New River Elevation

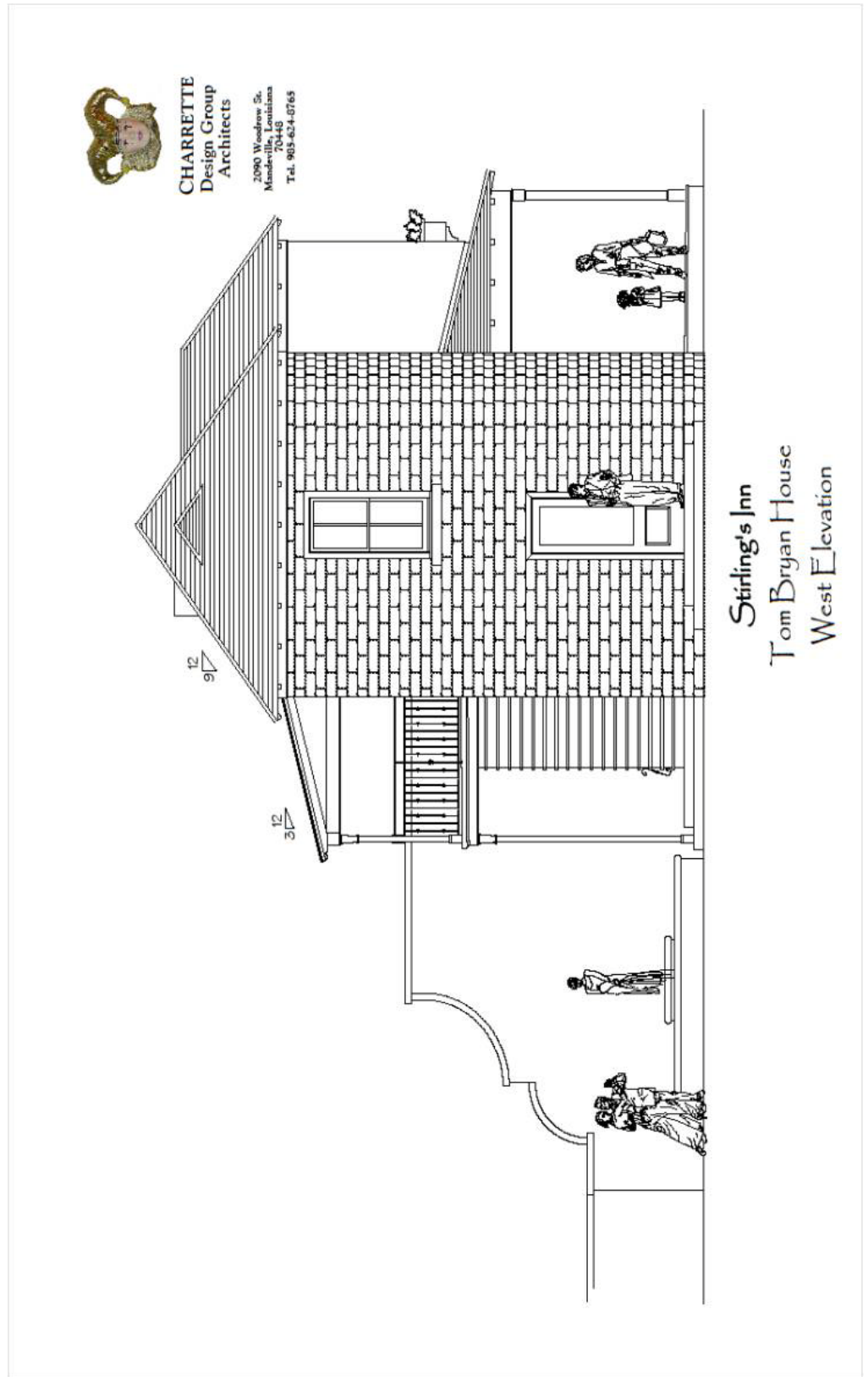


CHARETTE
Design Group
Architects

2090 Woodrow St.
Mandeville, Louisiana
70448
Tel. 983-624-8765



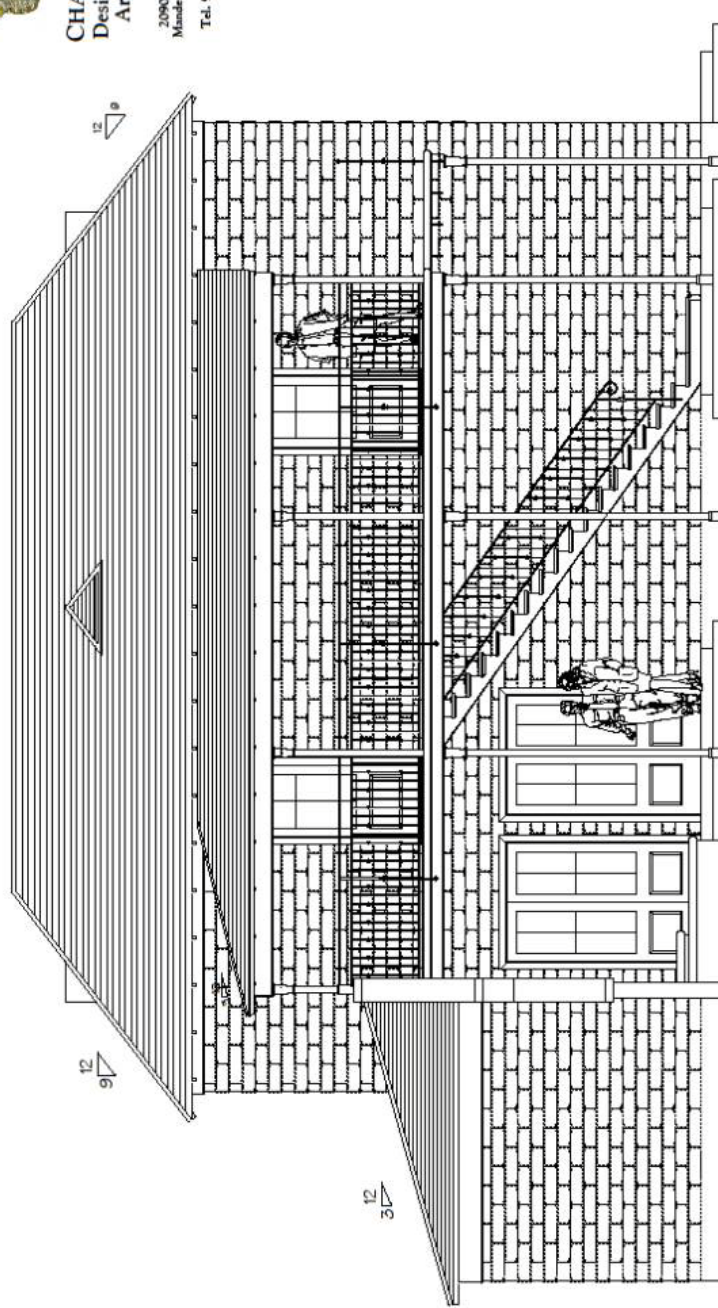
Stirling's Inn
East Elevation Inn/Lobby





CHARETTE
Design Group
Architects

2090 Woodrow St.
Mandeville, Louisiana
70448
Tel. 985-624-8765

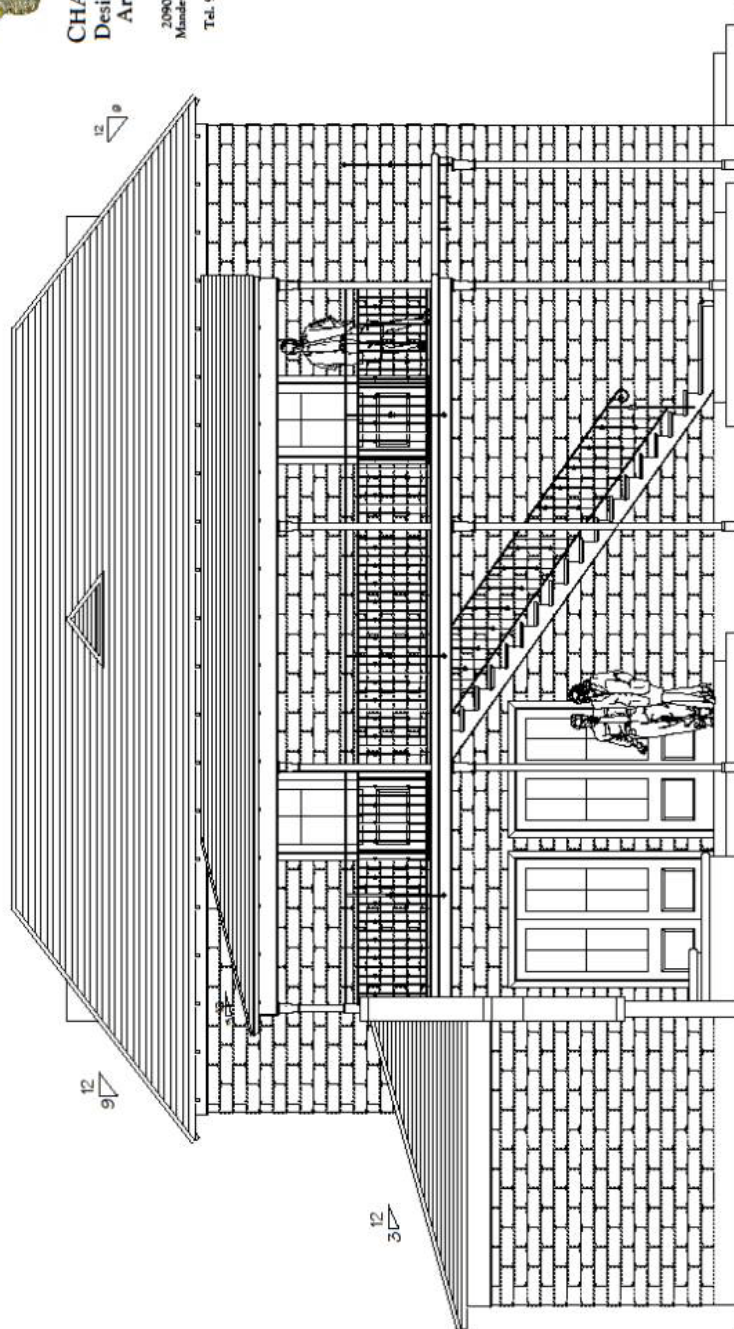


Stirling's Inn
Tom Bryan House
North Elevation



CHARRETTE
Design Group
Architects

2090 Woodrow St.
Mandeville, Louisiana
70448
Tel. 985-674-6765

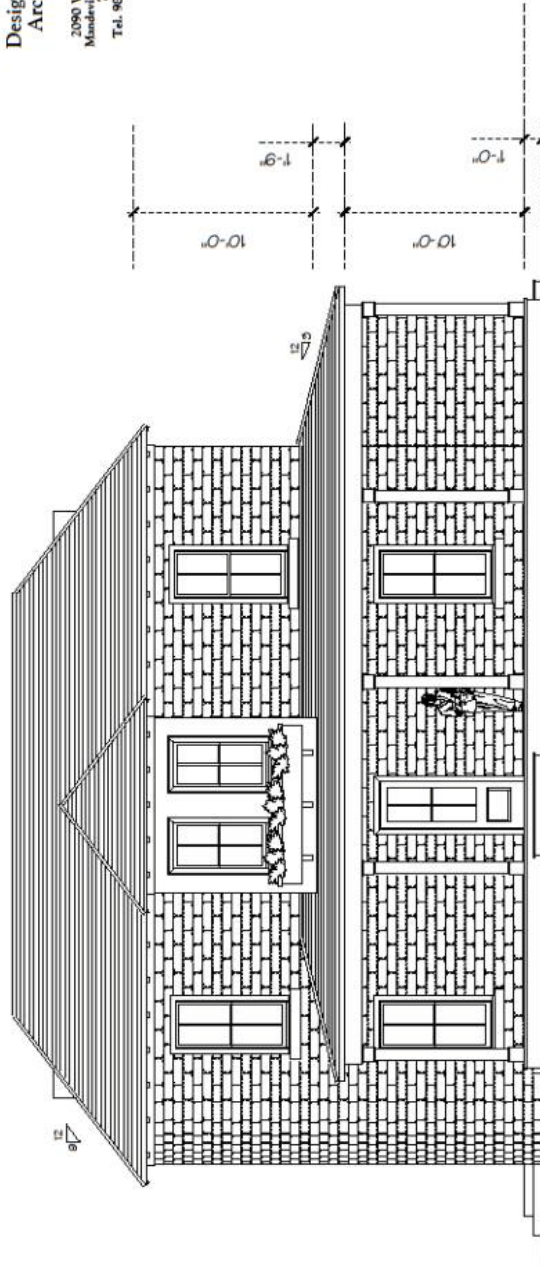


Stirling's Inn
Tom Bryan House
North Elevation

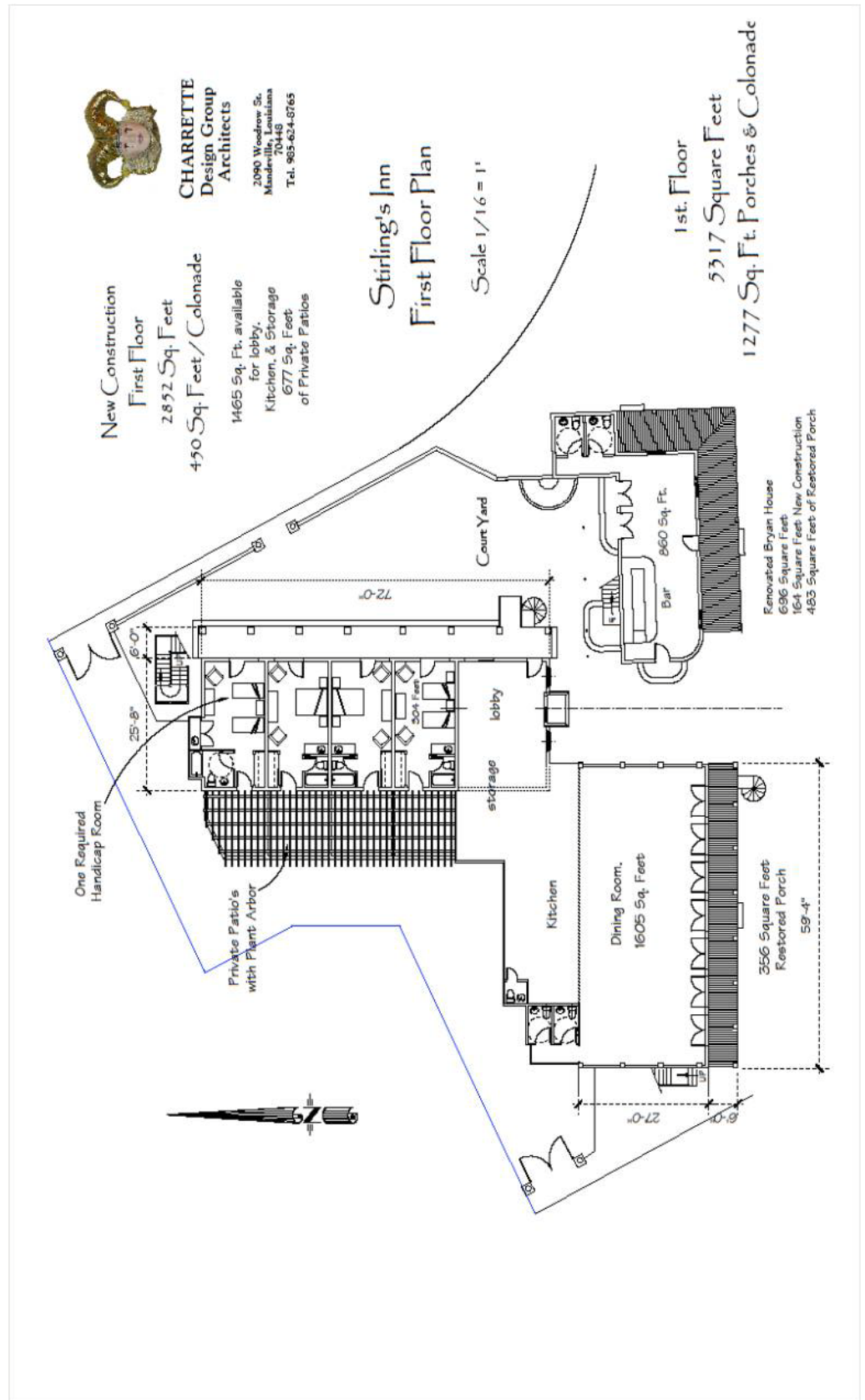


CHARRETTE
Design Group
Architects

2090 W. Ashrow St.
Mankato, MN 56001
Tel. 955-624-5765



Stirling's Inn
Tom Bryan House
South Elevation

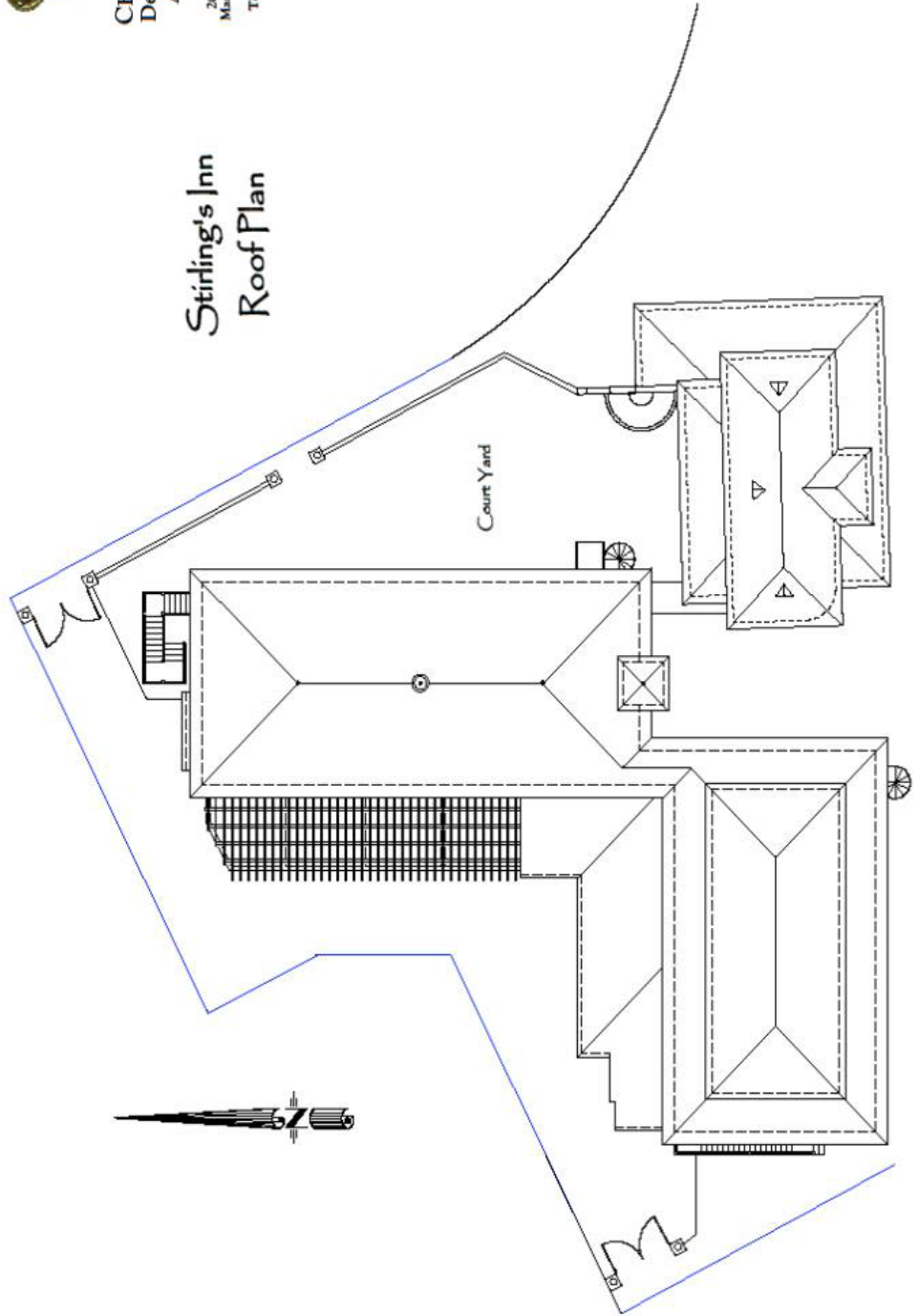




CHARRETTE
Design Group
Architects

2090 Woodrow St.
Mandeville, Louisiana
70448
Tel. 983-624-8765

Stirling's Inn Roof Plan



Line Item Estimate for remodel and equipment replacement:

CONSTRUCTION COSTS			
Shoring & Demolition	250,386		
Site, Piles, Landscaping, Courtyards & Trellis	518,155		
Shell Structure Renovation & Addition	1,128,598		
Dining Room/Kitchen/Kitchen Equipment/Bar	712,254		
Lobby & Galleries	248,073		
Inn Rooms	347,701		
Historical Renovation Contingency	96,155		
SUB-TOTAL		3,301,322.00	
Construction Contingency	200,000		
Permits, Fees, Builder Risk Insurance, Performance Bond, Testing	100,000		
Signage & Canopies	35,000		
TOTAL CONSTRUCTION CONTRIBUTION		3,636,322.00	

*See Hernandez Construction, LLC Bid Proposal at Attachment "A".

ENTITLEMENT AND CONSTRUCTION TIMELINE

July 17, 2013	Bid End Date
December 7, 2013	Price Validity Period – Deadline to award the Contract or Request Extension
September 15, 2013	Lease negotiated and executed. Lessee takes possession of property
September 16, 2013	Site Plan Approval Process Initiated. -Obtain Certificate of Appropriateness from Historic Preservation Board -Process and Obtain Development Permits
January 15, 2014	Architectural drawings being drafted -Initial Marketing & Advertising for Start-up -Engage Kitchen Planner to design kitchen
March 7, 2014	River House demolition begins; Phase I construction begins
November 1, 2014	Begin Pre-Opening Marketing & Advertising for Restaurant
November 1, 2014	Restaurant & Inn General Manager employment begins; Employee recruitment.
March 1, 2015	Phase I - Restaurant and Bar opens
March 1, 2015	Phase II construction begins
August 1, 2015	Phase II - Inn opens for business

TAB 9

TAB 9 – Operating Plan

Implementation Plan:

The Inn portion of the Property will be designed to offer 15 rooms, each individually furnished with a unique design with an eye toward Florida breezy openness and space. With the goal of keeping with the period construction of the Bryan Homes, all of the guest rooms will open with French doors onto 7 foot wide verandas which will run along the entire structure, facing either the New River or a Florida courtyard brimming with tropical botanicals. For luxurious bathing and lounging, the rear of each of four Garden Rooms will have a private walled-in garden, while the rear of each upper level River or Courtyard Room will have windows opening out to views of the New River or to enjoy the lovely tropical ocean breezes.

The restaurant portion of the Property will be located on the bottom level of the Reed Bryan Home with a wide veranda opening onto an oak-shaded, bricked courtyard viewing the New River. The restaurant is anticipated to have 20 tables for interior dining as well as 15 tables on the open verandas and courtyard with umbrellas to offer outdoor fine dining by the New River. We expect only a few of the local restaurants will offer a sophisticated, waterfront fine dining experience similar to what is proposed. With its dynamic location and constant movement of boats and people on the New River, we hope the inn and restaurant will provide an exciting ever-changing panoramic experience to our guests. Further, we expect our artistic hospitality with a Southern flair as well as warm and professional customer service should set the property apart from its competition.

For breakfast on the weekdays, plans are to offer a continental breakfast of freshly baked pastries, breads, cakes and muffins with spreads such as orange marmalade or lemon curd, as well as yogurt, cereal or fruit, coffee and juice. On the weekends, the restaurant will offer a breakfast brunch to include favorite family recipes including an egg & cheese casserole, garlic grits with grillades or shrimp, buttermilk biscuits, beignets, community dark roast chicory coffee. The dinner menu will be designed around signature Creole dishes such as Shrimp Remolaude, Curried Pumpkin & Crawfish Bisque, Courtbullion Fish Soup, Duck & Andouille Sausage Gumbo, Shrimp Creole, Spinach Madeline, and Hallelujah Soft-Shell Crab.

