



SONNENBLICK
DEVELOPMENT

SONNENBLICK DEVELOPMENT, LLC

presents

AUBERGE RESORTS NEWPORT BEACH



AUBERGE RESORTS

C.W. Driver
BUILDERS SINCE 1919

AHT architects

ima

GETTYS





Via Email:

November 20, 2012

Anthony Nguyen
Purchasing Agent
City Hall
3300 Newport Boulevard
Newport Beach, California 92658
purchasing@newportbeachca.gov

**RE: REPONSE TO REQUEST FOR QUALIFICATIONS
CITY HALL COMPLEX RE-USE PROJECT
NEWPORT BEACH, CALIFORNIA**

Dear Mr. Nguyen:

On behalf of Sonnenblich Development, LLC (“Sonnenblich”) we are pleased to submit our response to the City of Newport Beach’s (“City”) recent Request for Qualifications (“RFQ”) seeking a developer to enter into a public-private partnership in the redevelopment of the current Newport Beach City Hall site located 3300 Newport Boulevard (“Site”) with a boutique hotel (“Project”).

We strongly believe we have assembled a team of best-in-class consultants and sub-contractors that are second to none when it comes to the development of boutique hotels, as well as public-private partnerships, and have paid extra special attention towards those firms who have previous experience in the City.

The Sonnenblich Development Team is proposed to consist of:

Sonnenblich Development, LLC-Hotel Developer
Auberge Resorts-Hotel Management
C.W. Driver-General Contractor (Design-Build)
AHT Architects-Architect
The Gettys Group-Interior Design
IMA-Landscape Architect
Kanzler Public Affairs-Community Relations Consultant
Englekirk-Structural Engineer
JBA Consulting Engineers-MEP Consultants
Tait and Associates-Civil Engineer
Wells Fargo-Commercial Bank

We believe the Sonnenblich Development Team is the best development team to work with the City on the redevelopment of the Site because:



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▪ **Experience in Hotel Development:**

- **Sonnenblick Development, LLC** has been involved in the development and/or financing of nearly 10,000 hotel rooms from Coast to Coast; is highly experienced with public private partnership hotel developments, including several current hotel projects in Southern California; and has established relationships with all of the major hotel chains, including but not limited to Auberge Resorts, Fairmont, Hilton, Hyatt, InterContinental, Loews, Marriott, Ritz Carlton and Starwood;
- **Auberge Resorts** is an internally respected boutique hotel company with hotels from Coast to Coast, with its flagship property, Auberge du Soleil located in Napa Valley, California, as well as other properties including but not limited to Aspen, Colorado; Bend, Oregon; Los Cabos, Mexico; South Carolina; and Telluride, Colorado.

▪ **Experience with Hotel Development Projects:**

ALL of the firms that encompass our proposed development team have hotel experience.

- **C.W. Driver** has been the general contractor on numerous hotel projects including but not limited to the Disney Grand Californian Hotel expansion; Laguna Cliffs Marriott Hotel expansion; and Swan Lake First Nation Spirit Sands Casino and Resort;
- **AHT Architects** has been the architect on several hotel projects, including but not limited to the Beverly Hills Hotel; Biltmore Hotel; Hyatt Regency Century Plaza; Marriott Rancho Las Palmas Resort; and SLS Hotel;
- **The Gettys Group** has served as the interior design firm on multiple hotel projects, including but not limited to The Blackstone, a Marriott Renaissance Hotel; Four Seasons Hotel (Chicago); Hyatt Regency; Park Hyatt Beaver Creek Resort and Spa; Quail Lodge Resort; Ritz Carlton (Chicago); and Westin;
- **IMA** has served as the landscape architect on multiple hotel projects, including but not limited to Bel Air Hotel; Disneyland Hotel; Newport Beach Marriott; Pamilla Resorts; Ritz Carlton Seoul; and Sheraton Maui;



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- **Kanzler Public Affairs** has served as the community relations consultant on multiple hotel projects including but not limited to Inn at Pelican Hill, Montage Hotel Resort and Spa, and Pointe Anaheim;
- **Englekirk** has served as the structural engineers on multiple hotel projects, including but not limited to The Fairmont Kea Lani; Four Seasons Westlake Village; Loews Hollywood Hotel; and St. Regis Hotel & Residences;
- **JBA Consulting Engineers** has served as the MEP consultant on multiple hotel projects, including but not limited to Hilton San Diego Bayfront Hotel; THE hotel at Mandalay Bay; Manchester Grand Hyatt; and Marriott Renaissance;
- **Tait and Associates** has served as the civil engineer on multiple hotel projects, including but not limited to Ayres Hotel (Seal Beach); Crown Plaza Hotel (Garden Grove); Doubletree Hotel (Santa Ana); Marriott (Fort Collins); and Shorebreak Hotel, a Joie de Vivre Hotel (Huntington Beach).

▪ **Experience with Hotel Projects in Newport Beach:**

We specifically chose several members of our team because of their direct hotel development experience in the City of Newport Beach, including but not limited to the following:

- **AHT Architects** served as the architect on the expansion of Newporter Resort Hotel;
- **Englekirk** served as the structural engineer on The Island Hotel;
- **IMA** served as the landscape architect on the Newport Beach Marriott;
- **JBA Consulting Engineers** served as the MEP consultant on The Island Hotel;
- **Kanzler Public Affairs** served as the community relations consultant on the Inn at Pelican Hill;
- **Sonnenblick Development (David Rose)**, served as the development manager on the Extended Stay America Hotel located in Newport Beach.



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▪ **Experience in Newport Beach:**

Most of the firms that encompass our development team have prior experience in the City of Newport Beach.

- **Sonnenblick Development (David Rose)**, served as the development manager on the Extended Stay America Hotel located in Newport Beach;
- **C.W. Driver** is currently serving as the General Contractor on the Newport Beach Civic Center and Park Project;
- **AHT Architects** served as the architect on the Neiman Marcus store at Fashion Island and the expansion of the Newporter Resort Hotel;
- **IMA** has served as the landscape architect on Lido Village Conceptual Land Plan and Newport Beach Marriott;
- **Kanzler Public Affairs** is based in Newport Beach and has served as the community relations consultant on many different projects for The Irvine Company in Newport Beach, including the Inn at Pelican Hill and Corporate Plaza West Phase II, and the expansion of St. Andrews Presbyterian Church.
- **Englekirk** has served as the structural engineer on The Island Hotel;
- **JBA Consulting Engineers** has served as the MEP consultant on The Island Hotel.

To better understand the unique boutique hotel development opportunity of Auberge Resorts that Sonnenblick is proposing, below please find the average daily rates for the various Auberge Resorts properties:

<u><i>Auberge Resorts Property</i></u>	<u><i>Average Daily Rate (ADR)</i></u>
Auberge du Soleil, Napa Valley, CA	\$1,100.00
Calistoga Ranch, Napa Valley, CA	\$ 980.00
Esperanza, Los Cabos, Mexico	\$ 730.00
Hotel Jerome, Aspen, Colorado	\$ 545.00
Inn at Palmetto Bluff, South Carolina	\$ 465.00
Solage Calistoga, Napa Valley, CA	\$ 420.00

Robert Sonnenblick and David Rose shall serve as the primary contacts for the Project.



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Sonnenblick is a highly recognized developer of office facilities, retail and hotel resort projects throughout the nation. A considerable portion of our focus has historically involved developing and financing high quality facilities for state, county and municipal public agencies. Through our creativity, innovative techniques for financing and construction, and the relationships we are able to call upon at the appropriate times, we have been able to consistently deliver high-quality, state-of-the-art facilities at rates that are significantly below prevailing market levels. We greatly enjoy working with public agencies; and are confident that the agencies with whom we have dealt have enjoyed working with us and have benefitted from what we were (and are) able to bring to the table.

Sonnenblick brings considerable expertise, financial resources and a willingness to deploy these in proper measure to the pre-development and development process in order to assure that the projects in which we elect to become involved are completed in a high-quality, timely manner.

It is our collective experience that projects of the type envisioned within the RFQ and our proposal are exceedingly challenging, and we do not in any way wish to minimize the amount of work, extensive financial backing, and the commitment to the principles of public-private partnership that the success of such efforts entails. In our experience, numbers one and two among these principles are transparency and persistence.

We pledge to you our candor and our diligence. We know the City is committed to this effort, and should you select us to work with you to see your vision fulfilled, we pledge an equivalent level of perseverance in crafting programmatically, architecturally and financially a “win-win” outcome for the City and the myriad of other interests involved.

On behalf of our entire team, we thank you and the evaluation committee for your consideration of this response, and look forward to the next steps of your selection process.

Sincerely yours,

Mr Robert Sonnenblick
LLC Manager
Sonnenblick Development LLC



AUBERGE DU SOLEIL

COVER PHOTOS

*Top Left: Auberge Du Soleil (Napa); Top Center: Auberge Calistoga Ranch (Napa); Middle Row: Hotel Jerome (Aspen, CO)
Bottom Left: Esperanza (Los Cabos, Mexico); Bottom Right: The Inn at Palmetto Bluff (Bluffton, SC)*



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ESPERANZA (LOS CABOS, MEXICO)



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DEVELOPMENT TEAM'S QUALIFICATIONS

PROJECT TEAM

Sonnenblick Development LLC proposes to work with the following Development Team members for the Project. The Team members are specialists, and their collective achievements in hotel development activities are notable, and they are recognized by many influential and prestigious organizations within California, across the country and world.

Developer

Sonnenblick Development, LLC
1422 Cuesta Linda
Pacific Palisades, CA 90272
(310) 230-1200
Mr. Robert Sonnenblick, President
David Rose, Partner
(951) 323-4543

Hotel Management

Auberge Resorts
591 Redwood Highway, Suite 3150
Mill Valley, California 94941
(415) 380-3460
Mr. Mark Harmon, CEO

General Contractor

C.W. Driver
15615 Alton Parkway, Suite 150
Irvine, CA, 92618
(949) 261-5100
John Thornton, Executive Vice President

Design Architect

AHT Architects, Inc.
2120 Wilshire Boulevard, Suite 200
Santa Monica, CA 90403
(310) 453-4431
Mr. Donald M. Treiman, AIA, President

Interiors and Interior Designs

Gettys Group
3121 Michelson Drive, Suite 150
Irvine, CA 92612
(949) 892-2502
Daniel Welborn, AIA, LEED® AP, Principal

Landscape Architect

IMA Design
20341 Birch Street, Suite 100
Newport Beach, CA 92660
(949) 954-7500
Robert Moffat, Senior Associate

Community Relations Consultant

Kanzler Public Affairs
P.O. Box 644
Corona Del Mar, CA 92625
(949) 632-1535
Ms. Jill Dufour Kanzler, President

Structural Engineer

Englekirk Partners
3621 Harbor Boulevard, Suite 125
Santa Ana, CA 92704
(714)557-8551
Tony Ghodsi, Principal

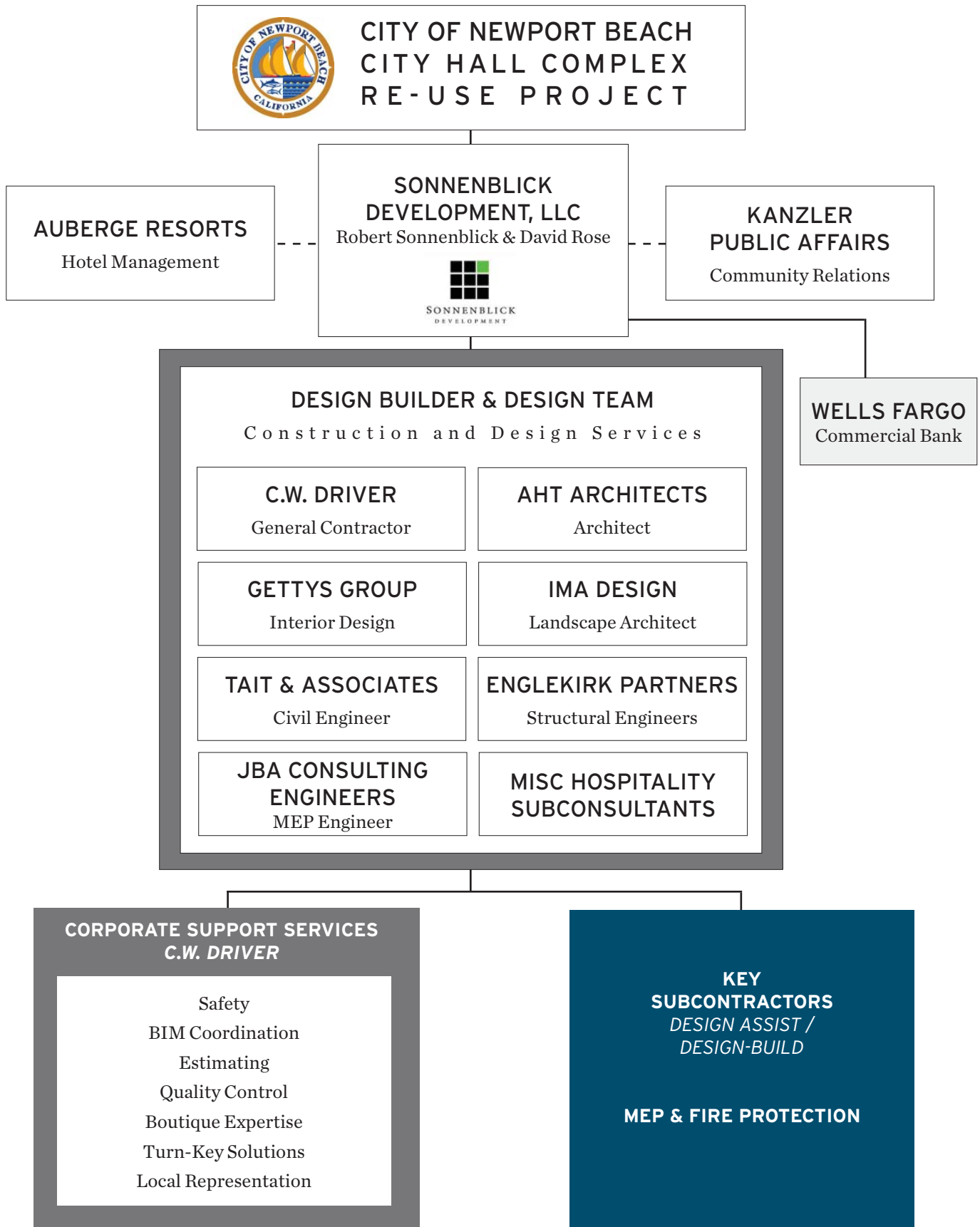
Mechanical, Electrical & Plumbing Engineer

JBA Consulting Engineers
36 Technology Drive, Suite 200
Irvine, CA 92618
(949)419-3030
Vic A Sibilla PE, Director of Operations

Civil Engineer

Tait and Associates
701N. Parkcenter Dr.
Santa Ana, CA 92705
(714) 560-8200
K. Richard Tait, President

ORGANIZATIONAL CHART



Please refer to section 7 for detailed partnering firm qualifications.



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Sonnenblick Development, LLC:

The partners in Sonnenblick Development have:

- 40+ Years of Experience in Real Estate, Finance and Development;
- Excess of \$13 Billion in Closed Transactions, including acquisition, development, entitlement and financing of approximately 10,000 hotel rooms;
- Proprietary Development/Financing Structures;
- Specialize in Public-Private Partnerships, including development of approximately 1 million square feet of government leased office buildings;
- Extensive experience in Hotel and Resort Development and Financing, including hotel flags as Fairmont, Hilton, Hyatt, Loews, Marriott, Ritz Carlton and Starwood.

Hotel Development:

A sampling of some of the hotel development projects which we are currently developing and/or have previously been involved are:

**SONNENBLICK
HOTEL DEVELOPMENT
SHERATON SPRINGS RESORT HOTEL
CATHEDRAL CITY, CALIFORNIA**



Bob Sonnenblick and David Rose have entered into an MOU with the City of Cathedral City on the public private partnership development of a \$150 million, +/-300-room Sheraton Resort Hotel, along with 40,000 square feet of meeting space and other hotel amenities, which will serve as the crown jewel of the City's redeveloped downtown area.





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**SONNENBLICK
HOTEL DEVELOPMENT**
THE RITZ CARLTON AT TREASURE HILL, PARK CITY, UTAH



**Bob Sonnenblick is developing
a \$100 million +/-200
room ski-in/ski out The Ritz
Carlton resort hotel.**



**SONNENBLICK
HOTEL DEVELOPMENT**
WALDORF ASTORIA COLLECTION, PALM BEACH COUNTY, FLORIDA



**Bob Sonnenblick is
developing a \$100
million +/-325 room
waterfront Waldorf
Astoria Collection
resort hotel.**



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**SONNENBLICK
HOTEL DEVELOPMENT
LOEWS SANTA MONICA, CA**



Bob Sonnenblich served as the co-developer and equity investor in this \$100 million ocean front resort hotel.

**SONNENBLICK
HOTEL DEVELOPMENT
BOCA RATON RESORT & CLUB, FLORIDA
*The Waldorf Astoria Collection***



Bob Sonnenblich was an equity investor in this 1,000 room ocean front resort hotel and golf club.



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DAVID ROSE HOTEL DEVELOPMENT EXPERIENCE



David Rose, a partner of Bob Sonnenblich, has entered into a DDA with the City of Garden Grove for the for the public private partnership development of a \$175 million, three (3) hotel and four (4) restaurant project on Harbor Boulevard immediately down the street from Disneyland.

DAVID ROSE HOTEL DEVELOPMENT EXPERIENCE

David Rose, a partner of Bob Sonnenblich, has been involved in the acquisition, development, entitlement and financing of more than 5,000 hotel rooms throughout the West, including such brands as Hilton, Hyatt, InterContinental Hotels, Marriott and Starwood, as well as served as the development manager for the Extended Stay America Hotel in Newport Beach.





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Hotel Financings:

Mr. Sonnenblich has financed nearly \$1 Billion in hotel transactions, including but not limited to the following:

**SONNENBLICK-GOLDMAN
HOTEL FINANCING**

<p>\$86,250,000 & \$10,000,000</p>  <p>The Ritz-Carlton® Huntington Hotel Pasadena, CA First Mortgage and J.V. / Equity</p>	<p>\$33,000,000</p>  <p>Islandia Hotel San Diego, CA Leasehold First Mortgage Financing</p>	<p>\$70,000,000</p>  <p>on Union Square San Francisco, CA First Mortgage Financing</p>	<p>\$140,000,000</p>  <p>San Diego, CA Leasehold Construction Financing</p>	<p>\$85,000,000</p>  <p>JW MARRIOTT Hotel & Resort Century City, CA Sale of Leasehold Interest</p>
<p>\$75,000,000</p>  <p>Santa Monica, CA Permanent First Mortgage Financing</p>	<p>\$61,000,000</p> <p>Santa Monica Beach Hotel, Santa Monica, CA First Mortgage Financing</p>	<p>\$51,000,000</p>  <p>San Francisco, CA First Mortgage Financing</p>	<p>\$76,000,000</p>  <p>San Jose, CA Construction and Permanent Financing</p>	<p>\$63,000,000</p> <p>Le MERIDIEN San Francisco, CA First Mortgage Financing</p>

**SONNENBLICK-GOLDMAN
HOTEL FINANCING**

<p>\$53,000,000</p> <p>Dana Point Resort Hotel Dana Point, CA First Mortgage Financing</p>	<p>\$20,500,000</p>  <p>Sheraton HOTELS & RESORTS Newport Beach, CA Acquisition/Renovation Mortgage Financing</p>	<p>\$20,000,000</p>  <p>Union Square Hotel San Francisco, CA First Mortgage Financing</p>
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Ground Lease Financings:

Mr. Sonnenblich has been involved in over \$500 million worth of commercial real estate projects with long term ground leases, including but not limited to the following:

**SONNENBLICK-GOLDMAN
LEASEHOLD FINANCINGS**

<p>\$50,000,000</p>  <p>Entertainment Center Century City, CA Leasehold First Mortgage Bonds</p>	<p>\$40,000,000</p>  <p>Shopping Center San Diego, CA Leasehold Permanent Financing</p>	<p>\$21,000,000</p> <p>Broadway Market Seattle, Washington Leasehold First Mortgage Financing</p>	<p>\$140,000,000</p>  <p>San Diego, CA Leasehold Construction Financing</p>	<p>\$85,000,000</p>  <p>Hotel & Resort Century City, CA Sale of Leasehold Interest</p>
<p>\$86,000,000</p>  <p>San Francisco, CA Leasehold First & Second Mortgage Financing</p>	<p>\$54,100,000</p>  <p>Entertainment Center Century City, CA Sale of Leasehold Interest</p>	<p>\$55,000,000</p> <p>Los Angeles World Trade Center Los Angeles, CA Leasehold First Mortgage Financing</p>		

Developments on Long Term Ground Leases:

Mr. Sonnenblich recently entered into an agreement with Sacramento County for the development of two hotels, on a long term ground lease, to be located at Sacramento International Airport.