We envision the lounge area to serve a dual use as a traditional bar and lounge in the evenings and a comfortable coffee bar in the mornings. It will be located in the lower level of the Tom Bryan House which will open onto the courtyard facing the New River with French doors opening onto the inn's botanical courtyard in the rear. The lounge will be open for happy hour and then into the evenings, 7 days a week. In addition to various top shelf liquors and a wide array of fine wines, we plan to provide a Southern flair and flavor to our menu by serving Mint Juleps and Watermelon Martinis. The Barley Twist will offer organic concoctions such as Carrot infused Margaritas, Jalapeno spiced Martinis, and Cherry & Bourbon Margaritas.

We will design the Bar's old fashioned New Orleans architecture and décor to set the stage for enjoyable musical entertainment ranging from talented jazz musicians to string quartet ensembles. Additionally, with an aim toward serving guests attending events at the Performing Arts Center, the lounge will provide desserts and pastries as well as fine wines and liqueurs on its patio.

The Coffee Bar will be open in the mornings to serve inn guests as well as the public wishing to have a quick breakfast on the way to work. The proposed menu will include coffee, juices, fruit and an assortment of homemade pastries, cakes and other bakery goods. Lounge seating, newspapers and high-speed Internet will be available in our courtyard and patios for our patrons' use.

Operating Plan and Infrastructure

MANAGEMENT AND ORGANIZATION

Manager/Proprietor Kathleen Robinson is a native of Baton Rouge, Louisiana, and a former resident of Santa Barbara, California, before relocating to South Florida. Ms. Robinson attended Louisiana State University, majoring in Horticulture and obtained her Horticulture license for retail floristry. Through the years, she has worked in the retail florist business both professionally and personally, designing flowers for weddings and parties. Additionally, she worked in the wholesale greenhouse business for a grower along coastal California who specialized in hotel quality gerbera daisies, tulips, and long-stemmed lilies.

Ms. Robinson has an innate passion for old homes and genealogy. Her roots are in Louisiana. In 1834, her ancestor, Lewis Stirling of Stirling, Scotland, built Wakefield in West Feliciana Parish where the home remained in the Stirling family until 15 years ago when it was sold to Dr. and Mrs. Eugene Berry who remain welcoming friends of the family to this day. Ms. Robinson's family roots also extend to the Louisiana Bayou where her grandmother, Inez Richard Stirling, was raised. Inez, a French creole cook, imparted her knowledge of Creole cuisine such as gumbos, jambalaya and shrimp remolaude to her daughters and granddaughters.

Ms. Robinson's professional experience includes twenty years as a paralegal with specific experience in land use permitting Throughout her career she has been acknowledged for her integrity and work ethic. (Resume included herein)

Renovation/Construction Manager

Construction Management

Alex Hernandez, President of Hernandez Construction, LLC. Hernandez Construction has extensive experience in the construction and renovation of commercial and residential properties. The company employs industry standard policies and procedures that will be utilized that include safety, emergency procedures, accident prevention and reporting. Examples of completed projects and client references are included under Attachment "C" at TAB 15..

Historic and Architectural Management

Michael Waller, Architect, The Charrette Design Group
Mark Pepe, Architect, The Charrette Design Group

Mr. Waller and Mr. Pepe of the Charrette Design Group have extensive experience in the renovation of historic structures as well as design and construction of hotels. Resumes are included under Attachment "C" at TAB 15.

Restaurant Management

Jack Jackson has owned, operated and marketed many successful restaurants over the last 30 years (Resume included under Attachment "C" at TAB 15.)

Inn Management – Initial

Gillian Harper has extensive experience in marketing and management of inns and has been engaged to manage the Inn during start-up and training phase of operations. (Resume included under Attachment “C” at TAB 15.)

Additional Team Members:

Nathan Vanderberg and Larry Rice– RiceVanderberg, CPA
Laura S. Joffrion – Social Media Professional
Emily F. Joffrion – AirBnb, Public Relations Director

Personnel Plan for Operation of Inn and Restaurant

To attract professionally warm, engaging and enthusiastic staff, time and effort will be made to seek the right personnel to execute the Company’s mission statement. In addition, great effort will ensue to hire a talented Restaurant & Inn General Manager with successful restaurant and hotel experience to manage all details of the inn and restaurant and its staff. Partnership with a talented chef who not only has his/her own signature dishes to offer, but is trained in the culinary arts of Creole cuisine will be sought. Local talent as well as talent from New Orleans will be actively recruited. All Restaurant and Inn personnel will be screened for competency by Jack Jackson and Kathleen Robinson. Competency of owners and managers are exhibited in resume documents found herein.