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Public Private Partnerships:

A sampling of our extensive experience in public private partnerships is as follows:

1. Imperial Norwalk Centre

- Sonnenblick purchased an existing 500,000 square foot office building in the City of Norwalk, completely refurbished the building to meet the office and security needs of county, state and federal government tenants. As such, Sonnenblick successfully redeveloped the building to meet the needs of such tenants as the United States Department of Homeland Security, the Federal Bureau of Investigation (FBI), and the Los Angeles County Sheriff's Department.





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2. County of Los Angeles Department of Public Social Services

- Sonnenblick successfully won a Request for Proposal from the County of Los Angeles for the development of this 120,000 square foot office building located in El Monte, California. This building was built on-time and on-budget.





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3. County of Los Angeles Department of Children & Family Services

- Sonnenblick successfully won a Request for Proposal from the County of Los Angeles for the development of this 120,000 square foot office building located in El Monte, California. This building was built on-time and on-budget.





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4. County of Los Angeles Department of Public Social Services

- Sonnenblick successfully won a Request for Proposal from the County of Los Angeles for the development of this 70,000 square foot office building located in West Los Angeles, California. This building was built on-time and on-budget.





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SONNENBLICK DEVELOPMENT LLC

*Continuing to be California's Leader in
Government-Tenanted Build-to-Suit Projects*



L.A. County Building
Department of Social Services
El Monte, California



L.A. County Building - Phase 2
Department of Children's Services
El Monte, California



Department of Homeland Security
L.A. Headquarters Building
Norwalk, California



L.A. County Building
Department of Social Services
West L.A., California

Mr. Robert Sonnenblick

SONNENBLICK DEVELOPMENT LLC

1422 Cuesta Linda Drive • Pacific Palisades, California 90272

Tel: (310) 230-1200 • Fax: (310) 230-1263

E-mail: Bob@SonnDev.com • www.SonnDev.com






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Other Financings:

In addition to the hotel financing previously mentioned, Mr. Sonnenblick has also been involved in over \$1.5 Billion worth of commercial real estate financings, including but not limited to the following:

**SONNENBLICK-GOLDMAN
PROJECT FINANCING**

<p>\$21,000,000</p>  <p>Scripps <i>A World of Healing</i> Corporate Plaza San Diego, CA</p> <p>First Mortgage Financing</p>	<p>\$86,000,000</p> <p>San Francisco Centre San Francisco, CA</p> <p>Construction Financing</p>	<p>\$83,500,000 & \$11,000,000</p> <p>The Park Shore Club Chicago, Illinois</p> <p>Development Cost & J.V. / Equity</p>	<p>\$33,250,000 & \$30,850,000</p> <p>Village on Canon Beverly Hills, CA</p> <p>Permanent and Construction Financing</p>	<p>\$50,000,000</p>  <p>Entertainment Center Century City, CA</p> <p>Leasehold First Mortgage Bonds</p>
<p>\$21,000,000</p> <p>Broadway Market Seattle, Washington</p> <p>Leasehold First Mortgage Financing</p>	<p>\$36,200,000</p> <p>The Academy North Hollywood, CA</p> <p>First Mortgage Financing</p>	<p>\$27,000,000</p> <p>Norwalk Square Norwalk, CA</p> <p>First Mortgage Financing</p>	<p>\$54,100,000</p>  <p>Entertainment Center Century City, CA</p> <p>Sale of Leasehold Interest</p>	<p>\$24,600,000</p> <p>Hall Properties Hayward, CA</p> <p>First Mortgage Financing</p>



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SONNENBLICK-GOLDMAN PROJECT FINANCING

<p>\$197,000,000</p> <p>The Beaudry Center Los Angeles, CA</p> <p>Securitized First Mortgage Financing</p>	<p>\$61,000,000</p> <p>One Shoreline Drive Corpus Christi, Texas</p> <p>Construction Financing</p>	<p>\$18,500,000</p> <p>R Street Plaza Office Building Sacramento, CA</p> <p>First Mortgage Financing</p>	<p>\$18,300,000</p> <p>The Warner Financial Center Woodland Hills, CA</p> <p>Participating First Mortgage Financing</p>	<p>\$69,000,000</p> <p>300 River Place Office Building Detroit Michigan</p> <p>Securitized Fixed-Rate Mortgage Bonds</p>
<p>\$55,000,000</p> <p>111 Capitol Mall Office Building Sacramento, CA</p> <p>Joint Venture Equity and Construction Financing</p>	<p>\$40,000,000</p> <p> Shopping Center San Diego, CA</p> <p>Leasehold Permanent Financing</p>	<p>\$100,000,000</p> <p>One Waterfront Plaza Honolulu, Hawaii</p> <p>Take-out and Construction Financing</p>	<p>\$72,000,000</p> <p>Hawthorne Plaza San Francisco, CA</p> <p>Take-out Financing</p>	<p>\$32,000,000</p> <p>The Paladion Shopping Mall San Diego, CA</p> <p>Construction/ Mini-Perm Financing</p>



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SONNENBLICK-GOLDMAN PROJECT FINANCING

<p>\$165,000,000 & \$35,000,000</p>  <p>Gateway Tower Seattle, Washington</p> <p>First Mortgage and J.V. / Equity</p>	<p>\$86,000,000</p>  <p>San Francisco, CA</p> <p>Leasehold First & Second Mortgage Financing</p>	<p>Sale of Cornerstone Plaza 1990 Bundy Avenue Los Angeles, CA</p> <hr/> <p>Sale of The Pinnacle (Hillside-Fuller Apts.) Los Angeles, CA</p>
<p>\$65,000,000</p>  <p>Shopping Mall Bakersfield, CA</p> <p>Construction Financing</p>	<p>\$55,000,000</p> <p>Los Angeles World Trade Center Los Angeles, CA</p> <p>Leasehold First Mortgage Financing</p>	<p>\$22,500,000</p>  <p>Los Angeles, CA</p> <p>Line of Credit Financing</p>



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Robert Sonnenblick Background:



Mr. Robert Sonnenblick, Principal of Sonnenblick Development, LLC, is a graduate of the Wharton School of Finance of the University of Pennsylvania with more than 23 years of experience in various aspects of real estate and real estate finance. From 1981 to 1991 Mr. Sonnenblick was the driving force and power behind Sonnenblick-Goldman Corporation of California. Mr. Sonnenblick completed over \$1.5 Billion of commercial real estate transactions on the West Coast and as a result is regarded as one of the West Coast's leaders in the field of commercial real estate. Among the more notable projects for which Mr. Sonnenblick personally structured the financing for are The Beaudry Center, Los Angeles, California (\$197 million), the Ritz Carlton Hotel, Pasadena, California (\$97 million), One Waterfront Plaza, Honolulu, Hawaii (\$100 million), and the Los Angeles World Trade Center, Los Angeles, California (\$55 million).



In 1991 Mr. Sonnenblick was appointed Director of Development for the New Jersey and L.A. MetroMalls, with the responsibility for oversight and direction of the design, financing and leasing programs for two proposed \$250 million enclosed regional malls totalling 1.2 million square feet each. Mr. Sonnenblick personally oversaw more than 1 million square feet of leases in connection with this position as well as arranging the necessary debt and equity financing. The New Jersey project opened to one of the strongest starts in the history of the United States mall industry.



In addition, Mr. Sonnenblick was an original development partner of the Loews Santa Monica Beach Hotel.

This 360-room, \$90 million hotel was recently sold for \$125 million.



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Prior to forming Sonnenblick Development, LLC, Mr. Sonnenblick was a partner in a Los Angeles-based real estate development firm which specialized in public-private partnerships, specifically the development of government leased office buildings throughout the United States. During this tenure, Mr. Sonnenblick successfully developed nearly 1 million square feet of government leased buildings, occupied by such tenants as U.S. Department of Homeland Security, Federal Bureau of Investigation (FBI), Los Angeles County Sheriff's Department, Los Angeles County Department of Public Social Services and Los Angeles County Department of Children and Family Services.

Mr. Sonnenblick is a frequent speaker at various real estate-related functions, such as those hosted by Deloitte Touche, ICSC, Value Retail News, Crittenden, USC, UCLA Real Estate Program, IMN Real Estate Conferences and the Institute for International Research. Mr. Sonnenblick is a member of the Advisory Board of the Golf Development Institute, a member of the Board of Real Estate Council of the Century City Chamber of Commerce and is a published author on subjects ranging from architecture to general real estate market conditions. In addition to Mr. Sonnenblick's expertise in development, finance, joint ventures and equity structuring, Mr. Sonnenblick has also been certified as an expert in the area of real estate bankruptcy/foreclosure. Mr. Sonnenblick is a qualified expert witness in the area of Commercial Real Estate Finance and Interest Rates for the United States Federal Court System in numerous jurisdictions.