Job Descriptions

Restaurant & Inn General Manager (“GM”)

- Establish restaurant business plan by surveying restaurant demand; conferring with people in the community; identifying and evaluating competitors; preparing financial, marketing, and sales projections, analyses, and estimates.
- Meet restaurant financial objectives by developing financing; establishing banking relationships; preparing strategic and annual forecasts and budgets; analyzing variances; initiating corrective actions; establishing and monitoring financial controls; developing and implementing strategies to increase average meal checks.
- Attract patrons by developing and implementing marketing, advertising, public and community relations programs; evaluating program results; identifying and tracking changing demands.
- Control purchases and inventory by meeting with controller; negotiating prices and contracts; developing preferred supplier lists; reviewing and evaluating usage reports; analyzing variances; taking corrective actions. Monitor the revenue activity of the Inn.
- Maintain checks and balance procedures with controller for receiving, weighing, and checking off inventory against our orders as they are received and distributed.
- Maintain operations by preparing policies and standard operating procedures; implementing production, productivity, quality, and patron-service standards; determining and implementing system improvements.
- Maintain patron satisfaction by monitoring, evaluating, and auditing food, beverage, and service offerings; initiating improvements; building relationships with preferred patrons.
- Accomplish inn, restaurant and bar human resource objectives by recruiting, selecting, orienting, training, assigning, scheduling, coaching, counseling, and disciplining management staff; communicating job expectations; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation actions; enforcing policies and procedures.
- Interview and hire applicants. Assign duties to workers and schedule shifts.

- Maintain safe, secure, and healthy facility environment by establishing, following, and enforcing sanitation standards and procedures; complying with health and legal regulations; maintaining security systems.
- Maintain professional and technical knowledge by tracking emerging trends in the restaurant industry; attending educational workshops; reviewing professional publications; establishing personal networks; benchmarking state-of-the-art practices; participating in professional societies.
- Accomplish company goals by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.
- Report to the Board of Managers and/or Company Members as requested.

Chef

- Train and manage kitchen personnel and supervise/coordinate all related culinary activities.
- Estimate food consumption and requisition of purchase of food.
- Establish and maintain contacts with vendors.
- Select and develop creative signature recipes in keeping with the restaurant's offerings of unique creole cuisine.
- Standardize production recipes to ensure consistent quality.
- Establish presentation technique and quality standards.
- Plan and price creative menus.
- Ensure proper equipment operation/maintenance.
- Ensure proper safety and sanitation in kitchen.
- On premises private catering as necessary.
- Direct supervision of the kitchen personnel with responsibility for hiring, discipline, performance reviews and initiating pay increases.
- Reports to the GM.

Food & Beverage Controller

- Safeguard assets and ensure accurate and timely recording of all transactions by implementing disciplines of internal audits, controls and checks across all departments.
- Manage the accuracy and productivity of day-to-day activities of accounts payable, cash disbursements, invoicing/billing, customer credits and collections, payroll, perpetual inventory integrity, fixed asset records, general & entity accounting, cost accounting, Human Resources, and Operations etc.
- Assist GM to control purchases and inventory; negotiating prices and contracts; developing preferred supplier lists; reviewing and evaluating usage reports; analyzing variances; taking corrective actions. Monitor the revenue activity of the inn.
- Assist GM to maintain checks and balance procedures for receiving, weighing, and checking off inventory against our orders as they are received and distributed.
- Develop, improve and issue timely monthly financial records for Board of Directors.
- Assure financial plans are consistent with organizational goals.
- Provide financial analysis tools to evaluate company ventures or special projects, programs, capital expenditures, products costing, etc. when necessary.
- With the Proprietor, manage commercial banking relationships to facilitate an appropriate credit resource under highly competitive terms.
- Ensure that assets are not encumbered with personal guarantees or unreasonable commitments.
- Work closely with the Proprietor in the development and economic evaluation of various fringe benefit programs for staff and program components.
- Interface with outside audit firms(s), banks and lessors, casualty/liability insurance agent(s), credit card companies, and collection agencies.

- Prepare annual tax package for review by CPA.
- Provide a visionary and leadership implementation role on behalf of Finance and Human Resources to all departments, creating a well-respected and sought after department goal.
- Manage the overall direction, coordination, and evaluation of the Accounting/Finance, Operations, & HR Departments. Carry out supervisory responsibilities in accordance with the company policies and applicable laws.
- Assist the GM with interviewing, hiring, planning, assigning, directing work, rewarding, disciplining employees, performance reviews, and addressing complaints and resolving problems.
- Assess employee time sheets and prepare payroll.
- Report to the Board of Managers and/or Company Members as requested.
- Supervise overall Operations (including: Safety, Security, Computer Services and Building Maintenance).
- Other duties as necessary.
- Reports to the GM.

Rooms Manager

- Greet and register guests.
- Show, rent, and assign accommodations.
- Purchase supplies, and arrange for outside services, such as deliveries, laundry, maintenance and repair, and trash collection.
- Coordinate front-office activities of the inn, and resolve problems.
- Collect payments and record data pertaining to funds and expenditures.
- Inspect guest rooms, public areas, and grounds for cleanliness and appearance.
- Provide assistance to staff members by inspecting rooms, setting tables or doing laundry.
- Participate in financial activities such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.
- Arrange telephone answering services, deliver mail and packages, or answer questions regarding locations for eating and entertainment.
- Receive and process advance registration payments, mail letters of confirmation, or return checks when registrations cannot be accepted.

Hospitality Housekeeping Service

- Responsible for cleaning all inn guests rooms daily.
- Clean inn corridors, lobbies, stairways, elevators and lounge.
- Organize work schedule from the room status list, arrivals and departures.
- Distribute linen, towels and room supplies using wheeled carts or by hand.
- Restock room supplies such as drinking glasses, soaps, shampoos, writing supplies, mini bar.
- Replace dirty linens with clean items.
- Inspect and turn mattresses regularly.
- Store all dirty laundry in line with company policy.
- Check that all appliances in guest rooms are in working order.
- Realign furniture and amenities according to prescribed layout.
- Respond to guest queries and requests.
- Respond to calls for housekeeping problems such as spills, broken glasses.
- Deliver any requested housekeeping items to guest rooms.
- Organize and restock cart at the end of the shift.
- Ensure confidentiality and security of guest rooms.
- Follow all company safety and security procedures.

- Report any maintenance issues or safety hazards.
- Observe and report damage of hotel property.

Cook/Food Preparation

- Assist the Chef in all needed matters.
- Prepare food according to recipes or at Chef's direction.
- Observe and test foods to determine if they have been cooked sufficiently.
- Weigh, measure, and mix ingredients according to recipes
- Portion, arrange, and garnish food, and serve food to waiters or patrons.

Maître d'/Hostess

- Take Reservations.
- Organize seating, greet customers, seat customers, distribute menus.
- Monitor the open dining sections of the restaurant for empty and cleaned tables
- Estimate wait times for guests; monitor the guest waiting list; ensure guests' needs are met while they are waiting.
- Answer the restaurant telephone.
- Reports to the GM.

Waiter/Waitress

- Professional and pleasant disposition.
- Take drink and food orders in an efficient manner.
- Impart a creative knowledge of the menu to sell the various menu items; determine what the guest would enjoy; explain menu items' preparation; describe ingredients and cooking methods.
- Inform guests of the Chef's daily specials.
- Detailed knowledge of wine and food pairings.
- Check to ensure guests are enjoying their meals and take immediate action to correct any problems.
- Serve food and/or beverages to guests; prepare and serve specialty dishes at tables as required.
- Stock service areas with supplies such as coffee, food, tableware, and linens.
- Prepare itemized guest check.

Bus Person

- Responsible for all table set up and arrangements.
- Responsible to pour water and serve bread and butter after the guest is seated.
- Assist the waiters by monitoring the tables and guests' needs throughout service.
- Set and clear table of dishes during the meal.
- Bring food from the kitchen and serve.
- Assist waiters with preparation of the specialty dishes at the tables.
- Move tables together to accommodate large parties.

Dishwasher

- Responsible to keep the kitchen staff supplied with clean dishes, pots, pans and utensils.
- Clean the kitchen during the shift (takes out trash, cleans floors, etc.)
- Maintain dishwashing equipment.
- Maintain proper chemical levels for dish machines.
- Maintains clean dishes and other wares.
- Prevents bottlenecks in kitchen.
- Assist the Chef and kitchen staff as directed and where needed.

Bar Manager

- Professional and engaging disposition.
- Responsible for all aspects of the bar's management and operation.
- Responsible for hiring and management of the bar's wait staff.
- Select and create the bar's menu.
- Create signature cocktails to promote the bar.
- Purchase and stock of all liquors and wines under the Manager's supervision.
- Fill drink orders of bar guests and orders from the waiters and waitresses taken from restaurant guests.
- Preparation of standard mixed drinks as well as occasional mix drinks to suit a customer's taste.
- Collection of payment, operate the cash register.
- Reports to the GM.

Bartender

- Professional and engaging disposition.
- Fill drink orders of bar guests and orders from the waiters and waitresses taken from restaurant guests.
- Preparation of standard mixed drinks as well as occasional mix drinks to suit a customer's taste.
- Collection of payment, operate the cash register.
- Reports to the Bar Manager and GM.

Cocktail Waiter/Waitress

- Professional and pleasant disposition.
- Deliver all drink orders from the bar to restaurant guests.
- Impart a creative knowledge of the menu to sell the various bar items; determine what the guest would enjoy; explain menu items' preparation; describe ingredients and recipes.
- Inform guests of the Bar's daily specials.
- Check to ensure guests are enjoying their drinks and take immediate action to correct any problems.
- Prepare checks that itemize and total bar costs and sales taxes.
- Insure bar checks are paid prior to the patron leaving the bar for the restaurant.

Valet

Valet service will be provided by Asta Parking (See Bid at Attachment "B"). However, as it is the spaces in the RFP are indicated by City staff to be metered spaces available to the general public, Stirlings asks that the City consider twenty designated spaces for the Property as part of the Lease. Stirlings proposal is not contingent on this, but we would like to initiate this discussion as a supplement to the RFP.

Riverwalk District Activation

Management will work closely with City Staff and staff of Riverwalk Fort Lauderdale, Inc. to implement activation programs for the Riverwalk District Plan. The ability to connect physically and functionally to the Riverwalk with the accessible outdoor uses at this venue will further the Riverwalk District's Plan.

Communication With City Staff

Management will work closely with City Staff to foster an exemplary working relationship with the City.

TAB 10

Tab 10 Marketing Plan

Marketing Strategy

Stirlings marketing strategy is based on becoming a destination for vacationers, cruisers, and traveling business professionals, who are looking for authentic Southern hospitality in artistic, historic and unique lodgings, with a secondary marketing to yachtsmen and boaters, brides, grooms and honeymooners.

Jack Jackson and Gillian Harper each provide decades of extensive experience marketing restaurants and Inns of this nature.

Amenities & Offerings

Management believes Stirlings will set itself apart from its competition by its unique and creative amenities and facilities:

- **Location:** We feel the sheer beauty of the Bryan Homes setting will be critical to our success. Located directly on the New River and adjoining the Historical Park, we expect the property to appeal to patrons for its exciting panoramic views with the continual flow of boats and yachts. The proximity to the Riverwalk not only will allow guests to stroll up and down the river and take in the views, but will also entice potential passersby to stop in for a bite to eat or drink. Nestled in a canopy of oak trees, palm trees and ferns, the river garden area around the Bryan Homes is, in management's opinion, a truly magnificent and very special place.
- **History:** We have found the Bryan Homes to be a few of the last remaining historical structures in Fort Lauderdale, and together with the River House Restaurant, were Fort Lauderdale traditions enjoyed and beloved by many of the local people. Our plan to revitalize this property will restore and improve upon these historical homes and make the area a vibrant part of the community again.
- **Our Rooms:** Each room will be individually designed and decorated with the goal of providing a Floridian airiness, French doors, antiques and linens that are tasteful yet comfortable. We want our guests to will feel at home at Stirlings and to find a charming surprise around every turn.
- **Customer service:** Warm and professional customer service with a Southern twist will be our number one priority. We want our guests to feel as though they have stepped into our home. At Stirlings, we will expect our competent and professional staff will be available to cater to our guests' every need, providing a welcoming check-in, room service, informational guides about Fort Lauderdale and the surrounding areas, and directions to events, shopping and dining. Stirlings believes that constant and clear communication with customers will be our key to success.

Marketing Approaches

With the tourism and travel industry as our main target market, we plan to use several different marketing approaches to generate exposure for our facilities:

- Our website will include professional shots of room interiors, building exteriors, the grounds, restaurant, bar and other facilities, to visually communicate the brand offering.
- Search Engine Optimization ("SEO") to maximize the visibility of our website during guest searches. (See SEO plan summary below)
- Work with established travel press such as *Conde Nast Traveler*, *Travel and Leisure*, *Food & Wine*, and *Destination Weddings & Honeymoons* for placement at launch, best-in-class hotel awards and seasonal wedding placement.

- Raise brand equity by positioning Stirlings in architectural and design press in the United States and in the United Kingdom.
- Seasonal advertising and public relations in key markets for travelers coming from cities such as New York, Washington D.C., Atlanta and Chicago to tap into the top domestic airline markets noted to be flying into Fort Lauderdale International Airport annually.¹
- List Stirlings with online travel marketplaces such as Tripadvisor, Orbitz, AirBnb, and BNB.com.
- Work with local Fort Lauderdale informational sites to hopefully more prominently place Stirlings amongst the competition.
- Research opportunities with Groupon and Travelzoo.
- Explore a partnership with the Water Taxi™ to provide inn packages that include water transportation to our guests.
- Potential partnership with the Fort Lauderdale Historical Society to offer tours and luncheons to guests who want to celebrate the area and learn the genealogy, history and heritage of the Bryan Homes.
- Investigate opportunity for “Culture Club” partnerships with area arts and theater facilities as well as the Science and Discovery Center to provide dining packages, promotional, and educational activities.
- Design “Dance Destination Packages” that provide talented dance instructors and dance events for our guests as well opportunities for guests to dance at local area dance venues. Stirlings plans to market its dance opportunities and events on the local website for tango, TangoMango.com.
- “Adventure Tourism” encouraging guests who wish to stay lean and green by offering adventure activities such as biking, hiking, kayaking, and stand-up paddle boarding along the New River and the Riverwalk.
- Tap into existing mobile marketing platforms, including Apple, Microsoft, Google and Blackberry.
- To encourage a high profile in the local market, Stirlings will market its restaurant in culinary media spaces, blogs and restaurant reservation and review sites such as DineOut Lauderdale and Lauderliscious.
- Place advertisements with the SunSentinel and other local newspapers, magazines and flyers to spread the word.
- Enter a booth at the annual official cruise conference, Cruise3sixty, promoted by the world’s largest cruise industry organization, Cruise Lines International Association (CLIA).
- Make sales calls on Las Olas Boulevard store owners to solicit corporate accounts and events.

Website Plan Summary

Stirlings will focus on the special features, which the inn and restaurant will have to offer:

- We will use SEO to position ourselves so that our site is indexed early on in the various search engines. Immediately upon initiation of the construction phase, Stirlings will launch an “Under-Construction/Coming-soon” website. This website will include current photos of the site in its current state of disrepair and our architectural renderings to provide an idea of the extent of the historical renovation. The goal would be to generate interest around seeing two of the oldest structures in Fort Lauderdale preserved and brought back to life. We also anticipate depicting on the website the various stages of renovation/construction, explaining what is to come.
- Upon opening, Stirlings will have professional photographs taken of the inn, the restaurant, bar and coffee bar, and the surrounding gardens and grounds overlooking the New River, which will plan to artfully displayed on our website.

¹ See *Hello Sunny*, supra note 4.

- We intend to have each of our rooms individually named and featured, with photos of their unique décor as well as views of open French doors to the verandas. We also will highlight the various amenities each room provides, including business conference capabilities.
- Our restaurant menus will be displayed with pictures of the foods presented in the dining room and the courtyard patio, as well as photos and profiles of the General Manager, the Chef and their staff.
- We will design the inn's online reservation system with a grid of room availability as well as room-rate offerings for weekdays and weekends for easy use and choice viewing.
- Information regarding modes of transportation around the city and on the waterways will be available for trip planning.
- A calendar of upcoming events, parades, shows, and festivals around the surrounding area will be provided.
- Contacts to local spas, gyms, and various water sport vendors will be available.
- Historical facts, stories, and photographs about the Bryan Homes and the Bryan family will be highlighted.
- A list of attractions within the surrounding area will also be available on the website.

Social Media Plan Summary

According to a 2011 global trends report released by International Luxury Travel Market, "The emergence of social media has created a powerful platform for 'friends' to share common interests and social links. One direct consequence is an established level of trust regarding travel advice. Facebook and YouTube play an increasingly important role in the decision-making process for travelers, including those in the luxury travel segment."²

- With the goal to capture the market of the Generation Yers as well as the more tech-savvy Baby Boomers, Stirlings plans to employ various web and social media marketing strategies such as advertising with AirBnB, Flickr, Youtube, Foursquare, LinkedIn, Google+, Instagram and Pinterest.
- Management will explore using social media campaigns via Facebook and Twitter promoting our restaurant's daily specials as well as notifications of special music events, bands, dance nights and other events.
- We will engage in blogging for both the restaurant and the inn. Subjects relating to the restaurant might include highlights of our cuisine, how it is prepared and presented, key staff members and their signature dishes, and how it blends with what is going on in Fort Lauderdale. Our blog focused on the inn could focus on its location on the river, the verandas and courtyards, the room designs and amenities, the unique furnishings and artwork.

Pre-Opening Strategy & Market Plan

Strategy:

By restoring two of Fort Lauderdale's oldest structures and making them available for extended public use as well as opening of the inn, restaurant and bar, management believes the renovated property will be infusing a positive energy into the area and will be well-received by the local residents. Further, revitalizing the Riverwalk area adjacent to the Broward Center for the Performing Arts appears to be a high priority for management of the City of Fort Lauderdale.

² Horwath HTL, *The Future of Luxury Travel, A Global Trends Report*, (June 2011), available at http://www.iltm.net/files/the_future_of_luxury_travel_report.pdf.

The planned construction for the restoration and wing addition to the Bryan Home properties will take place in two phases. The first phase will be completed with a grand opening of the restaurant and bar, which are to be located on the first floors of the two houses. The second phase of the rear wing addition of the inn we expect will be completed approximately six months later.

Pre-Opening Marketing Plan

Management will allocate a budget of \$50,000 toward pre-opening marketing and the engagement of a public relations firm to showcase the qualities of the inn, restaurant and bar, with activities to include:

- On the first day of construction, plans to erect a large sign on the property, “Coming Soon,” to include our art renderings of the property and details of what we are building to attract the attention of passersby on the Riverwalk. We will work to provide updates on the various stages of construction progress so that future guests will know the target opening date.
- Beginning in the construction phase, it is important to communicate our story online via social media campaigns such as Facebook, Twitter, Pinterest, and Blogs, as well as video and photo websites such as YouTube, Flickr and Pinterest announcing renovations of the historical structures as well as construction of our new facility, and to share our progress with potential guests. We expect to include before and after photos of the property to highlight the extent of the renovations and construction. As we approach opening, we hope to share our concept via social media by introducing our Creole cuisines and Southern mixed drinks, as well as notification of grand opening events and schedules.
- We plan to connect and partner with our future neighbors at the Riverwalk Trust and Go-Riverwalk Magazine to plan opening events, including the Sunday Jazz Brunch, which occurs every first Sunday of the month, and other weekend Riverwalk activation events.
- We expect to provide early construction print media press releases via the local newspapers, magazines and local student publications, which will include our story, the historical renovations, as well as our concept and mission statement.

- Also in the beginning stages of construction, we will endeavor to create a “buzz” with local and industry media via local programming and news shows. We will invite the media to tour the construction site and models of the rooms with the hopes of generating interest and excitement about our project.
- We plan to prepare and circulate an advance notice press jacket and printed announcements amongst local businesses on Las Olas Boulevard, the Fort Lauderdale Chamber of Commerce, the History Center, the Museum of Art, the Broward Performing Arts Center, the Convention Center, and golfing and yachting country clubs.
- Hotel Guides to provide information of fun things to do for tourists coming to our destination.
- Seek membership with various businesses, including:
 - the Chamber of Commerce to facilitate introductions and partnerships and to circulate brochures for promotion of the business;
 - Boutique & Lifestyle Lodging Association;
 - BNB.com; and
 - Airbnb.com
- Advertise in the yellow pages.
- Attend charity events for not only promotion of our opening but also to gain knowledge of local charity needs for the purpose of future support/community involvement.
- Creation and launch of our website featuring the facilities and offerings.
- As part of our grand opening, we will include a Gala cocktail event which will support a selected local charity.

MARKET ANALYSIS:

The above plan is based on exhaustive in depth market analysis for the present proposal and have included selected excerpts herein to demonstrate our team's extensive experience in identifying and gauging the proposed target markets for the proposed use of the Bryan Homes property.

THE MARKET FOR LUXURY BOUTIQUE INNS & RESTAURANTS

Fort Lauderdale: Visitor Overview and Profile

With 23 miles of beaches on the Atlantic Ocean,³ Fort Lauderdale, also known as the "Venice of America,"⁴ is a world-class travel destination with over 12 million tourists visiting annually from all over the world,⁵ including the following:

- Better known as "Snowbirds," there are 992,000 Canadians who visit Fort Lauderdale during the Winter season.⁶
- We also believe Stirlings' unique inn and resort casual fine dining on the waterfront should appeal to Europeans, of whom 392,000 travel to Fort Lauderdale in 2012.⁷
- With 729,000 Latin Americans traveling to Fort Lauderdale, it is forecasted that as the urban sprawl from Miami continues to push north, the two cities could further evolve into one giant metropolis.⁸

Travel industry data indicates that most of the visitors to boutique hotels are business travelers,⁹ who have a tendency to be recurring customers with consistent needs. Recent trends have also shown a large number of general tourists prefer to stay at these boutique hotels because of the great combination of affordability, luxury and privacy as well as personalized service, which sets them apart from chain hotels.¹⁰

³ Greater Fort Lauderdale Press Releases, *2012 Year-End Statistics*, available at <http://www.sunny.org/media/press-releases/view/2012-Year-End-Statistics>.

⁴ See, e.g. <http://goflorida.about.com/od/fortlauderdale/a/fortlauderdale.htm>.

⁵ See *2012 Year-End Statistics*, supra note 11.

⁶ Id.

⁷ Id.

⁸ The Charre Group, *Miami in High Demand, Investors Clamoring to Get In – But What About Fort Lauderdale?* April 2012, available at <http://www.thecharregroup.com/pdf/doc-charre-chronicle-april-2012-1334597589.pdf>.

⁹ Ezine Articles, *Why Are Boutique Hotels Becoming the Preferred Choice for All Travelers?*, Koburn, Vidisdottir, available at <http://ezinearticles.com/?Why-Are-Boutique-Hotels-Becoming-The-Preferred-Choice-For-All-Travelers>.

¹⁰ Id.

Although boutique hotels have been preferred by many well-to-do tourists for years, trends are showing that budget travelers are also seeking the personalized services of the boutique hotels.¹¹ With 12 million visitors and only 23 properties offering the boutique inn experience in Fort Lauderdale,¹² of which just 10 are on or near the water, management believes this presents a limited supply of waterfront boutique lodging despite an increasing demand, the very market Stirlings intends to penetrate.

Over the next five years, IBISWorld, the world's largest independent publisher of U.S. industry research, forecasts that the boutique hotels industry will expand rapidly as demand for the boutique concept reaches a fever pitch.¹³ Boutique hotel industry employment is anticipated to grow at an average annual rate of 6.5% over the same period to 78,290 workers, and the number of establishments will increase at an average of 6.3% per year to 2,645.¹⁴ The industry is fragmented and has a low level of concentration, but it is increasing, with large chain hotels like Marriott International merging with independent boutique hotel operators.¹⁵

According to IBISWorld:

- Boutique hotels are small (fewer than 100 rooms), contemporary, and service driven alternatives to traditional hotels. They offer personalized service and often each room is decorated differently for variety.¹⁶
- Guests' reasons for staying at a boutique hotel every time they traveled included high levels of personalized service, unique accommodations, and location. Traditional hotels were seen as too similar to one another and not as friendly or comfortable as boutique hotels.¹⁷
- The top five attributes that impacted guests' decision to stay at a boutique hotel were location (65.9%), quality (56.8%), design uniqueness, personalized service, and a homelike atmosphere (average 33.5%). These findings confirmed those of a previous study (McIntosh & Siggs, 2005) in which four of the five attributes (i.e., location, quality, personalized service, uniqueness) were found to be the main factors attracting guests to boutique hotels.¹⁸
- Services most valued by guests were room service (21.7%), cleanliness (17.4%), and friendly/helpful staff (13%).¹⁹
- Design factors most valued by guests were unique interior architecture (40%), unique building (20%), and unique furniture (17.1%).²⁰

¹¹ Ezine Articles, *Boutique Hotels – Attracting Every Segment of Travelers*, Bjorn Olav Jonsson, available at <http://ezinearticles.com/?Boutique-Hotels---Attracting-Every-Segment-Of-Travelers&id=864426>.

¹² See supra note 5.

¹³ ReportLinker, supra note 1.

¹⁴ Id.

¹⁵ Id.

¹⁶ InformeDesign, *Preferences in Boutique Hotel Guests*, Mandy Aggett (2007), available at http://www.informedesign.org/Rs_detail.aspx?rsId=3125.

¹⁷ Id.

¹⁸ Id.

¹⁹ Id.

Over the last couple of decades, a rising number of travelers have grown tired of staying in large, cookie-cutter hotels geared toward a mass audience.²¹ Hotel search engine history for keywords “Boutique Hotel” indicates the interest is growing fast, while searches for the more conventional hotel keywords are decreasing.²² Consumers are migrating toward new and more intimate types of hotels, including boutique hotels.²³

Stirlings plans to cater to this growing demand, in particular to the wealthier 25 – 55 year old market, with the goal of creating an inn that embraces the history of the Bryan Homes, offering 15 individually designed rooms with wide, breezy verandas of a lovely botanical courtyard, and providing warm and attentive Southern hospitality.

Restaurant Opportunities in Fort Lauderdale

According to 2012 Year-End Statistics, there are 4,122 restaurants in the greater Fort Lauderdale area (Broward County) ranging from fast food to high-end dining.²⁴ Our research of restaurants in the Fort Lauderdale area reveals only 21 of these restaurants have locations on the water with “Dine & Dock” capabilities and/or access to Water Taxi™²⁵. Of these 21 restaurants, only 6 offer fine dining on the water similar to what Stirlings anticipates providing.

Some of the restaurants that are the most popular among the locals, based on management’s experience, offering fine dining and docking capabilities are Blue Moon Fish Company and Bimini Boatyard. Blue Moon Fish Company, located at Lauderdale-By-The-Sea, is a waterfront restaurant located on the Intracoastal, offering seafood with Floridian flavors and a Cajun infusion. Bimini Boatyard is a waterfront restaurant featuring a Caribbean seafood cuisine for a moderate price. Other local restaurants located on a waterfront with Dock & Dine capabilities are:

	<u>Name</u>	<u>Location</u>	<u>Zagat Rating</u>	<u>Type</u>	<u>Food Served</u>	<u>Entrée Prices</u>	<u>Water Taxi</u>
1	Rustic Inn Crab House	Waterway east of I95	22	Roadhouse saloon	Seafood	\$20 - \$23	Yes
2	15 th Street Fisheries	Lauderdale Marina	19	Dockside Bar	Coffee Seafood	\$28 - \$38	Yes
3	3030 Ocean	Ocean	26	Corporate/Fine	Seafood	\$30 - \$46	No

²⁰ InformeDesign, supra note 24.

²¹ ReportLinker, supra note 1.

²² WIHP, *The Change in Hotel Search – More Stats and Facts*, (June 7, 2012), available at <http://www.wihphotel.com/mag/2012/the-change-in-hotel-search-more-stats-and-facts>.

²³ PRWeb, *Boutique Hotels in the US Industry Market Research Report Now Available from IBISWorld*, (March 22, 2012), available at <http://www.prweb.com/releases/2012/3/prweb9316280.htm>.

²⁴ See *2012 Year-End Statistics*, supra note 11.