**RESPONSE TO
REQUEST FOR QUALIFICATIONS
CITY HALL COMPLEX RE-USE PROJECT
NEWPORT BEACH, CALIFORNIA**

Professional Experience

1976 to 1980	Wharton Business School at the University of Pennsylvania, B.S. in Economics and Finance
1980 to 1982	Real estate financier, Sonnenblich-Goldman Corp., New York NY
1983 to 1992	Real estate financier, Sonnenblich-Goldman Corp., Los Angeles CA
1993 to 1998	Co-developer and Director of Leasing and Finance, NJ Metromall (now “Jersey Gardens”) a 1.2 million square foot factory outlet mall located on the NJ Turnpike in Elizabeth NJ
1986 to 1998	Development Partner and Director of Finance, The Loews Santa Monica Beach Hotel, a 360 room luxury oceanfront 4-star hotel
1987 to 1997	Equity Partner, The Boca Raton Resort Hotel, a luxury 4- star, 1000 room resort hotel
1999 to 2001	Developed DPSS El Monte #1 (a \$39 million class-A office building 100% leased to the County of Los Angeles)
2001 to 2003	Developed DPSS West LA (a \$36 million class-A office building 100% leased to the County of Los Angeles)
2003 to 2005	Developed DPSS – El Monte #2 (a \$46 million Class-A office building 100% leased to the County of Los Angeles)
2006 to 2007	Developed Flair Plaza Shopping Center in Los Angeles on the I-10 freeway at the Rosemead Blvd. off-ramp
2007 to present	Redeveloped Norwalk Government Center, a 500,000 sq. ft. Class-A office building on Imperial Highway, anchor tenants are State of California (Board of Equalization, Small Business Administration), the County of Los Angeles (Dept. of Public Social Services, Dept. of Children & Family Services, Mental Health Dept., Sheriffs’ Dept.), and the Federal Government (the FBI, Social Security Administration, and Dept. of Homeland Security – Los Angeles County Headquarters)
2011 to present	Established Sonnenblich Development LLC, a multi-faceted real estate development company specializing in 4-star oceanfront resort hotel developments across the United States, with a particular focus on high-end golf resorts. The company also has a secondary focus on development of airport on-property limited service hotels.



*REPONSE TO
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References for Robert Sonnenblick:

Mr. Carlos Marquez
Section Chief
Los Angeles County
Real Estate Division
222 South Hill Street, 3rd & 4th Floors
Los Angeles, California 90012
(213) 974-4163
CMarquez@ceo.lacounty.gov

-Mr. Marquez is a representative of public partner, County of Los Angeles, CA, in multiple public-private partnerships with Sonnenblick Development, LLC.

Ms.Lori Koh
Vice President
Barclays Capital/Barclays Bank PLC
10250 Constellation Boulevard
24th Floor
Los Angeles, CA 90067 USA
(310) 481-2600
lori.koh@barclayscapital.com

-Ms. Koh is a former and present lending source for Sonnenblick Development, LLC.

Mr Rory DeJohn
Senior Vice President
1900 South State College Boulevard, Suite 200
Anaheim, CA 92806
(714) 940-9000
rdejohn@tcco.com

-Mr. DeJohn and Turner is a general contractor on a variety of projects for Sonnenblick Development, LLC.



**REPONSE TO
REQUEST FOR QUALIFICATIONS
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NEWPORT BEACH, CALIFORNIA**

David Rose III Background:



Professional Profile

Highly creative real estate professional with extensive accomplishments in acquisitions, asset management, development, dispositions, entitlements, financing, leasing and strategic planning. Comprehensive experience in multiple real estate uses, including hospitality, office, residential (single and multi-family) retail and mixed-use development. Extensive experience throughout United States, including but not limited to Arizona, California, Colorado, Hawaii, Idaho, Nevada, Oregon, Texas, Utah and Washington.

Selected Professional Achievements

Acquisitions

Acquired approximately \$250 Million of vacant and/or underutilized property for development and/or redevelopment.

Development

Developed over One Million sq. ft. of retail space, 1 Million sq. ft. of office space, 2,000 hotel/timeshare units.

Entitlement

Secured development entitlements for over 2.5 Million sq. ft. retail space, 4,000 hotel/timeshare units and 3,500 residential (single and multi-family) units.

Finance

Created multiple pro-forma for acquisitions, development and value-add opportunities.

Leasing

Completed leasing and pre-leasing activities for variety of projects ranging from single tenant to entertainment to strip centers and from both landlord and tenant perspective.

Management

Asset Management: Managed nearly 50 service station and commercial assets in geographic area; managed 13 hotels throughout Southern California.

Team Management: Supervised multiple development teams, consisting of architects, attorneys, construction personnel, engineers and environmental and land use planners.

Public Finance

Obtained over \$35 Million in Public/Private Partnerships financing.



**REPONSE TO
REQUEST FOR QUALIFICATIONS
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NEWPORT BEACH, CALIFORNIA**

Professional Experience

Principal 2008-2012
E-Ticket Enterprises, LLC, Corona, CA
Responsible for identification and acquisition of sites for development of mixed-use retail and hotel projects throughout United States, with a specific emphasis on Arizona, California, Nevada and Utah. Worked with Starwood on a Sheraton Hotel in Central CA, a Westin Hotel in Orange County, CA; Marriott on a Springhill Suites in Orange County, CA; and a Hampton Inn and Suites and Homewood Suites in Utah County, Utah.

Vice President, Acquisitions and Development 2006- 2008
Crown Realty and Development, Irvine, CA
Responsible for acquisition, development, entitlement and leasing of hospitality, mixed-use and retail projects throughout Arizona, California and Nevada. Emphasis of employment was on redevelopment of Hilton's La Posada Resort into Montelucia Resort and Spa, an InterContinental Hotel in Paradise Valley, AZ, as well as due diligence on other hospitality development and redevelopment projects.

Regional Real Estate Manager 2004-2006
OTO Development, LLC, Corona, CA
Supervise acquisitions, entitlement and construction of extended stay and select service hotels throughout Arizona, Southern California, Nevada and Utah. Worked with Hilton (Hampton Inn and Suites), Hyatt (Hyatt Place) and Marriott (Courtyard, Residence Inn and Springhill Suites) brands.

Regional Real Estate Manager 2000-2004
Extended Stay America Hotels, Corona, CA
Supervise acquisitions, entitlements and construction of hotels throughout Southern California, including Los Angeles, Orange, Riverside, San Bernardino, San Diego and Ventura Counties, and Arizona and Nevada.

Development Project Manager/Partner 1997-2001
Anaheim Gardenwalk (Pointe Anaheim), Anaheim, CA
Responsible for property acquisition and assemblage, entitlement processing, selection/supervision of redevelopment team and leasing activities for \$600 Million Mixed-Use, Lifestyle Retail Center with 500,000 sq. ft. of retail and 1,200 hotel/timeshare units.

Real Estate Manager 1994-1997
Orkin Inc./Thrifty Oil Co., Downey, CA
Responsible for development/redevelopment entitlement processing activities for approx. 275 gasoline stations and retail/service facilities, and various other corporate real estate holdings.

Project Manager 1991-1994
Elfend and Associates, Newport Beach, CA
Supervise entitlement processing, environmental planning, governmental relation activities for sensitive hotels and retail projects throughout Southern California.

Education:

B.A., PUBLIC ADMINISTRATION, California Baptist University, Riverside, CA 1989
B.S., POLITICAL SCIENCE, California Baptist University, Riverside, CA 1990
CERTIFICATE: ECONOMIC DEVELOPMENT MGMT, University of California, Riverside, CA 1992
MBA, Strategic Management, Azusa Pacific University, Azusa, CA 1994

EDUCATION

B.A. Public Administration
California Baptist University, Riverside, CA
Certificate in Economic Development
Management, University of California
Riverside, CA
Masters of Business Administration
Azusa Pacific University, Azusa CA

PROFESSIONAL EXPERIENCE

2006 – 2012
Principal E-Ticket Enterprises, LLC

2006 – 2008
Vice President Acquisitions and
Development
Crown Realty and Development

2004 – 2006
Regional Vice President
OTO Hospitality Development, LLC

2000 – 2004
Regional Vice President Real Estate
Extended Stay America Hotels, Inc.

1997 – 2006
Partner/Development Project Manager
Anaheim Gardenwalk LLC

1994 – 1997
Real Estate Manager
Orkin Inc. (Thrifty Oil Company)

1991 – 1994
Project Manager
Elfend and Associates

1990 – 1991
Assistant Planner
City of Santa Ana

AFFILIATIONS

Anaheim Chamber of Commerce
Member

Anaheim/Orange County Visitors and
Convention Bureau
Member ICSC

Graduate (2000) and Member Leadership
Anaheim

Member Rotary International

Urban Land Institute
Member

Young Leadership Organization
Member

SELECTED EXPERIENCE

Original Developer/Partner
Anaheim Gardenwalk (Pointe Anaheim)
400,000 sq. ft. of restaurant/retail
866 hotel rooms
400 timeshare units

Team selected to develop 650-room Westin,
225-room Marriott, 200,000sf convention
center expansion and 2,200 car parking
structure and 50,000sf street retail.
Anaheim, CA

Team selected by Washington State
University to develop 155-room Embassy
Suites Hotel and 15,000sf conference center
on campus.
Washington State University, WA

Team selected to develop 320-room
Sheraton Resort Hotel including 40,000sf of
meeting space and resort amenities.
Cathedral City, CA

Extended Stay America, Anaheim (2),
Carlsbad, Carson, Newport Beach, Orange
Palm Springs, San Diego, Temecula, CA

Hampton Inn and Suites, Chino Hills,
Cypress, Moreno Valley & Seal Beach, CA

Homewood Suites, Fresno, CA
Springhill Suites, Corona & Fresno, CA

David A. Rose III, principal of E-Ticket Hospitality, LLC has been involved in the acquisition, development and entitlement of more than 5,000 hotel rooms throughout the Southwest (including entitling nearly 2,000 hotel room projects in The Anaheim Resort Area, consisting of Anaheim Gardenwalk and Hotel Circle Projects) and has established relationships with Hilton, Hyatt, InterContinental Hotels, Marriott, Starwood and Wyndham; development of over 2.5 million square feet of retail projects throughout the Southwest, including but not limited to Anaheim Gardenwalk; and development and entitlement of over 6 million square feet of office and industrial projects throughout the West Coast, including Arizona, California, Hawaii, Nevada, Oregon, Utah and Washington.

David A. Rose III, a native of Orange County, CA, has been actively involved the hospitality industry in So. California, in the Anaheim Resort and Platinum Triangle Areas of Anaheim, California for nearly twenty (20) years, including but not limited to being the original developer of Anaheim Gardenwalk (Pointe Anaheim); previously owning and operating the only private parking lot in Anaheim across from The Honda Center; and currently owns a Rocky Mountain Chocolate Factory in Anaheim Gardenwalk; as well as being a graduate of Leadership Anaheim (Class of 2000) and Young Leadership Organization (YLO-Class of 2002); awarded the Carino Leadership Award by Anaheim-based The Eli Home (2009) and is an active member of both the Anaheim/Orange County Visitor and Convention Bureau and Anaheim Chamber of Commerce.