²⁵ See Water Taxi, available at <http://www.watertaxi.com/watertaxi/fort-lauderdale/>

RFP SOLICIATION 535-11072

Dining								
4	Benihana	Intracoastal	19	Corporate	Japanese hibachi sushi	not listed	No	
5	Bimini Boatyard Bar & Grill	Water inlet	17	Fine Dining	Caribbean Seafood	\$22 - \$31	Yes	
6	Blue Moon Fish Company	Intracoastal	24	Fine Dining	Seafood	\$29 - \$38	Yes	
7	Cap's Place Restaurant	Island North/Lighthouse Point/16 miles from river house	17	Historical Landmark	Seafood	\$14 - \$35	Yes	
8	Casablanca	Across A1A from ocean	21	Casual/Locally owned	Seafood American Piano Bar	\$22 - \$35	Yes	
9	Chart House	Intracoastal/near beach @ Pompano	20	Fine Dining	Seafood	\$31 - \$50	Yes	
10	Coconuts Grill	Bahama Intracoastal/near beach	23	Casual	Seafood/ American Food	\$19 - \$27	Yes	
11	Downtowner & Steakhouse	Saloon New River	19	Saloon/Diner	American Prime rib, sandwiches	\$13 - \$30	Yes	
12	Grill 66 & Bar	Pier 66 Marina	24	Corporate/Fine Dining	Seafood	\$26 - \$55	Yes	
13	Ocean Pelican Resort)	2000 (at Beach Ocean	22	Hotel/Fine Dining	Modern/ Seafood and Steak	\$26 - \$32	No	
14	The Pillars Hotel	Intracoastal	25	Exclusive Dining	Fine N/A	N/A	Yes	
15	Pirate Republic Bar, Seafood & Grill	New River	23	Casual	Seafood		Yes	
16	Rendezvous Waterfront Bar & Grill	Marina	NA	Casual/Diner booths	American	\$16 - \$28	Yes	
17	Sea Level Restaurant & Ocean Bar	Harbor Beach/Fort Lauderdale	22	Corporate Fine Dining	Seafood	\$25 - \$38	No	

18	Sea Watch	Ocean	18	Corporate Fine Dining	Seafood/ Steaks	\$21 - \$48 (lobster)	No
19	Seasons 52	The Galleria	5 stars per Open Table	Corporate Fine Dining	Contemporary American	\$31 - \$50	No
20	Serafino Bistro	Waterfront Water inlet	None	Casual Trattoria	Italian	\$17 - \$40 (steak)	No
21	Southport Raw Bar	Water inlet	20	Very Casual	Seafood	\$7 - \$14	Yes

The establishment of Stirlings' restaurant on the Bryan Homes property would be the only dining in Fort Lauderdale to offer an upscale fine dining facility on the New River. Strategically situated directly on the Riverwalk, our waterfront restaurant will be designed to create an artistic and romantic atmosphere complemented by personalized hospitality with a Southern flair.

Destination Weddings & Honeymoons

In part to supplement sales during the low seasons, Stirlings intends to market its property and services as a destination wedding location, such as the "Sun Kissed Weddings" advertised in "Bridal Magazine." With the recovering economy, the destination weddings market appears to be increasing, with couples looking for good value and a "one stop" approach to wedding planning.²⁶ Honeymooning at beach destinations with opportunities to sightsee, shop and dine remains the top choice for newlyweds.²⁷ Stirlings expects to target this market by hosting weddings at the Bryan Homes location on beautiful patios overlooking the New River or the Historical Park gazebo, and eventually offering full service event planning including catering, flowers, photography, and lodging for family and guests.

As part of our planned renovation, we will construct a sweeping spiral staircase in the center courtyard with the goal to showcase a beautiful setting for bridal photography, as well as provide a lovely spot for the bride to meet her father as he walks her down the aisle.

Additionally, complete with a boat dock, the Bryan Homes location on the New River could provide a spectacular arrival and/or departure of newlyweds for their wedding festivities. Further, our planned artistic, luxury rooms with private garden baths, should appeal to destination honeymooners. Management anticipates using a multifaceted marketing approach to attract this market segment, including magazines, bridal, consumer and trade shows, internet, and networking with wedding planners.

Target Market Analysis

Typically in the boutique inn industry, our research has found that the consumer is someone looking for more than a room to sleep in; they are looking for an experience that provides elegance, design and a touch of class, a place that is unique, provides privacy and offers more personalized customer service.

²⁶ See *Hello Sunny*, supra note 4.

²⁷ Id.

As indicated above, there are 23 facilities in Fort Lauderdale which advertise the boutique inn experience.²⁸ Our review of these 23 facilities reveals that some are large and outdated with many rooms, while others are solid, concrete boxes furnished more like a motel. We believe only a few of these facilities, such as The Pillars Hotel and Pineapple Pointe, have the elegant design or warmth and charm characteristic of an authentic boutique inn. With 18 available rooms, The Pillars Hotel is located on the Intracoastal canal and appears to focus on providing exclusive classic Floridian experiences and designs.²⁹ Located in the neighborhood of Victoria Park, Pineapple Pointe has a Key West designed theme with 25 rooms and caters primarily to gay men.

Our research has found that location is one of the most important elements of an inn's success, and we believe those hotels and inns on the water with an ocean or a river view, such as our planned location on the New River, have an advantage over others without water views and/or access. The Bryan Homes property is also in the center of Fort Lauderdale's Arts and Entertainment District, which we hope will provide our guests with numerous entertainment and dining activities, all within walking distance of the inn.

In December 2011 and January/February 2012, greater Fort Lauderdale experienced the highest hotel occupancy in Florida.³⁰ Because each inn in the area aims to offer something unique to its guests, we believe customer service and quality of the facilities are at the forefront of importance. With the limited number of rooms at the quality inns in the area, based on our analysis, we believe the demand of guests seeking boutique inns more than exceeds the supply.

Since we anticipate the rates at Stirlings will be at the higher end of the boutique inn market, we do not expect to compete on price. Rather, we hope guests at Stirlings will be willing to pay for more than just a room, but an experience. We believe Stirlings will have a competitive advantage for not only its waterfront location in the Arts and Entertainment District, but also for offering its concept of historical beauty with a flair for gracious Southern hospitality and charm.

In addition to general tourism, our location in Fort Lauderdale provides several other market opportunities:

- Fort Lauderdale's Port Everglades is the largest cruise port in the country.³¹ With 3.89 million cruise ship embarkations and debarkations annually,³² one of Stirlings' target market strategies is based on becoming a destination of choice for cruisers needing to bridge their travel itineraries between air travel arrival and departures and embarking or disembarking on the cruise ships.

²⁸ See supra note 5.

²⁹ The Pillars Hotel website.

³⁰ See *Hello Sunny*, supra note 4.

³¹ Port Everglades, Broward County, Florida, *World's Largest Cruise Terminal for World's Largest Cruise Ships*, available at <http://www.porteverglades.net/cruising/world's-largest-cruise-terminal-for-world's-largest>.

³² See *2012 Year-End Statistics*, supra note 11.

- 60,956 feet of nature trails and boardwalks
- 3,000 hours of annual sunshine
- Average year-round temperature of 77 degrees Fahrenheit
- 63 golf courses
- 16 museums
- Booming luxury yacht industry
- Over 45,000 resident yachts
- Over 100 marinas and boat yards
- Lauderdale Marine Center at the end of the New River
- Annual International Boat Show in October

Target Market Demographics Summary:

In addition to the aforementioned estimated 12 million visitors to the Fort Lauderdale area, management has targeted Stirlings' market to include:

- 1.8 million people who live in the immediate geographic market of Broward County, of which 78% are 18 years and older, for a total of 1.6 million adults (or 13.6 million including non-local visitors).³⁸
- Yacht owners, buyers, and vendors, as well as the estimated 4,500 resident boat owners³⁹ who would find the Bryan Homes property location convenient and attractive.
- Weddings and honeymooners.
- Primarily age range of guests to be 25 to 65 years, with a median age of 45.
- Annual income of guests (combined) in excess of \$75,000.
- Generation Y'ers, in particular business people ages 34 and younger, who are the largest consumer group in U.S. history in terms of purchasing power.⁴⁰

³⁸ United States Census Bureau, US Department of Commerce, State & County QuickFacts, Broward County, Florida, <http://quickfacts.census.gov/qfd/states/12/12011.html>.

³⁹ See *2012 Year-End Statistics*, supra note 11.

⁴⁰ See *Synecore*, supra note 44.

TAB 11

TAB 11 Financial Plan

We have created a 5-year pro forma (extended to 10 years) for both the restaurant operation and the Inn operation. (Complete 120 page 10 year pro forma for restaurant and Inn available upon request). A recap of the combined operations is as follow:

STERLING'S RESTAURANT INN 10 YEAR RECAP											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
RESTAURANT											
RESTAURANT SALES (Open Sep 2014)	763,250	2,608,000	2,715,000	2,977,375	2,977,375	2,977,375	2,977,375	2,977,375	2,977,375	2,977,375	26,927,875
RESTAURANT COGS	273,534	935,040	972,055	1,065,405	1,065,405	1,065,405	1,065,405	1,065,405	1,065,405	1,065,405	9,638,460
TOTAL LABOR	290,068	890,760	890,760	931,872	931,872	931,872	931,872	931,872	931,872	931,872	8,594,692
TOTAL OPERATING EXPENSE	144,727	441,120	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	4,201,847
TOTAL OTHER EXPENSE	32,800	96,400	144,400	144,400	144,400	144,400	144,400	144,400	144,400	144,400	1,284,400
RESTAURANT PRE-TAX PROFIT	22,121	244,680	255,785	383,699	383,699	383,699	383,699	383,699	383,699	383,699	3,208,476
INN											
INN SALES (Open Jan 2015)		627,800	704,200	772,000	772,000	772,000	772,000	772,000	772,000	772,000	6,736,000
INN COGS		78,475	88,025	96,500	96,500	96,500	96,500	96,500	96,500	96,500	842,000
TOTAL LABOR		248,285	248,285	266,312	266,312	266,312	266,312	266,312	266,312	266,312	2,360,754
TOTAL OTHER EXPENSE		18,834	21,126	23,160	23,160	23,160	23,160	23,160	23,160	23,160	202,080
INN PRE-TAX PROFIT		282,206	346,764	386,028	386,028	386,028	386,028	386,028	386,028	386,028	3,331,166
TOTALS											
RESTAURANT & INN TOTAL SALES	763,250	3,235,800	3,419,200	3,749,375	3,749,375	3,749,375	3,749,375	3,749,375	3,749,375	3,749,375	33,663,875
RESTAURANT & INN PRE-TAX PROFIT	22,121	526,886	602,549	769,726	769,726	769,726	769,726	769,726	769,726	769,726	6,539,642

Sustainability of Operations Evaluation:*Stirlings Inn*

Stirlings anticipates having 15 rooms at the Bryan Homes property to offer its guests with a forecasted average daily rate at start-up of \$205 in the low season and \$250 in the high season per night, with an estimated 50% occupancy in the first 3 months to ramp up to the average hotel occupancy of 73% after opening.⁴¹ After the first year, we expect the average daily rate to increase to \$250 on weekdays and \$300 on weekends per night. As a comparison, in 2011, the average daily room rate in Fort Lauderdale for all lodgings was \$110.14.⁴² In 2012, this figure increased by 3.2% for an average daily rate of \$112.81, and already in 2013, the ADR for Fort Lauderdale hotels is \$148.58, an increase of 6.6% for the first quarter.⁴³

Our forecasts for room charges are calculated by tracking the average daily rates charged by The Pillars Hotel as seen on their website and then applying a discount. The Pillars Hotel's average daily rates have ranged between \$338 per room in the low season and \$372 per room in the high season. In management's comparison of our anticipated facilities at the Bryan Homes property to other boutique inns in the Fort Lauderdale area, we believe the Pillars Hotel offers facilities and a suite of services most similar to Stirlings. However, given that the Pillars Hotel has been in business for 10 years and has an established clientele, we have built in a discount in our proposed rates by up to 40% from the rates of the Pillars Hotel which we believe will position Stirlings conservatively and competitively in the Fort Lauderdale boutique inn market.

⁴¹ See Greater Fort Lauderdale Vital Stats, supra note 7.

⁴² See *Hello Sunny*, supra note 4.

⁴³ See Greater Fort Lauderdale Vital Stats, supra note 7.

Our proposed rates are also intended to account for the expected fluctuation in room rates and occupancy due to seasonal fluctuations, with the high season beginning in October and continuing to April. However, the seasonality affecting the lodging industry in Fort Lauderdale might be softening as the trends in Miami migrate north. According to the Charre Group, “unlike Miami, which is developing into a strong twelve-month-market, Fort Lauderdale remains seasonal, with business dropping off precipitously in the summer months. As international travelers continue to discover Fort Lauderdale and major industries outside tourism expand, we expect the market to become less seasonal in the coming years, similar to the trend we are currently witnessing in Miami.”⁴⁴ If and until seasonality becomes less pronounced in the Fort Lauderdale area, Stirlings has a marketing strategy in place to attempt to increase the low seasons’ ADR by offering marketing promotionals for special events, such as graduations, destination weddings, and art, theater, dance and music events. We believe the stage for success is set and projections are encouraging as reports of occupancy, average daily rates, and supply and demand nationally as well as in the Fort Lauderdale area are rapidly increasing.⁴⁵ The Fort Lauderdale Convention & Visitors Marketing Plan for 2013, states:

Hotels: “Near-Term Nirvana”

Ever since U.S. hotel industry performance bottomed-out around Jan 2010, demand has led a slow-but-steady recovery, but rate is now leading recovery. In Feb 2012, Smith Travel Research (STR) reported these results, as compared to Feb 2011: increased supply (+0.3%), increased demand (+3.8%), increased occupancy (+3.5%), increased Average Daily Rate (+4.0%), and increased Revenue per Available Room (RevPAR) (+7.7%). According to STR, leisure travel has recovered better than business travel. Increases in room demand and rates, and consequently RevPAR, stemmed from solid growth in leisure travel. Between 2006 and early 2012, transient demand increased 18.4 percent from start to endpoint, while group demand dropped 6.4%. While overall ADR bottomed out in early 2009, group rates continued to decline throughout the year, reaching the lowest point in Jan 2010. Leisure travel keeps improving, too. In February global ADS bookings for hotels grew by 2.5% (-1.6% below prior year without the extra day), yet improved from January’s 5.0% decrease. ADR grew by a near-record increase of 7.6% over the prior year. In North America, hotel rates jumped more than 7% for both business (+7.1%) and leisure (+7.3%) travelers in February, marking the biggest year-over-year increase on record, according to Pegasus.⁴⁶

In addition to the rising demand, ADR, and rates, Fort Lauderdale “is a market with significant geographic barriers to entry – namely an ocean on one side and a giant swamp on the other.”⁴⁷ The City has access to 23 miles of beaches and is served by its own international airport.⁴⁸ The workforce is educated, and the population is expected to experience significant growth.⁴⁹ And as the urban sprawl, that is Miami, continues to push north, the two cities could likely evolve even further into one giant

⁴⁴ The Charre Group, supra note 16.

⁴⁵ See Greater Fort Lauderdale Vital Stats, supra note 7.

⁴⁶ See *Hello Sunny*, supra note 4.

⁴⁷ See Charre Group, supra note 16.

⁴⁸ See *2012 Year-End Statistics*, supra note 11.

⁴⁹ See Charre Group, supra note 16.

metropolis.⁵⁰ All of these factors have led us to one conclusion, that we agree with Miami's The Charre Group that Fort Lauderdale is a good bet for hotels, bars and restaurants.⁵¹

Financial Capacity:

A Private Placement Memorandum has been issued to fund the proposed renovations and is being met with positive responses. If the present proposal is accepted, detailed financial information will be provided during lease negotiations with the City.

As set forth above, Stirlings commits to renovate and enhance the Property and its commitment to do so is set forth in the scope of work and financial sections of this RFP. Stirlings believes this scope of work is needed and appropriate for this Property, versus basic repair as outlined in the City's estimate. Stirlings proposal is to expend approximately \$3.6 million dollars to bring the Property and homes to the state they need to be. Its rent proposal is to pay the City 4% of its gross proceeds, but to have a rent credit of that amount given to Stirlings up until the time the total renovation expenditures on the Property are applied to Stirlings' rent.

⁵⁰ Id.

⁵¹ Id.

TAB 12

Tab 12: References

Jack Jackson References:

Mr. H. Wayne Huizenga
Chairman
Huizenga Holdings
450 East Las Olas Boulevard
Fort Lauderdale, FL 33301

Mr. Michael Maroone
President, COO
Autonation
200 SW 1st Avenue
Fort Lauderdale, FL 33301

Mr. Terry Stiles
Chairman, CEO
Stiles Corporation
301 East Las Olas Boulevard
Fort Lauderdale, FL 33301

Attorney David Murray
633 Coral Way
Fort Lauderdale, FL 33301

Hernandez Construction References:

Stiles Property Management

Autonation, Inc.

U.S. Customs and Border Protection

(See included letters hereafter)

Kathleen Robinson:

Resume and references included under Attachemnt "C" at TAB 15.

Hernandez Construction, LLC References:



April 5, 2013

Dianne Ramasarran
Hernandez Construction
441 N.E. 4th Avenue, Suite 100
Fort Lauderdale, FL 33301

SENT VIA E-MAIL: Dianne@hernandez-group.com

Dear Dianne,

As property managers, we get to work with many vendors including those performing tenant improvement (TI) projects of various sizes and qualities. Being a Class A mixed-use office building has shown its challenges in the past when dealing with various tenant projects – quality is one of our top priorities. Working with Hernandez Construction on the AutoNation gym relocation provided us the opportunity to work with a quality and "Class A" construction company.

This project actually originated from a complicated need from one of our tenants in which the amount of sound and the cleanliness of the project were of the utmost importance. Hernandez was able to accomplish this task in the shortest amount of time possible and with the skill and care that we needed. It was also a great pleasure for us to work with your highly skilled and motivated project manager, Duane Fitzgerald. He made our jobs so much easier by taking care of all of the details and the day to day management of the project. Duane came up with creative solutions when solving problems and ended the project with the smallest punch list we have ever seen! We spent minimal time working on it because we knew and trusted that Hernandez Construction would take care of it – and they did.

At the end of this project both the tenant (AutoNation) as well as Stiles Property Management were overwhelmingly pleased with the finished project and we would absolutely recommend Hernandez Construction to anyone in need of this type of business.

Kind Regards,

Nicki O'Neill
Assistant Property Manager
Stiles Property Management
As Agent For 200 Brickell Ltd.

www.stiles.com



AutoNation, Inc.
200 SW 5th Avenue
Fort Lauderdale, FL 33301

April 27, 2013

Mr. Alex Hernandez
President
Hernandez Construction
441 N.E. 4th Avenue
Fort Lauderdale, Florida 33301

Re: AutoNation – 15th Floor and Corporate Fitness Center

Dear Alex:

As your team wraps up work on the 15th Floor renovation project, we wanted to take time to let you know what a pleasure it has been working with you, Duane, and the entire team at Hernandez Construction. Our experience working with your firm continues to be excellent and we have every confidence in your ability to deliver commercial development projects on time and within established budgets.

Clearly, both projects (the remodel of the 15th Floor offices and our corporate fitness center) were complicated, with high visibility to upper management, and thanks to your team's focus and dedication, both projects can be considered successful on many levels. We thank you for the team's hard work and dedication.

We look forward to working together on future projects.

Best Regards,

AUTONATION, INC.

A handwritten signature in black ink, appearing to read "Jeff Shupert", written over a horizontal line.

Jeff Shupert
Vice President

1800 NE 7th Avenue
Dania Beach, FL 33009

August 4, 2009



**U.S. Customs and
Border Protection**

MEMORANDUM FOR: All Federal Contracting Officers

FROM: James A DeMatteo
Patrol Agent in Charge
Dania Beach Station

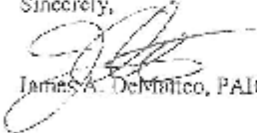
SUBJECT: Recommendation

We recently had the pleasure of working with Hernandez Construction Company on a large project in Dania Beach, Florida. From start to finish, Hernandez Construction performed all aspects of the project in an excellent manner. They guided us through the maze of the design build process answering every question and solving every problem as it arose. Through a series of meetings, Hernandez Construction determined exactly what our needs were and incorporated those needs into the design. As a result of their professional, dedicated approach we now have a Border Patrol station that is considered one of the best in the country.

They consistently responded immediately to concerns or issues as they were encountered and saw them through to resolution. Even after the project was completed, they continued to quickly resolve any issues or problems.

They seemed to go above and beyond what one would expect in order to provide the best possible product and service possible. I would recommend Hernandez Construction for any design build project that your organization is considering. You are welcome to visit my facility in order to have a look at their work.

Sincerely,


James A. DeMatteo, PAIC

TAB 13 – No Additional Offerings.

TAB 14 – Joint Venture – Not Applicable

TAB 15

Attachment “A”

Attachment “B”

Attachment “C”

Kathleen Ann Robinson

1109 NE 1st Street, Unit 4
Fort Lauderdale, Florida 33301

(805) 722-5872
helvetia777@gmail.com

Experience Certified paralegal with 19 years of solid litigation paralegal experience working for AV-rated trial attorneys, and 3.5 years experience handling land use and environmental issues in the oil and gas business. Skills include management of cases from inception to trial or settlement, propounding and answering discovery, trial preparation, settlement demand letters, medical recaps and summaries, land use and environmental issues, and oil and gas well permitting. Cases involved personal injury, wrongful death, medical malpractice, product liability, highway defects, accident reconstruction, maritime, complex litigation and mass tort class actions.

The Kammerman Law Group, P.A. – Fort Lauderdale, FL [May, 2012 – Present]

- Paralegal assisting a title agent in residential and commercial closings, ordering surveys and lien searches as well as title to prepare title commitments and title objection letters.

Hickey Law Firm – Litigation Paralegal – Miami, FL [7/2011 – May, 2012]

- Case manager handling all aspects of case preparation involving brain injuries, seaman injuries and maritime accidents in state and federal cases, including clients from the capsized of the Costa Concordia cruise ship at Giglio, Italy.

Venoco, Inc. – Permitting & Regulatory Paralegal – Carpinteria, CA [8/2007 – October, 2010]

- Networked state and federal agencies to obtain land use, air and drilling permits. Assisted to prepare an Environmental Impact Report for a coastal pipeline project. Processed oil and gas leases, easements, and coordinated mineral ownership vesting data to prepare division order decks for royalty and override payments.

John W. deGravelles, Attorney – Litigation Paralegal – Baton Rouge, LA [11/2005 – July, 2007]

- Assist with high volume personal injury cases, including medical malpractice, train and boating accidents, product liability, maritime and mass/class actions. Responsibilities included drafting motions, propounding and answering discovery, settlement demand letters, and medical recaps, summarizing depositions, Medicare/Medicaid lien investigations, and mock trial focus groups.
- Class/mass action duties include management of firm staff to download and review hot documents on Summation; submitted time sheets and expense reports to the Special Master.
- Lead my firm's staff in discovery preparations in the Katrina Levee Break Class Action.

Balch & Bingham, LLP – Atlanta, GA [9/2004 - 11/2005]

- Legal Assistant to Thomas L. Penland, Attorney for Southern Power Company, assisting with corporate clients, file management and inventory, monitoring dockets and summarizing filings with the Federal Energy Regulatory Commission.

B&H Flowers, Inc. – In House Paralegal – Carpinteria, CA [10/2003 - 9/2004]

- Assisted with the company's corporate, estate and litigation issues, as well as networking local gas and electric company representatives to obtain sizable energy rebates for purchase of large greenhouse equipment.

Dennis, Corry, Porter & Smith, LLP – Litigation Paralegal – Atlanta, GA [6/2002 – 10/2003]

- Defense litigation paralegal for law firm specializing in defense of large trucking companies nationwide. Case management, investigation and trial preparation including networking sheriffs' offices, clerks, and judges in state and federal courts in Georgia, Tennessee and Virginia.

David W. Robinson, Attorney – Litigation Paralegal – Baton Rouge, LA [4/1989 – 6/2002]

Walter Landry Smith, Attorney - Litigation Paralegal [4/1996 – 6/2002 & 10/2010 – 3/2011]

- Managed cases involving personal injury, wrongful death, medical malpractice, product liability, highway defects, accident reconstruction, maritime and large toxic tort class actions from inception to settlement or trial. Class action and mass tort actions include the New Orleans Train Car Explosion.

Education/Licenses

- Paralegal Certificate – Boston University
- Louisiana State University – Horticulture Major
- Property/Casualty Insurance Agents License
- Louisiana Court Reporter License
- California Notary Public
- Florida Notary Public

Memberships:

- Santa Barbara Paralegal Association
- Ventura County Paralegal Association
- Los Angeles Association of Petroleum Landmen
- Bakersfield Association of Petroleum Landmen
- National Notary Association
- National Association of Lease & Title Analysts
- Louisiana Trial Lawyers Association

Computer Skills:

MS Word	WordPerfect	Outlook	PowerPoint
Summation	Lexis	PACER	Westlaw
E-filing	Excel	QuickBooks	Internet research



October 20, 2010

Re: Kathleen Robinson

To whom it may concern,

I have worked very closely with Kathleen Robinson as a land tech in our Land Department and most recently as a permitting paralegal in our Environmental and Regulatory Division. During this time I have been very impressed by the dedicated manner with which Kathleen carried out her work assignments. In addition, Kathleen successfully pursued her paralegal degree after hours and reached her goal with high grades throughout her academic coursework. Kathleen has displayed the highest degree of integrity, initiative and professionalism at all times. Her work ethic is both motivational and carries a seriousness of purpose which I have rarely encountered during my extensive interactions with other employees throughout my 20+ year career spanning both the public and private sector. Kathleen is very bright and has demonstrated that she is a quick study and has shown the ability to grasp general principles as well as subtle details.

Kathleen possesses many other qualities which I believe will continue to make her a very successful in any field, specifically in either the legal and environmental/regulatory profession. She is very well organized, approaches projects in a systematic way, and manages her time effectively. Gathering information and producing quality documents were instrumental to Kathleen's success while working at Venoco, Inc.. Ms. Robinson possesses an excellent grasp for the English language and displayed effective writing and editing skills through her work.

In conclusion, Kathleen Robinson is an outstanding woman who has a very strong interest in her position and always has a smile on her face. She has demonstrated the character and work ethic that I am confident will lead to success in her subsequent career. Kathleen leaves a great void in our workforce and will be greatly missed as was evidenced by the many goings away events both inside and outside of the work place. I recommend her without reservation. Please feel free to contact me if you need further information.

Sincerely,

Bruce Carter, Venoco, Inc.

Off. (805) 745-2184
bruce.carter@venocoinc.com

Hm. (805) 570-0005
sb_carterlaw@yahoo.com

JACK JACKSON
1321 NORTHEAST 6TH STREET
FORT LAUDERDALE, FLORIDA 33304
954-817-8236
JACK@JACKJACKSON.US

RESUME SUMMARY

I am a Restaurant/Hospitality Professional with an extensive background as both a senior management executive in a large multi-unit restaurant company and later as an owner/developer of my own projects. During my corporate career, I developed strong management skills especially in areas of company leadership, management development, accounting controls and budgeting. Additionally, I was very involved in the development of company restaurant projects from concept to actual construction. This experience served me well when I moved on to develop my own fine dining restaurants. My passion is hospitality and I enjoy taking care of a discriminating clientele. I am driven to create the exceptional culinary, beverage, service and ambiance experience for "every customer every time." My restaurants received numerous local and national awards being recognized for their excellence.

PROFESSIONAL EXPERIENCE

RESTAURANT CONSULTING

FORT LAUDERDALE, FLORIDA

2010 - PRESENT

RESTAURANT & HOSPITALITY CONSULTING SERVICES INCLUDING: OPERATIONAL ANALYSIS, P&L REVIEW, BUDGETING, INTERNAL CONTROLS, MANAGEMENT REPORTING, MANAGEMENT PERSONAL REVIEW, ADVERTISING & PROMOTION, CONCEPT EVALUATION, RESTAURANT DESIGN, SITE SELECTION, CONSTRUCTION BUDGETING & SUPERVISION, GOVERNMENTAL AGENCY LIAISON, LEASE NEGOTIATIONS AND ALL FACETS OF SINGLE AND MULTI-UNIT OPERATIONS.

JACKSON'S STEAKHOUSE, OWNER

FORT LAUDERDALE

1997-2009

DEVELOPED AND OPERATED THIS "AWARD WINNING" 200 SEAT, HIGH VOLUME, FINE DINING USDA PRIME STEAK & SEAFOOD RESTAURANT. THIS DISTINGUISHED RESTAURANT OPERATED AS A PRIVATE BUSINESS CLUB IN THE DAYTIME AND AS A PUBLIC RESTAURANT DURING THE EVENING. JACKSON'S STEAKHOUSE WAS THE "DINING LANDMARK" ON UPSCALE LAS OLAS BOULEVARD.

JACKSON'S BAR & GRILLE/FISH, OWNER

FORT LAUDERDALE, FLORIDA

2005-2009

DEVELOPED AND OPERATED THIS 200 SEAT RESTAURANT AS BOTH A CONTEMPORARY SEAFOOD RESTAURANT AND AS A CASUAL STEAK AND SEAFOOD RESTAURANT LOCATED ON THE 17TH STREET CAUSEWAY.

BURT & JACKS, OWNER /PARTNER WITH BURT REYNOLDS

FORT LAUDERDALE, FLORIDA

1984-2002

TOGETHER WITH PARTNER BURT REYNOLDS, DEVELOPED AND OPERATED THIS 250 SEAT, HIGH VOLUME, DINNER ONLY, FINE DINING, USDA PRIME STEAK AND SEAFOOD RESTAURANT IN THE "HEART" OF PORT EVERGLADES. THIS "AWARD WINNING" RESTAURANT BECAME THE "DINING ICON" FOR SOUTH FLORIDA AND ATTRACTED CUSTOMERS AND CELEBRITIES FROM AROUND THE WORLD.