Garden Walk, Anaheim, CA



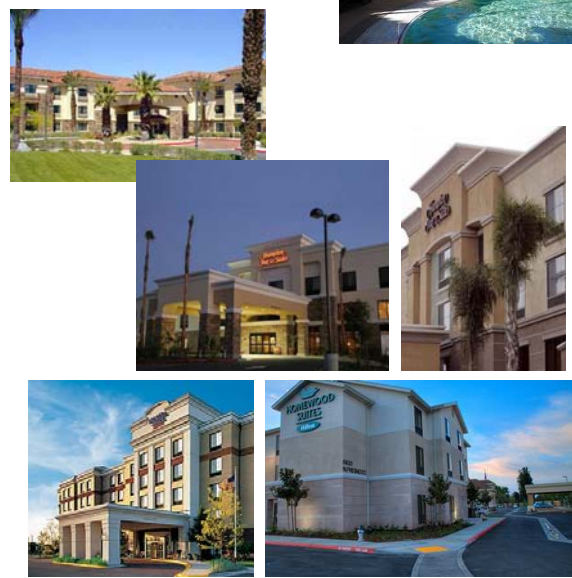
Cathedral City Sheraton, CA



The Anaheim Convention Center/Hotel Expansion



Mountelucia InterContinental Hotel, Paradise Valley, AZ





**REPONSE TO
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NEWPORT BEACH, CALIFORNIA**

References for David Rose III:

Mr. Todd Ament, CEO
Anaheim Chamber of Commerce
201 East Center Street
Anaheim, CA 92805
(714) 758-0222
todd@anaheimchamber.org

-Mr. Ament has worked with Mr. Rose for nearly twenty (20) years, on projects including but not limited to Anaheim Gardenwalk.

Mr. Gregory Blodgett
Economic Development Manager
City of Garden Grove
11222 Acacia Parkway
Garden Grove, CA 92840
(714) 309-1328
Greg1@ci.garden-grove.ca.us

-Mr. Blodgett has been working with Mr. Rose for the past two (2) years on a private partnership involving the development of three (3) hotels and four (4) restaurants near Disneyland.

Mr. Andy Hall
Community Development Director
City of Cathedral City
68700 Ave Lalo Guerrero
Cathedral City, CA 92234
ahall@cathedralcity.gov

-Mr. Hall has been working with Mr. Rose for the past two (2) years on a public private partnership hotel project, which shall serve as the centerpiece of the City's Downtown.

FOR ADDITIONAL INFORMATION PLEASE SEE SECTION VII.



**RESPONSE TO
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Auberge Resorts:

Auberge Resorts & Hotels has created a timeless collection of exceptional properties, each with its own distinctive character that assures a memorable experience. All of the Auberge properties are characterized by a set of common elements: intimate, understated elegance; magnificent natural settings; inspired cuisine utilizing the very best regional ingredients; spa experiences to enhance one’s well-being; and attentive yet unobtrusive service. In combination, these characteristics create resorts and hotels with prestige and strong financial returns.

A privately held family company, Auberge Resorts & Hotels was established in 1998 to consolidate the management, development and financial expertise of the Harmon family’s various ventures—including its acclaimed flagship resort Auberge du Soleil—and to pursue the development of additional unique properties. Since the flagship’s opening in 1981, the Harmon family and its executive team have led Auberge’s growth to encompass resort acquisitions, development, real estate and residence clubs.

Positioning Statement:

Every Auberge resort and hotel delivers a completely immersive experience—and one that is carefully crafted to reflect each guest’s unique desires and needs. You’ll enjoy the absolute essence of your destination, discover the healing power of seeking pleasure, and discover staff committed to delivering every service and amenity with an unrivaled sense of passion. It’s a unique sense of luxury and sophistication, refined yet always relaxed. Auberge is committed to the concept of “responsible luxury,” striving to make contributions to both the surrounding environment and the communities where their resorts are located.

Auberge Resorts Properties – Average Daily Rates:

<u>Auberge Resorts Property</u>	<u>Average Daily Rate (ADR)</u>
Auberge du Soleil, Napa Valley, CA	\$1,100.00
Calistoga Ranch, Napa Valley, CA	\$ 980.00
Esperanza, Los Cabos, Mexico	\$ 730.00
Hotel Jerome, Aspen, Colorado	\$ 545.00
Inn at Palmetto Bluff, South Carolina	\$ 465.00
Solage Calistoga, Napa Valley, CA	\$ 420.00



SONNENBLICK
DEVELOPMENT

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NEWPORT BEACH, CALIFORNIA*

Portfolio:

Auberge du Soleil, Napa Valley, California

The flagship Auberge Resorts & Hotels property

An elegant country inn nestled within a 33-acre sunlit olive grove on the slopes of Rutherford Hill Mediterranean-style accommodations, including 29 rooms, 19 spacious suites and two 1,800-square-foot private Maisons.

World-renowned Michelin-star-rated, Wine Spectator Award of Excellence-recognized restaurant and terrace bar offering contemporary French-Mediterranean cuisine created from local produce and ingredients, an extensive wine selection and private dining options.



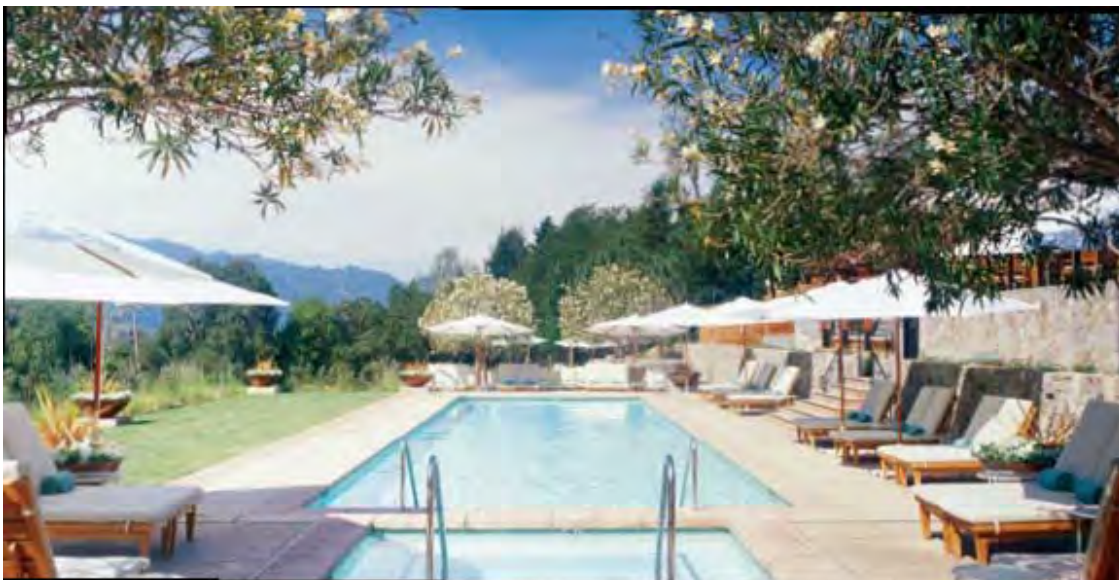


*RESPONSE TO
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Calistoga Ranch, Napa Valley, California

Nestled on 157 acres just outside the historic town of Calistoga in a secluded Napa Valley canyon amidst ancient oaks and pines, a rock-hewn stream, private lake and vineyard.

48 freestanding deluxe, one-bedroom and two-bedroom guest lodges comprised of generously sized rooms with floor-to-ceiling windows, connected by decks, trellised walkways and expansive outdoor living areas, designed with natural cedar exteriors to minimize impact on the pristine setting.





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Esperanza, Los Cabos, Mexico

Perched on the bluffs of majestic Punta Ballena overlooking the azure Sea of Cortez at the tip of Mexico's Baja Peninsula.

57 casually elegant ocean-view and beachfront retreat accommodations, including casitas; junior, one-bedroom and penthouse suites; and one-,two- and three-bedroom luxury suites.





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The Inn at Palmetto Bluff, Bluffton, South Carolina

The centerpiece of an exclusive 22,000-acre riverfront residential community and nature preserve in the South Carolina Low country.

50 individual guest cottages and one-bedroom cottage suites with river or waterway views, designed in classic colonial style and featuring steam showers, teacup tubs and fireplaces.





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Hotel Jerome, Aspen, Colorado

A landmark in Aspen, the award-winning Hotel Jerome is ideally situated in the heart of town. The hotel pioneered new levels of innovation and luxury when it opened in 1889 at the height of Aspen's boomtown silver-mining era and has been meticulously maintained to retain its Rocky Mountain character and identity as one of the great hotels of the American West. Hotel Jerome is often hailed as the premier Aspen hotel, drawing visitors with a taste for luxury accommodations and a little Colorado hospitality from around the world.

The hotel features 93 uniquely decorated and beautifully afforded guest rooms offering stunning mountain views and suites.





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Element 52, Telluride, Colorado

Just steps from the spectacular mountain destination of Telluride, Colorado, and nestled at the base of the ski mountain along the banks of the San Miguel River.





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Pronghorn, Bend, Oregon

Surrounded by 20,000 acres of undeveloped land, Pronghorn is set amidst one of the oldest juniper forests in the world with stunning panoramic views of the Cascade Mountains.





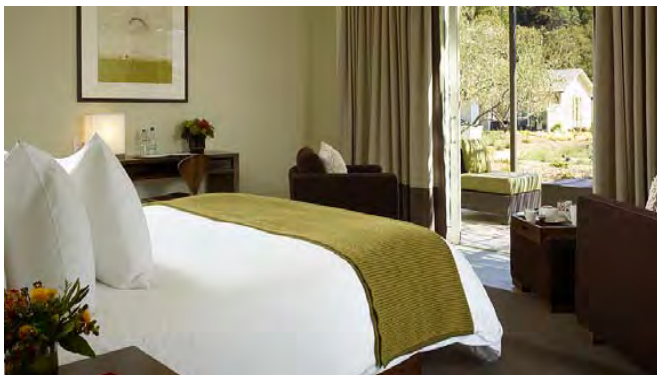
**REPONSE TO
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NEWPORT BEACH, CALIFORNIA**

Solage, Calistoga, California

The flagship Solage property.

On 25 vineyard-bordered, oak-studded acres of Napa’s Silverado Trail with stunning views of Mt. Washington, the Mayacamas and the Palisades mountain ranges.

89 loft-inspired accommodations set among gardens, oaks and vineyards, including freestanding studio and one-bedroom guest cottages complemented by private patios, pebble-stone showers and fireplaces in select units.



FOR ADDITIONAL INFORMATION PLEASE SEE SECTION VII.



SONNENBLICK
DEVELOPMENT

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NEWPORT BEACH, CALIFORNIA*

References for Auberge Resorts:

Mr. David Deniger
General Partner of Olympus Real Estate Partners
16301 Quorum Drive
Suite 100A
Addison, TX 75001
(972)728-8105
Owner of Calistoga Ranch

Mr. Frank Farella
Farella, Braun, Martel LLP
235 Montgomery St
Floor 30
San Francisco, CA 94104
(415) 954-4411
Attorney and Hospitality Law Expert



**REPONSE TO
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C.W. Driver:

Founded in 1919 by Clarence Wike (C.W.) Driver and John MacDonald, C.W. Driver has built a solid reputation of stability and integrity for over ninety years. Holding the fifth oldest active contractor license in the State, C.W. Driver is the longest-operating contracting firm headquartered in California.

Relevant Experience:

Disney Grand Californian Hotel Expansion, Anaheim, California

C.W. Driver was selected based upon our long standing successful relationship with WDI. Design of the hotel commenced with preconstruction activities approximately two and a half years before completion. The intent of this project was to provide 203 new standard guest rooms, 46 new Disney Vacation Clubs rooms, and two new deluxe Grand Villa rooms in order to extend the capacity of the existing hotel. The new building imitates the existing Grand Californian Hotel and thus integrated the traditional Craftsman Style design.





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DEVELOPMENT

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Laguna Cliffs Marriott Resort and Spa Renovation, Dana Point, California

Completed in multiple phases to minimize disruptions to on-going hotel operations, all of the hotel's 378 guest rooms were refurbished and the interior design, exterior structure and amenities throughout the resort were enhanced.





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Disneyland Resort, Disney Dream Suite, Anaheim, California

Renovation and remodel of the existing Gallery in New Orleans Square into a luxury 2,200 sf hospitality suite consisting of 2 bedrooms, 2 bathrooms, a living area, entry corridor, concierge office and storage areas.

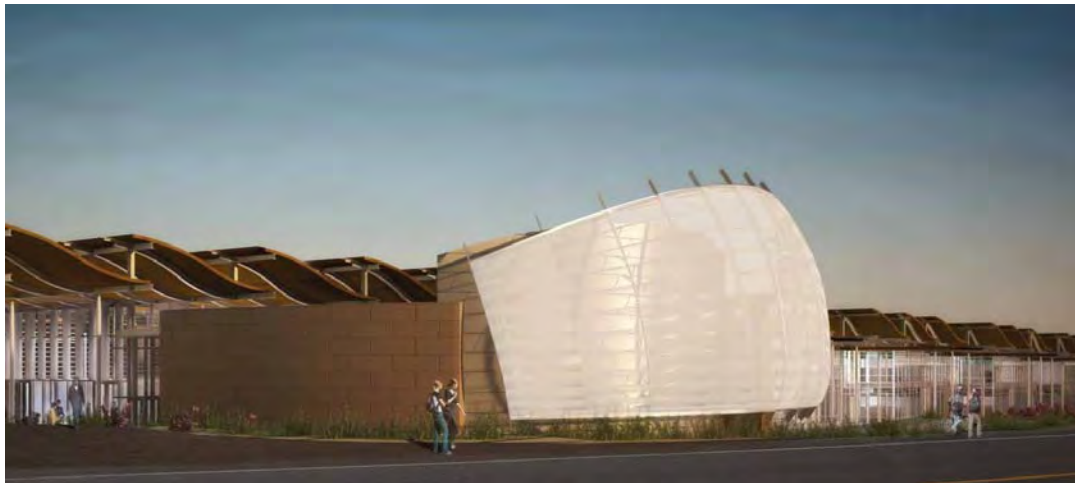




**REPONSE TO
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NEWPORT BEACH, CALIFORNIA**

City of Newport Beach Civic Center & Park Project, Newport Beach, California

The City of Newport Beach Civic Center & Park Project will include a 98,000 SF office building, a two-story 440 car parking structure, city council chambers building, and 17,000 SF library addition.



FOR ADDITIONAL INFORMATION PLEASE SEE SECTION VII.



SONNENBLICK
DEVELOPMENT

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NEWPORT BEACH, CALIFORNIA**

References for C.W. Driver:

WALT DISNEY IMAGINEERING

Mr. John Drager

Vice President

714.781.3918

john.drager@disney.com

*re: Several Disney projects including
the Grand Californian Hotel Expansion*

CITY OF NEWPORT BEACH

Mr. Steve Badum

Assistant City Manager

949.644.3311

sbadum@newportbeachca.gov

re: City of Newport Beach City Hall and Park Project



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AHT Architects:

AHT Architects is a full service architectural and planning firm based in Southern California, which was founded in 1981 as Arechaederra|Hong|Treiman|Architects, Inc. The capability of AHT to undertake a broad range of building types for a variety of clients is due to the breadth of experience of the principals who have been responsible for the design of hotels, retail, office buildings, banks, residential complexes, shopping centers, institutional facilities, scientific/industrial buildings, athletic complexes, government facilities, and adaptive/reuse/restoration projects.

Although AHT is experienced in the design of a wide variety of building types, we are especially proud of our background for the hospitality industry. AHT's experience includes projects for Hyatt, plus Holiday Inns, Hilton, Nikko, Princess, Marriott, Sheraton, Ramada, Radisson, and several independent properties such as the Beverly Hills Hotel (Phase One), and the Kun Lun Hotel in Beijing China. Founding Principal, Emilio Arechaederra was the Principal-in-Charge for the Trump Marina Hotel and Casino in Atlantic City prior to the formation of AHT Architects.

Beverly Hills Hotel, Beverly Hills, California

Phase I Renovation and Master Plan. Including the Crystal Ball Room & Meeting /Conference Rooms / Model Guest Rooms / Pool Area & Cabannas.





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Manhattan Beach Marriott Resort Hotel, Manhattan Beach, CA

AHT lead design team for Renovation Master Plan and Design Concepts. All guest-related areas of hotel were affected: \pm 500 Guest Rooms, Public Areas/Meeting Rooms, Restaurants, Recreation Areas, Golf Pro Shop, etc.



SLS Hotel, Los Angeles Beverly Grove Area, CA

Full Architectural Services: 304 keys, Business Center, Meeting & Conference Room, Ball Room. New Construction, 3 Levels of Subterranean Parking for 400 vehicles.





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Palm Springs Riviera Resort, Palm Springs, California

Total Renovation of 461 Guestrooms, Meeting Rooms, Public Areas, Recreation Areas.





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References for AHT Architects:

Paul Giuntini
President
PacificUs Development
2 North Lake Street, #280
Pasadena, CA 91101
626.577.1130
paulg@pacificusreg.com

Silvertip Resort Hotel
SLS Hotel Beverly Hills
(formerly Hotel Nikko)
Colorado Place North
Stallion Springs Resort

Christopher Dobbins
Hyatt Development Corporation
VP Development
Scottsdale, AZ
480.308.2915
christopher.dobbins@hyatt.com

Hyatt House San Gabriel
Hyatt House USC / HSC
Hyatt Place El Segundo (Study)

Jerome Annaloro
Regional Director of Facilities
Hilton Southern California
(Previously 22 yrs with Hyatt)
Anaheim Hilton
777 Convention Way
Anaheim, CA 92802
714-740-4375
jannaloro@hilton.com

Park Hyatt LA Renovations (several)
Hyatt Grand Champions -
Grille and Lobby Renovation.

FOR ADDITIONAL INFORMATION PLEASE SEE SECTION VII.



SONNENBLICK
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Gettys:

Founded in 1988, Gettys is an award-winning hospitality design, procurement and brand design firm headquartered in Chicago with offices throughout the United States, Asia and the Middle East. Our unique comprehension of the client perspective means that we are driven to create compelling design that generates visible results – both aesthetically and financially.

Successful Gettys projects can be seen throughout the Americas, the Caribbean, the Middle East and Asia Pacific; bringing distinctive experiences to sophisticated travelers in the world’s most desirable destinations.

The Blackstone, A Marriott Renaissance Hotel, Chicago, Illinois





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The Henry, A Marriott Autograph Collection, Chicago, Illinois





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Four Seasons Hotel, Chicago, Illinois





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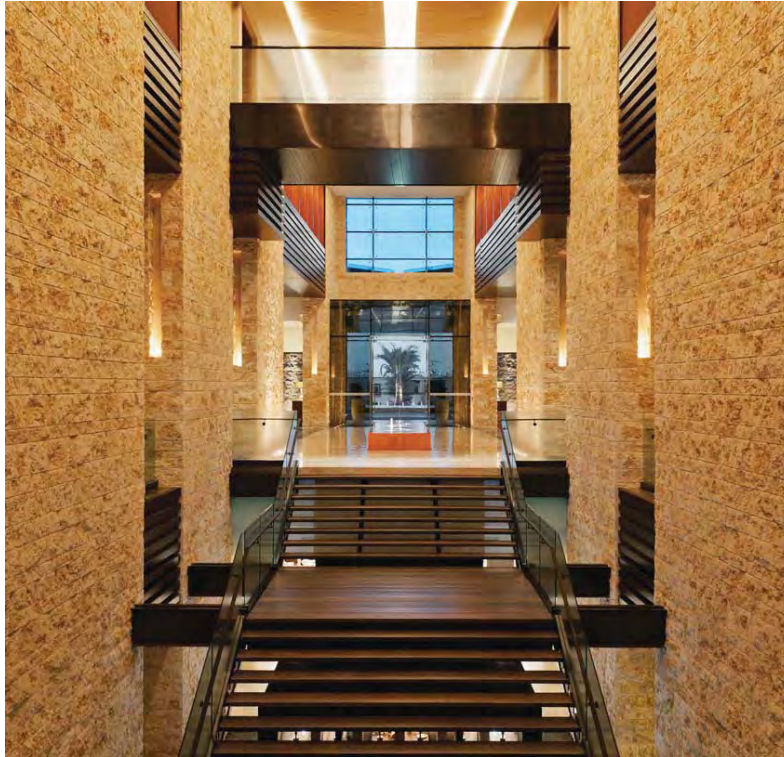
Hyatt Regency Orange County, Garden Grove, California





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Westin, Abu Dhabi





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NEWPORT BEACH, CALIFORNIA*

References for Gettys:

John Rutledge
President
Oxford Capital Group
350 W. Hubbard St.
Suite 450
Chicago, IL 60610
Phone: +1-312-755-9500
Email: jwr@oxford-capital.com

Jared Hoeflich
Benchmark Enterprises, LLC
1416 Larimer Street
Suite 301
Denver, CO 80202
Phone: +1-720-253-1813
Email: jared@benchmarkenterprises.com

Thomas W. Conran
Principal
Greenwood Hospitality Group
10 Nature's Way
South Windsor, CT 06074
Phone: +1-860-648-9040
Email: tconran@greenwoodhospitality.com

FOR ADDITIONAL INFORMATION PLEASE SEE SECTION VII.