SPECIALTY RESTAURANTS CORPORATION, VP OPERATIONS

1981-1984

LONG BEACH, CALIFORNIA

SERVED AS VICE PRESIDENT OF OPERATIONS OF THIS 75 UNIT, HIGH VOLUME, FINE DINING, THEMED RESTAURANT GROUP WITH UNITS THROUGHOUT THE UNITED STATES. INVOLVED IN ALL AREAS OF DEVELOPMENT AND OPERATIONS INCLUDING MANAGEMENT RECRUITING, MANAGEMENT DEVELOPMENT, BUDGETING, CONTROLS, PUBLIC RELATIONS, ADVERTISING, NEW CONSTRUCTION SUPERVISION AND GOVERNMENTAL RELATIONS. REPORTED DIRECTLY TO THE PRESIDENT/CHAIRMAN.

RESTAURANT CONSULTING

1980-1981

HOLLYWOOD, FLORIDA

RESTAURANT & HOSPITALITY CONSULTING SERVICES INCLUDING: OPERATIONAL ANALYSIS, P&L REVIEW, BUDGETING, INTERNAL CONTROLS, MANAGEMENT REPORTING, MANAGEMENT PERSONAL REVIEW, ADVERTISING & PROMOTION, CONCEPT EVALUATION, RESTAURANT DESIGN, SITE SELECTION, CONSTRUCTION BUDGETING & SUPERVISION, GOVERNMENTAL AGENCY LIAISON, LEASE NEGOTIATIONS AND ALL FACETS OF SINGLE AND MULTI-UNIT OPERATIONS.

SPECIALTY RESTAURANTS CORPORATION, VP OPERATIONS

1974-1979

LONG BEACH, CALIFORNIA

ADVANCED FROM ENTRY LEVEL MANAGEMENT POSITION TO VICE PRESIDENT OF OPERATIONS OF THIS FAST GROWING, HIGH VOLUME, MULTI-UNIT, FINE DINING, THEMED RESTAURANTS GROUP. WORKED CLOSELY WITH DIVISIONAL AND REGIONAL MANAGERS TO ACHIEVE OPERATING BUDGETS.

PROFESSIONAL ORGANIZATIONS

BROWARD TOURIST DEVELOPMENT COUNCIL, BOARD MEMBER
FLORIDA RESTAURANT & LODGING ASSOCIATION, BOARD MEMBER
FLORIDA RESTAURANT ASSOCIATION
DISTINGUISHED RESTAURANTS OF NORTH AMERICA

1992-2008
2007-2009
1984-2009
1986-2009

INTERESTS / ACTIVITIES

SCUBA DIVING
BOATING
WEIGHT TRAINING
PHOTOGRAPHY

PRECONSTRUCTION SERVICES

Overview:

Establish a team approach to the construction process, joining the Owner, Architect/Engineers and Contractor as a team with the common objective of providing the Owner with the desired project results within the shortest possible time frames and consistent with budget parameters.

Specifics:

1. Assist in the development of the overall concept and design of the project. Conduct bi-weekly review meetings with the project team. Record and distribute meeting minutes with identified items of action.
2. Review the preliminary design drawings and provide the Owner and Architect with input as to the feasibility of construction and any potential problems to be anticipated and appropriate options with regard to possible solutions.
3. Assist in providing liaison, coordination and expediting among government authorities (permitting, etc.) utility companies, and other entities as required.
4. Fully acquaint the Owner and other members of the project team with labor agreements applicable for the duration of the project.
5. Prepare a preliminary budget as soon as the concept of the overall project is developed and break down where appropriate and or desired for each phase of the work.
6. Prepare and update a master schedule based on information and input from all parties concerned. incorporating the sequence and timing of program decisions, design time, equipment deliveries, lead time, estimating activities and contract awards as well as onsite construction activities.
7. As the design proceeds, evaluate in conjunction with the project team possible alternatives in order to permit the selection of the most suitable and economical materials and methods that will satisfy the design concept.
8. Revise and update the preliminary budget on a continuing basis to allow constant monitoring and tracking of decisions with regard to cost ramifications and projections.



9. Provide value-engineering input on an on-going basis with regard to project cost and design decisions.
10. Pre-qualify Contractors for each trade and prepare list of recommended bidders.
11. Prepare all documents for the purpose of the proper cost estimating activities for various trade contracts (minimum of three pre-qualified Contractors where appropriate).
12. Receive and analyze subcontractor, supplier and other proposals as required and make recommendations for the trade contract awards.
13. Establish the final overall detailed estimate/budget for the project, based on the latest working drawings and present to the Owner for approval.
14. Finalize the master schedule and establish manpower requirements. Where necessary, break down this schedule into individual networks for each phase of the project showing the sequence and timing for the main construction operations and the desired completion dates of the various phases.
15. Establish appropriate cost breakdowns for control purposes and prepare cash flow projections for the project.



CONSTRUCTION SERVICES

1. Attend and document weekly review meetings with Owner and Architect/Engineer.
2. Make recommendations to the Owner with respect to bonding of trade Contractors.
3. Ensure that all approvals, permits and licenses required for the construction of the work are obtained.
4. Institute and administer safety program for the project. Ensure jobsite is clean and safe at all times.
5. Pre-order critical materials where necessitated by time factors.
6. Consistently monitor and update construction schedule with bi-weekly look-aheads". Provide regular summary review and recommend proper courses of action where schedule variances are identified.
7. Issue monthly construction progress reports that include executive summaries, outstanding issues, financial forecasts, etc., during construction.
8. Prepare the contract documents for all successful trade Contractors to ensure that all applicable legal requirements are complied with. Ensure that all bonds are provided where required and inspect all insurance policies and workmen's compensation certificates.
9. Provide planning, scheduling, expediting, technical coordination and supervision, necessary for the proper execution of the work of all trades.
10. Reports/Project and Site Documents
 - a) Record the progress of the project, submit written monthly progress reports to the Owner and the Engineer including information on the trade Contractors' work, and the percentage of completion.
 - b) Keep a daily log available to the Owner and the Engineer on items such as submittals, shop drawings, etc. Coordinate, track and control all Requests for Information (RFI's).
11. Maintain a competent full-time staff at the project site to coordinate and provide general direction to the work of the trade Contractors on the project.



12. Expedite the receipt of all shop drawings, samples and submittals to ensure that they comply with the specified requirements in general terms before submitting them to the Architect for approval.
13. Provide cost services including updated cash flow projections and budget variations. Evaluate and process all changes; examine changes by the trade Contractors to ensure that they are reasonable and in accordance with the contract documents.
14. Ensure that -as-built" drawings, maintenance manuals, operating instructions, etc., are property completed and handed over to the Owner.
15. Ensure coordination between responsibilities of project team and subcontractors to enable all project objectives to be met.
16. Ensure that all trade Contractors employed on the project performs their work in a manner consistent with quality and design intent and rectify all deficiencies.
17. The work-in-progress (and upon completion) to be carefully inspected by the construction management team and, upon approval, the certificate of completion issued.
18. The construction manager shall assemble and forward the following:
 - a) A set of marked-up drawings and specifications to the Engineer showing all changes for -record drawing" purposes.
 - b) A complete set of all testing reports and equipment warranties.
 - c) A complete and organized set of all vendor supplied validation information.
 - d) Three (3) complete sets of vendor information and operation/repair manuals for the facility.
 - e) A complete set of certification records, calibration documentation, welding documentation and inspection reports.
 - f) A complete and organized set of all contract documents in addition to meeting minutes, project control logs, reports, warranties and guarantees, etc.
19. A close relationship is to be maintained with the Owner's operating staff to ensure a smooth and proper take-over of the completed building.
20. The construction manager will assist the Owner in administering warranties by the trade Contractors during the warranty period.



PROJECT SERVICES SCOPE

In general Hernandez Construction will provide the following Service:

Preconstruction services commencing at conceptual design and continuing through Design Development are as follows:

Construction permitting assistance
Conceptual estimating
Detailed progress estimates
Budget variance reporting
Trade contractor budgeting
Value engineering
Cost savings analysis
Structural system analysis
Construction system analysis
Schedule development
Constructability reviews
Trade contractor solicitation pre-qualifications
Site logistics and construction coordination planning
Trade contractor bid packaging
Development of site specific safety plan
Development of project quality control program
Trade contractor pricing analysis

Construction services commencing at construction document preparation and continuing through project closeout as follows:

Budget control
Construction document estimating
Permitting and inspections
Quality control
Site logistics
Overall construction plan – submittals/Mock-ups
Master schedule / interim schedules
Scope changes (cost and schedule management)
Value engineering
Weekly and monthly coordination meetings
Monthly status reports
Document control
Supervision of all construction work
Project punch out and turnovers
Systems commissioning
Closeout documentation



LIST OF COMPLETED PROJECTS

	Project Name	Project Type	Project Status	Approx Contract	City	State	Scope of Work
15	Vignetos Italian Grill	Restaurant	Complete	\$ 550,000.00	Davie	FL	4,500 SF High End Resturant Interior Build-Out
15	Original Steakhouse at Harbor Shops	Restaurant	Complete	\$ 886,000.00	Fort Lauderdale	FL	3,500 SF Restaurant & Shell with Associated Parking
15	Max's Grille	Restaurant	Complete	\$ 585,000.00	Palm Beach Gardens	FL	4,300 SF High End Resturant Interior Build-Out
15	Rosa Mexicana	Restaurant	Complete	\$ 897,000.00	Palm Beach Gardens	FL	10,000 SF High End Resturant Interior Build-Out
15	Opus V	Restaurant	Complete	\$ 398,000.00	Boca Raton	FL	3,600 SF High End Resturant Interior Build-Out
15	Camilles	Restaurant	Complete	\$ 181,000.00	Boca Raton	FL	2,600 SF Sandwish Shop / Fast Food Interior Build-Out
15	Coffee Beanery	Restaurant	Complete	\$ 147,500.00	West Palm Beach	FL	1,800 SF Coffee Shop Interior Build-Out
15	Calvary Chapel Café	Restaurant	Complete	\$ 678,000.00	Fort Lauderdale	FL	11,000 SF High End Café Style Resturant Interior Build-Out
15	Café Terra Nova	Restaurant	Complete	\$ 497,000.00	Palm Beach Gardens	FL	4,800 SF Italian Resturant Interior Build-Out
2	CR Laurence	Industrial & Manufacturing Plants	Complete	\$ 4,650,000.00	Sunrise	FL	New Office / Warehouse Facility
2	Miramar Centre Business Park-Building A	Industrial & Manufacturing Plants	Complete	\$ 9,443,000.00	Miramar	FL	Industrial Warehouse Cold Dark Shell & Site Development
2	Miramar Centre Business Park-Building C	Industrial & Manufacturing Plants	Complete	\$ 4,400,000.00	Miramar	FL	Industrial Warehouse Cold Dark Shell & Site Development
3	Ashcroft Residence	Luxury Custom Residential	Complete	\$ 443,000.00	Fort Lauderdale	FL	Residential addition and remodel
3	Baum Residence	Luxury Custom Residential	Complete	\$ 495,000.00	Fort Lauderdale	FL	Residential renovation
5	U.S. Customs & Border Patrol	Municipal & Government	Complete	\$ 9,300,000.00	Dania Beach	FL	Office / Correctional Facility and Site Development
5	U.S. Immigration & Customs Enforcement Building	Municipal & Government	Complete	\$ 5,100,000.00	Tallahassee	FL	Office / Correctional Facility and Site Development
6	Hall Fountains	Office & General Commercial	Complete	\$ 1,900,000.00	Tamarac	FL	Tilt-up warehouse and office facility
6	Professional Plaza @595	Office & General Commercial	Complete	\$ 3,000,000.00	Davie	FL	Tenant improvement
6	Strada Office Park-Building C	Office & General Commercial	Complete	\$ 3,100,000.00	Coconut Creek	FL	Office Condo For Leasing
7	Star of David Funeral Home	Religious & Community Facilities	Complete	\$ 1,625,000.00	N. Lauderdale	FL	Office and funeral facility
8	El Dorado Furniture	Retail	Complete	\$ 5,065,000.00	Wellington	FL	Retail furniture showroom
8	Lakeside Town Shops	Retail	Complete	\$ 1,781,000.00	Davie	FL	Shopping Center for Leasing
8	Walgreens Holiday Park Plaza	Retail	Complete	\$ 1,515,000.00	Fort Lauderdale	FL	New Walgreens Store with Associated Parking
12	AutoNation Fitness Center	Automotive Dealerships	Complete	\$ 475,000.00	Fort Lauderdale	FL	New Interior Fitness Center
12	Speciality Automotive Treatments Showroom & Parking Lot	Automotive Dealerships	Complete	\$ 2,835,000.00	Sunrise	FL	Showroom & Main Office
14	Bank of Florida	Financial Institution	Complete	\$ 930,000.00	Fort Lauderdale	FL	New Bank Facility
14	Eastern Financial Florida Credit Union Sheridan	Financial Institution	Complete	\$ 1,380,000.00	Hollywood	FL	6 credit unions located in Hialeah, Pines Boulevard, Sheridan



Alex Hernandez

President

Years in Construction 18

As President of Hernandez Construction since 2002, Alex oversees all management activities associated with preconstruction, construction, marketing and accounting. He is involved with all day-to-day activities including allocation of division resources; quality of service provided; Owner, Public and Subcontractor relations; and most importantly, client satisfaction. Alex is also responsible for all contract negotiations and transactions on all major projects.

Project Experience

IDI-Miramar Center Bldg

A Miramar, FL
267,000SF Tilt-Up Warehouse

IDI-Miramar Center Bldg

C Miramar, FL
125,000SF Tilt-Up
Warehouse 8.9 Acre Site

El Dorado Furniture

Retail Furniture Store Wellington, Florida
\$5.0 Million 102,000 SF

Financial Plaza at 595

Office Building Davie, Florida
\$2.7 Million 21,000 SF

Hollywood Woodwork

Hollywood, Florida
Tilt-Up Warehouse/Office Facility
\$2.6 Million 30,000 SF

Hall Fountains

Tamarac, Florida
Tilt-Up Warehouse/Office Facility
\$1.9 Million 10,844 SF

Premier Beverage

Miramar, Florida
Distribution Center/Warehouse \$9 Million
324,000 SF

Florida International University

Dade County, Florida
Conference Center & Education Bldg.
\$13 Million 150,000 SF

Pro Player Stadium

Miami, Florida
Renovation / Expansion / Site Improvements
\$29 Million 550,000 SF

Las Olas Centre Phase II

Ft. Lauderdale, FL
Class "A" Office and Retail
\$32.5 Million 275,000 SF

Auto Nation

Tampa, Florida
Auto Dealership
\$10 Million 47,000 SF

Sawgrass Campus

Sunrise, Florida
Office Buildings D & E
\$4.8 Million 74,000 SF

Plaza at Sawgrass

Sunrise, Florida
Office Building
\$5 Million 50,000 SF

Sawgrass Campus

Sunrise, Florida
Office Buildings D & E
\$4.8 Million 74,000 SF

Plaza at Sawgrass

Sunrise, Florida
Office Building
\$5 Million 50,000 SF

Grande Oaks Country Club

Davie, Florida
New Clubhouse, Pro Shop, Support Facilities
\$8 Million 80,000 SF

Alamo Car Rental Facility

Tampa, Florida
Office, Covered Parking, Fuel Storage
\$8 Million 143,000 SF





The
Charrette
Design Group

Architects Associates

M L Waller has been in the real estate and construction business since 1965 as a former real estate appraiser, broker, developer, contractor, and building materials retailer. As a Principal in the Charrette Design Group, he brings years of experience beginning in 1972 as a self-taught architectural designer and construction manager. He founded M L Waller Associates, a design/build firm specializing in small commercial and residential projects in Louisiana in 1979. "Details," a kitchen and bath design and building materials company was formed in 1979 in support of M L Waller Associates. He developed, designed, and built Beaumont Lane, a high density townhome and Garden Home community with period vernacular architecture, and Quail Run, an office Condominium community with modernist architecture in Baton Rouge, La. in 1979 through 1986. After relocating to Central Florida in 1987 He founded The Charrette Design Group Architects in 1991 and has performed design work for the Windsor Community, Disney's Celebration Company, designed an Apartment complex in a DPZ TND, and designed and built several residences in Winter Park Florida.

Returning to Louisiana in 1999 he went back into developing in addition to design work. He organized a charrette team to redesign the "TigerTown" strip shopping center adjacent to LSU in Baton Rouge, Designed and built several residences before developing, designing, and building a mixed use project in Mandeville Louisiana, including his personal live/work residence.

Started a Prefabricated masonry fireplace business with his son in 2007. His work has been published in Southern Living, Veranda, The New Old House, and Period Homes magazines.

The experience gained in these endeavors has proven to be invaluable in his career as an architectural designer. This diversified construction background and a passion for design have resulted in Waller's appreciation for Vernacular "Period" Architecture and a respect for the work that our forebears performed in construction and design.

Mr. Waller was educated at Louisiana State University in Accounting, Economics, and the Liberal Arts. He holds a general and residential contractor's license in the State of Louisiana. He is a Professional member of The Institute of Classical Architecture, a member of The New Urban Guild, and a Member of the INTBAU college of Practitioners.

He is an approved Designer for Rosemary Beach, Florida, Alys Beach, Florida, Carrillion Beach, Florida, The Windsor Community in Vero Beach, Florida, The town of Lost Rabbit in Madison County, Mississippi, Bon Secour in Gulf Shores Alabama and is an I'on Guild Master Designer for The I'on Community in Charleston, S.C.

International Network for Traditional Building,
Architecture & Urbanism

<http://www.intbau.org/ictp/Waller.htm>

Institute of Classical Architecture & Classical America

<http://www.classicist.org/#J-B-A>

The New Urban Guild

<http://www.newurbanguild.com/NUG/Home.html>



As a principal in the Charrette Design Group Mark has been practicing design and construction since 1975.

His education began at the University of Arizona and finished with a degree in Architecture from Louisiana State University.

He presently resides in Dothan, Alabama

His work experience includes Design / build and production work for M.L. Waller and Associates in Baton Rouge, Louisiana from 1975 / 1984.

Project works were high-end custom residential homes and townhomes, commercial office developments and multi-use development planning. Architectural Internship employment was with Goodrum / Knowles Architects of Huntsville, Alabama. The firm worked primarily on commercial and government contracts including dormitories and medical facilities.

In the early 1990 Mark accepted a position as Principal Corporate Architect for a national transportation company. Responsibilities beyond the design phases were commercial properties acquisitions and development planning with an emphasis on national and state regulatory policies within the states of his registrations.

In 2002 Mark opened a private practice as G. Mark Pepe Architect with a focus on private commercial and residential projects located mostly in the Florida panhandle, southwestern Georgia and southern Alabama.

Mark is actively registered in Alabama, Florida, Georgia, Louisiana, Mississippi, South Carolina, and Tennessee with inactive registrations in the states of North Carolina, Oklahoma, Pennsylvania and Texas.

Biography of Gillian Harper

Profession: Business Development Consultant to the International tourism and Hospitality industry

Isis Travel Marketing International is a market and development advisory firm dedicated to the bespoke promotion of select clients throughout the global hospitality industry. The firm specializes in hospitality, with an emphasis on resort destinations and boutique hotels. Whether it's Market Feasibility Studies, Imagineering or to promote businesses through strategic partnerships we have the experience, skills, knowledge, and contacts that are essential to succeed.

Born and raised in the United Kingdom, Gillian Harper has a diversified travel and tourism background with a career dedicated to building revenue, partner relationships and new business development.

In moving to Canada, her early career included experience with prominent tour and travel companies and Gillian was actively involved in the Canadian travel industry and was elected as Toronto President and North America Director of the International Federation of Woman's Travel Organizations and during that time was awarded "Woman of the Year" honors.

After Gillian's leading role with Alamo Rent A Car in Canada, she was relocated to UK as head of European Sales and Marketing where she led the company's successful effort in reconstructing an acquisition and building a bridgehead in that market. After rebranding and successfully launching a major print and television campaign there was a substantial move to profitability that led to Alamo's further acquisitions in Europe. After returning to the USA, Gillian established the International Marketing Department for Alamo.

In 2002 Gillian purchased and operated a Bed & Breakfast business in Melbourne Florida which she owned until 2011. The Crane Creek Inn provided extensive, hands-on experience at taking over a hotel with low occupancy and re-inspiring it with a new and vibrant future. This revitalization was closely interfaced with a Business Plan, an investment vision and with the management expertise to re-think and re-launch a tired enterprise into a successful business.

Gillian is an energetic force in the North American travel marketplace and formed Isis Travel Marketing International to provide individualized services across the travel and tourism industry. Gillian has completed successful projects for Certified Vacations Group, Delta Vacations and Visit Florida and is currently activity involved in business development projects for hotels in Barbados and Ireland as well as a re-engineering project to attract new investment to facilitate the re-development of a hotel in St Kitts.

Biography of Gillian Harper

A selection of Gillian's specific experience is detailed as follows:

Assignment:	A member of the Project Management Team to attract new investment to facilitate the re-development of a Caribbean hotel. Also responsible for the short-term development and execution of sales & marketing programs to produce immediate winter bookings for the property.
Dates:	Present
Position:	Project Manager
Involvement:	Conducted market research to understand the consumer and their profiles followed by market feasibility and situational analysis studies to develop a business plan for investors. While waiting for funding, operating a tied run-down hotel emphasizing on service and hospitality. Developed new menus with the Head Chef, created new guest services and activities, built a new website and Booking Engine, introduced new Property Management System and created new business through promotional campaigns and flash sales.

Assignment:	Managing sales & marketing activities for various Caribbean and European Hotels and Resorts in the United States and Canada.
Dates:	Present
Position:	Project Manager
Involvement:	Responsible for all sales & marketing activities including website content, social media, SEM, Online Travel Agents and Tour Operator negotiations and contracts, newsletters and print advertising.

Assignment:	Conducted Review and Strategic Analysis of a Florida business opportunity for Visit Florida.
Dates:	2012
Position:	Project Manager
Involvement:	The extensive project was for a new venture opportunity for Visit Florida which involved an assessment of market conditions and the travel environment through a survey and personal interviews. Upon completion Isis Travel Marketing presented a white paper with Analysis and Recommendations.

Biography of Gillian Harper

Assignment:	Review of the North American travel industry for a subsidiary of Thomas Cook, United Kingdom.
Dates:	2011
Position:	Project Manager
Involvement:	The comprehensive project was the foundation for consideration of an expansion opportunity into North America and required a thorough assessment of the luxury travel market and the US travel trade marketplace in order to present a range of development options to the client.

Assignment:	Responsible for the day to day operation of a Florida Bed & Breakfast together with new business acquisitions, product planning and design, all partnerships, alliances and cooperative joint marketing campaigns.
Dates:	2002 - 2011
Position:	Owner of Crane Creek Inn Bed & Breakfast in historic downtown Melbourne, Florida
Involvement:	Provided hands-on experience at taking over a hotel with low occupancy and re-inspiring the brand with new vibrancy. Introduced a new reporting system, daily Flash reports along with customized branded amenities and preservatives with exquisite hospitality and personalized service. Increased overseas visitors and length of stay through international marketing initiatives. Developed a Corporate Business program. Grew the business to 30% repeat visitors.

Assignment:	Leader in International Sales and Marketing with Alamo Rent A Car for Canada, Europe and Global International Marketing in the USA.
Dates:	1986-2002
Position:	International Sales and Marketing
Involvement:	Accountable for leading the Alamo team in Canada, which was followed by a relocation to the UK as head of European Sales and Marketing involving the company's successful effort in building a bridgehead in that market. Rebranding the acquisition and launching a major print and television advertising campaign, lead to Alamo's further acquisitions in Europe. After returning to the USA, was responsible for Global marketing for Alamo Corporate and the Alamo franchise network.



COURTNEY C. CRUSH

Land Use practice with significant experience in urban redevelopment projects throughout Broward County. Project involvement as permitting attorney includes; Maverick's Charter Schools in Pompano Beach, Palm Springs, Fort Lauderdale and North Miami Beach; Bokamper's Fort Lauderdale; Village Place Affordable Senior Housing Development; Las Olas River House; The Atlantic Hotel; Crowne Plaza Hotel; 1901 Cypress Creek; L'Ambiance condominium; Dania Beach Marriott; Camden Boca Raton Mixed Use; Camden Las Olas Mixed Use; One Financial Plaza; Venezia condominium, and the Fort Lauderdale Hilton.

Professional

Crush Law P.A. 2005 – present Principal

Land use attorney specializing in development approvals for urban renewal projects throughout Broward County. Experience includes platting; rezonings; and site plan permitting for mixed use development projects including hotels; condominium hotels; mixed use development; and commercial office buildings. Represent clients in front of Planning & Zoning Boards; Boards of Adjustment; and City and County Commissions, throughout Broward and Palm Beach County.

Gunster Yoakley & Stewart P.A. 1996-2005 Equity Partner

Land use partner focusing on obtaining development approvals through various governmental agencies for significant development of planned communities and urban projects. Development experience includes obtaining approvals for development permits for mixed use redevelopment projects including hotels; condo hotels; mixed use; commercial office buildings cities throughout Broward County.

Goldberg & Young P.A. 1993-1996

Attorney practicing in commercial litigation, bankruptcy and real estate.

Education

University of Florida College of Law J.D. 1992

Editorial Board International Law Journal. Member Trial Team

University of Pennsylvania B.A. Economics 1988

Chair, Nomination and Elections Committee

Captain, Varsity Track Team

All Ivy League (Outdoor Track) 1984-1988



Civic

City of Fort Lauderdale Citizen of the Year Award 2008

Fort Lauderdale Council of Civic Associations Appreciation Award 2008

GFLCC Chairs Award 2009

Habitat For Humanity of Broward Inc., 1998-2012

Executive Committee (2005-present)

Chair, Land Development Committee (2005-present)

Chair, Legal Committee (2005-present)

Greater Fort Lauderdale Chamber of Commerce 2002- present

Chair Elect of the Board of Directors (2012-2013)

Executive Committee (2009-2011)

Chair, Government Affairs Committee (2010-present)

Chair, Downtown Council Board of Governors (2008)

Riverwalk Trust 2008-present

Chair, Board of Directors (2012-present)

Chair, Master Plan and Projects Committee (2009-2010)

Broward Partnership For the Homeless Inc.

Co-Chair, BPHI Breakfast for Champions of the Homeless fundraiser (2009-2013)

Celebrity Waiter (2005-2013)

GFLCC/City of Fort Lauderdale: Business First Initiative

Member, Ordinance Review Committee

Archways Inc. Behavioral Health Center 1998- present

Board Member and legal counsel

Glam-A-Thon Inc.

Board member 2010

Participant: Fort Lauderdale Citizens Committee on Ad Hoc Code Reform

Participant: City of Fort Lauderdale Homeless Task Force

Participant: Broward Workshop Urban Core Committee



JASON S. CRUSH

Land Use practice with significant experience in urban redevelopment projects throughout Broward County. Project involvement as developer; builder or attorney includes; development and construction of 120 affordable single family homes in the Collier City subdivision of Pompano Beach, FL including creation of infrastructure and housing on CRA owned properties; development and construction of 30 affordable home community in Fort Lauderdale, FL; development and construction of 18 affordable home community in Dania Beach, FL; redevelopment of blighted foreclosed affordable homes in partnership with the City of Sunrise, FL through federal grant program (NSP); extensive experience cooperating and partnering with Broward County and Broward Cities in development of affordable housing.

Professional:

CRUSH LAW, P.A. 2011 - present

Land use attorney specializing in development approvals for urban renewal projects throughout Broward County. Experience includes platting; rezonings; and site plan permitting for development projects including hotels; condominium hotels; mixed use development; and commercial office buildings. Represent clients in front of Planning & Zoning Boards, Boards of Adjustment, and City and County Commissions.

HABITAT FOR HUMANITY OF BROWARD, Inc.

2002 – 2011

- Executive Director: Provides executive leadership to the organization and represents the organization to corporations, individuals, governmental bodies, and civic organizations to maintain working relationships within the community and increase public awareness of the organization. Supervises all administrative and project staff to ensure successful accomplishment of objectives and goals. Oversees all activities of the organization including land acquisition, multi-home project design, construction project implementation contracts, home closings, tax credit programs and serves as an ex-officio member of the Board of Directors.
- Directly responsible for the Development and Construction of 250 affordable housing units throughout Broward County since assuming the position as Executive Director (CEO).

GUNSTER, YOAKLEY & STEWART, P.A. Fort Lauderdale, FL

2000-2002

- Corporate Attorney: Negotiated and drafted trademark licenses and opinions for firm's clients, including real estate development companies. Drafted and negotiated Employment Agreements for corporate clients. Performed risk analysis on client submitted agreements, evaluated the risks against client and negotiated terms with opposing counsel.



- Compliance Attorney: Coordinated with federal and state agencies regarding corporate compliance with regulations, including Food and Drug Administration, U.S. Patent and Trademark Office, Florida Food and Florida Department of State.
- Staff Manager: Trained and coordinated highly technical support staff. Managed staff in conducting docketing and statutory compliance issues.

Education:

- University of New Hampshire - Pierce Law Center, Concord, NH – Juris Doctor 1998
- Florida International University, Miami, FL – Bachelor of Science / Biology 1994

Civic

City of Fort Lauderdale Affordable Housing Committee.

2010-present

Member and past chair.

City of Fort Lauderdale Planned Unit Development Committee (Rewrite PUD ordinance)

2012- present

Member

City of Fort Lauderdale Economic Development Advisory Board

2013-present

Board Member