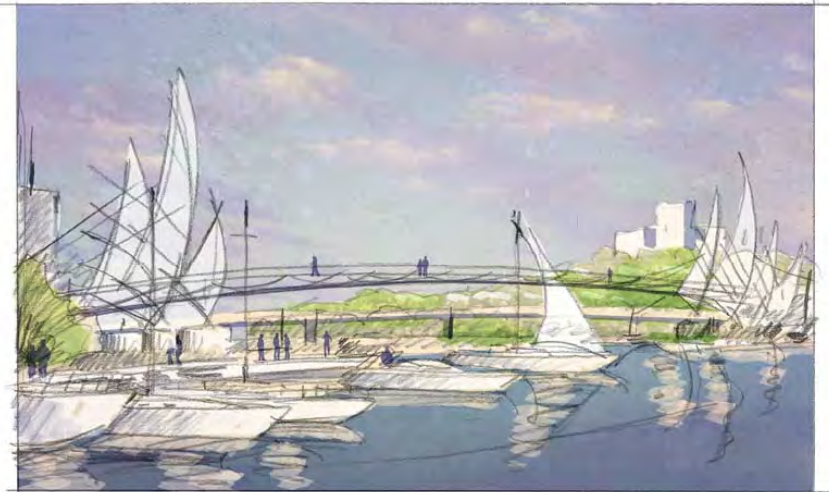
**RESPONSE TO
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CITY HALL COMPLEX RE-USE PROJECT
NEWPORT BEACH, CALIFORNIA**

IMA:

ima creates exceptional spaces that give form and character to the landscape, providing distinctive artistry and economic value for our clients. We consult, collaborate, imagine and define a project's scope and character – from retail and mixed-use destination to office developments and large scale master planning – to create exciting people-oriented environments.

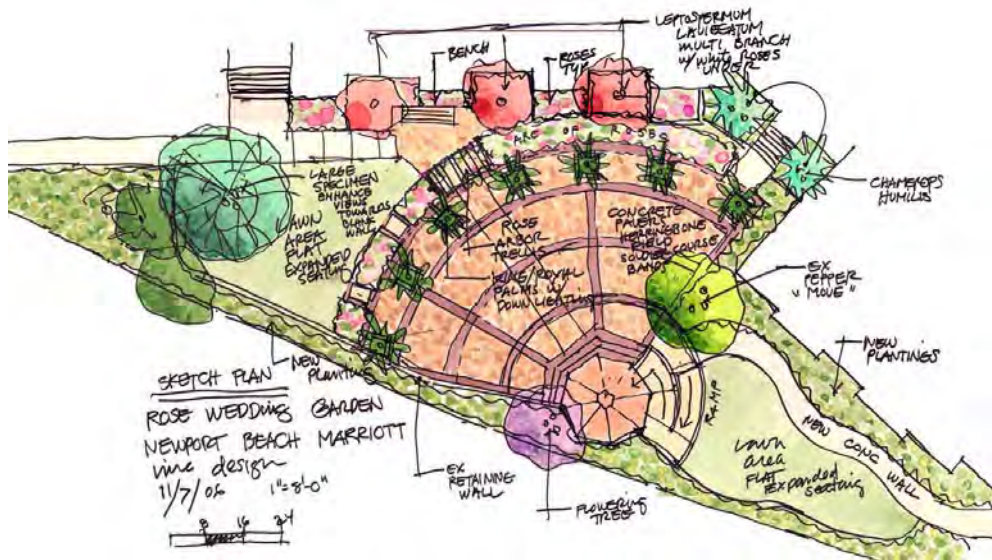
We have built our business on pushing the boundaries to create the right solution. We thrive in collaboration and believe that the right design is a balance between vision and reality. We strive to find this balance in a design that can transcend the value for our client to enrich the community experience.

Lido Village Conceptual Land Plan



**REPOSE TO
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NEWPORT BEACH, CALIFORNIA**

Newport Beach Marriott, Newport Beach, California





*REPONSE TO
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Bel Air Hotel, Bel Air, California





*REPONSE TO
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Disneyland Hotel, Anaheim, California





*RESPONSE TO
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References for IMA:

Harrah's Rincon

Janet Beronio
Senior Vice President & General Manager
Harrah's Rincon Casino
777 Harrahs Rincon Way
Valley Center, CA 92082-5343

Disneyland Hotel Anaheim

Mike Montague
Director, Development
Shanghai International Theme Park and Resort Management Company Ltd.
7/F, Kerry Parkside Office Building
No. 1155 Fand Dian Road, Pudong New District
Shanghai, 201201, PRC
+86-21-2035-6420
Mike.C.Montague@disney.com

Los Angeles World Airports for LAX

Intissar Dunham
Los Angeles World Airports
7301 World Way West
5th Floor
Los Angeles, CA 90045
310-646-3059

FOR ADDITIONAL INFORMATION PLEASE SEE SECTION VII.



**REPONSE TO
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Kanzler Public Affairs:

Kanzler Public Affairs combines extensive experience with high-touch, individual service. We successfully bring together the interests of our clients, the community and the government in a way that builds consensus and achieves our clients' goals. Kanzler Public Affairs specializes in developing and implementing strategic community outreach and media relations programs for our clients. We work to build consensus and ultimately advocate for complex community issues and development projects.

We work through a targeted and highly individualized community ascertainment process to build consensus and influence public opinion. Kanzler Public Affairs spends time in each community, getting to know its community leaders and understanding their views on proposed issues and specific projects. By identifying key issues and motivators, we can craft highly effective plans for community outreach, media relations and government relations.

Inn at Pelican Hill, Newport Beach, California

Provided community outreach and entitlement assistance throughout Newport Coast to support the ongoing operation as well as the renovation of The Pelican Hill Golf Club and the development of The Inn at Pelican Hill.





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Montage Resort, Laguna Beach, CA

In partnership with Gladstone International, Kanzler provided community relations services to the owners of the former Treasure Island mobile home park, a 30-acre site in Laguna Beach, one of the most no-growth oriented communities in California. Plans called for redeveloping the site to feature a resort hotel, luxury residential community and open space. We developed strong community support, which contributed to approvals by the Laguna Beach Planning Commission, City Council and California Coastal Commission. We conducted a community assessment, met with residents one-on-one and in groups, sponsored a speakers' bureau, conducted community workshops and briefing sessions, prepared and disseminated educational materials and served as the client's liaison to the news media.





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Corporate Plaza West Phase II, Newport Beach, California



St. Andrew's Presbyterian Church Expansion, Newport Beach, California



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SONNENBLICK
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References for Kanzler Public Affairs:

Dan Miller
Sr. Vice President, Entitlement & Public Affairs
The Irvine Company
949-720-2609

Paul Hernandez
Government Relations
The Irvine Company
949-720-2461

Carrie Nocella
Manager, Government Relations
The Disneyland Resort
714-781-1788

Todd Ament
President & CEO
Anaheim Chamber of Commerce
714-758-0222

Bob Odle
Odle & Associates
714-401-9231



SONNENBLICK
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Englekirk Structural Engineers:

As it has since 1969, the Englekirk name continues to stand for innovation and teams of structural engineers completely dedicated to achieving project goals. Our project experience is broad: from single family residences to 1.5 million square foot museum campuses, from 10 stories below grade to 60 stories above grade, from simple wood frame construction to innovative seismic isolation and hybrid precast systems, and from brand new construction to delicate historical restoration.

The Island Hotel, Newport Beach, California



Fashion Island, Newport Beach, California





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Sue & Bill Gross Women's Pavilion at Hoag Hospital, Newport Beach, California



Newport Lido Medical Center, Newport Beach, California





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St. Regis Hotel and Residences, Park City, Utah



Four Seasons, Westlake Village, California





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References for Englekirk:

Sonny Astani, President
Astani Enterprises
9595 Wilshire Blvd. Suite 1010
Beverly Hills, CA 90212

P (310) 273.2999 / F (310) 550.4564

sonny@astanienterprises.com

Arnold Savrann, Senior Vice President
Castle & Cooke, Inc.
10900 Wilshire Blvd, Suite 1600
Los Angeles, CA 90024

P (310) 208-3636 / F (310) 824-7153

asavrann@castle-cooke.com



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JBA Consulting Engineers:

Founded in 1966 and based in Las Vegas, JBA Consulting Engineers initially focused on regional projects and quickly grew to become an engineering leader in the Western United States. Five decades later, JBA has expanded our expertise by embracing cutting edge technology, mastering sustainable design and international design standards while deploying a team of Trusted Advisors™ to deliver these state-of-the-art designs and master plan consulting services throughout the world.

Hilton San Diego Bayfront Hotel, San Diego, California



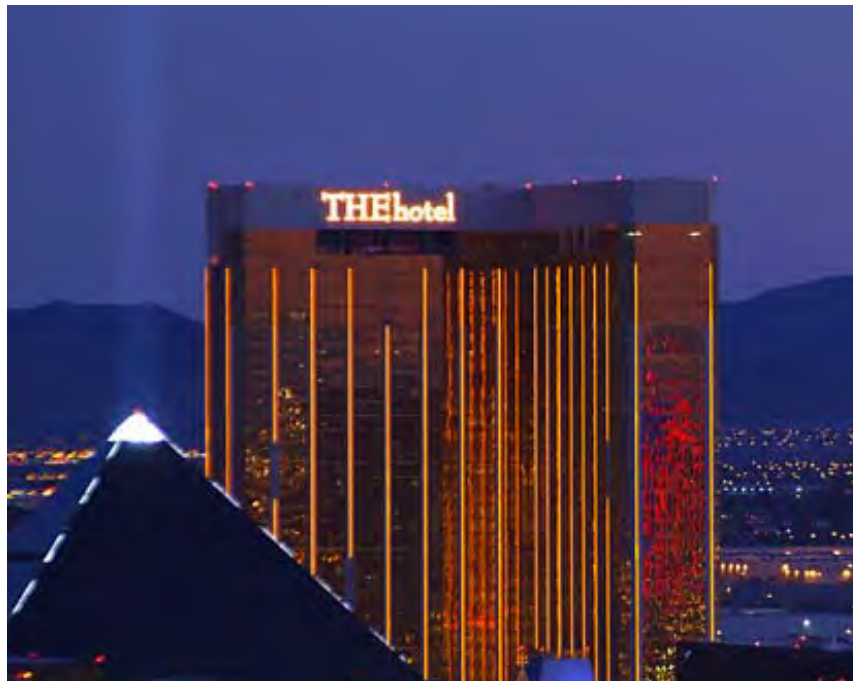


*REPONSE TO
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Manchester Grand Hyatt, San Diego, California



THE hotel at Mandalay Bay, Las Vegas, Nevada





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Marriott Renaissance, Las Vegas, Nevada





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References for JBA Consulting Engineers:

Mr. Rex Evans
Friedmutter Group Architecture and Design Studios
4022 Dean Martin Drive
Las Vegas, NV 89103
Phone: 702.736.7477

Mr. DeRuyter Butler
Wynn Design and Development
680 Pilot Road, Suite I
Las Vegas, NV 89119
Phone: 702.770.5110
E-mail: dbutler@wynndevelopment.com

Mr. Lee Norsworthy
KGA Architecture
4495 South Polaris Avenue
Las Vegas, NV 89103
Phone: 702.367.6900
E-mail: lnorsworthy@kgaarchitecture.com

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**RESPONSE TO
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Tait and Associates:

TAIT began as a consulting engineering firm dedicated to quality over four decades ago, offering design services throughout the Western U.S. As each project presented new challenges, we took each one as an opportunity to learn something new and applied that knowledge to future projects. Whether it was a new technical approach, a better management system, or simply improving our communication with clients, the end result was improved service while strengthening our existing relationships with our clients.

Doubletree Hotel, Santa Ana, California





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Marriott, Fort Collins, Colorado



Crown Plaza, Garden Grove, California





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Ayres Hotel, Seal Beach, CA



Shorebreak Hotel, Huntington Beach, California





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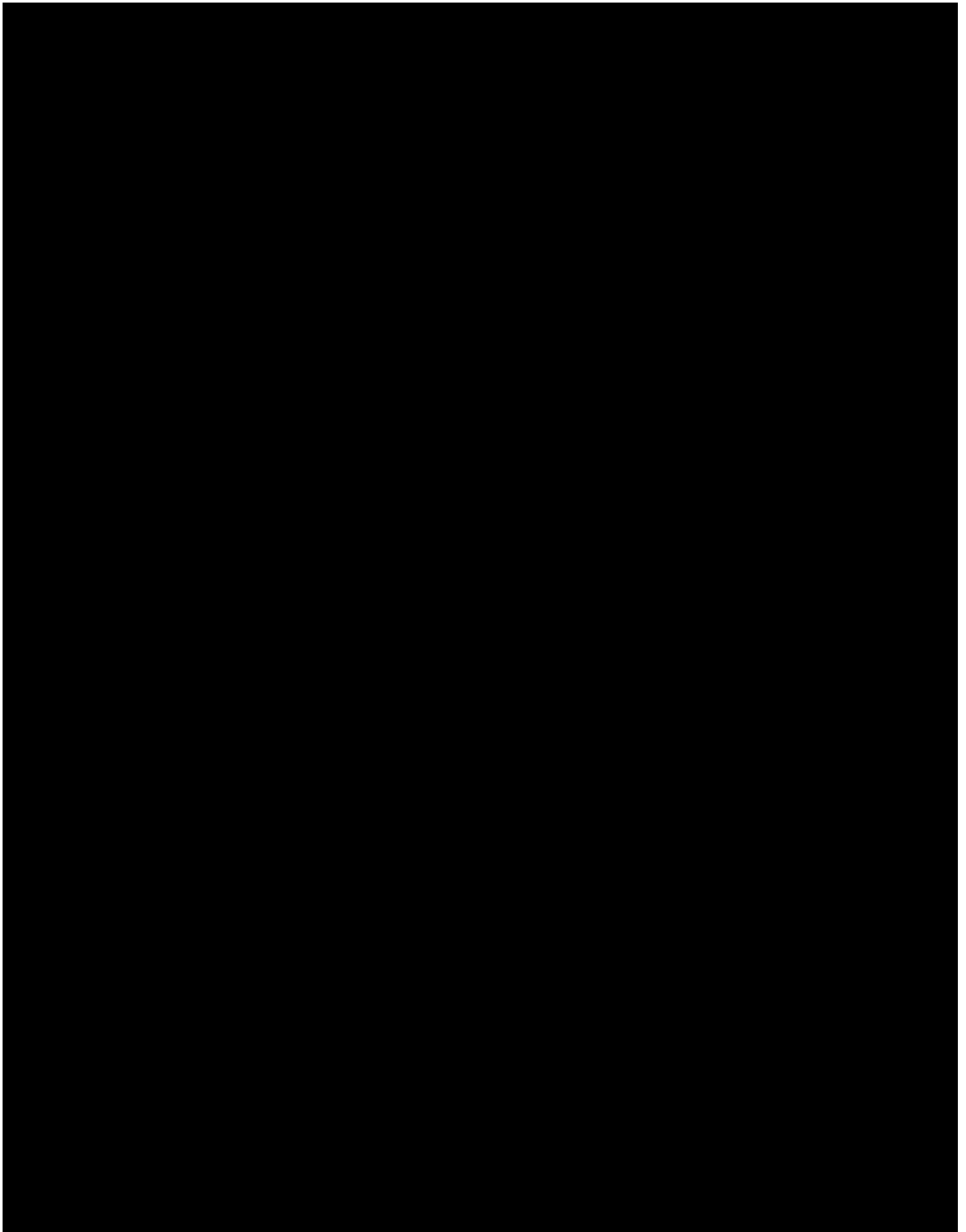
References for Tait and Associates:

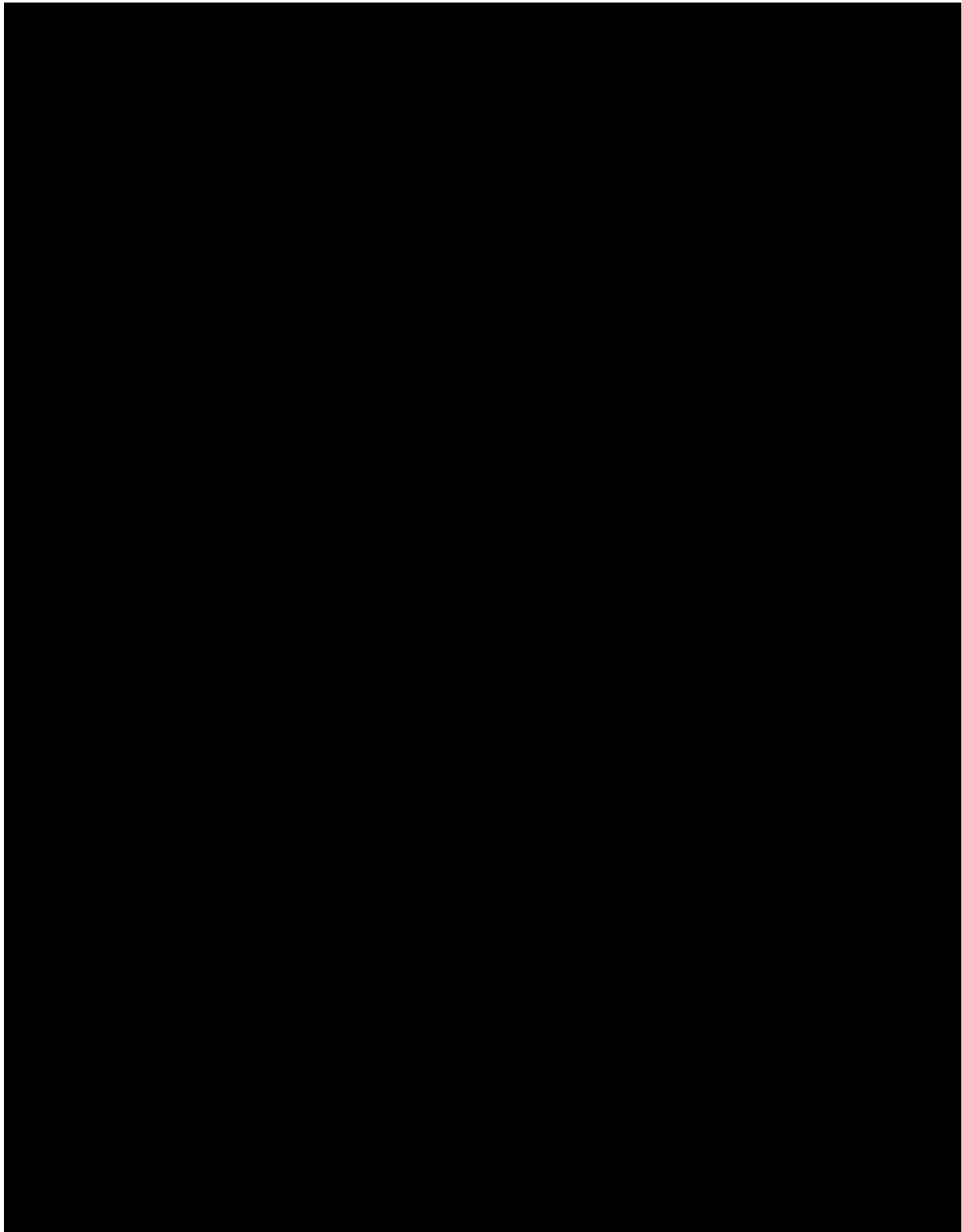
Project	Location	Company	Reference	Contact Title	Reference Address	Contact Phone	Services Provided
The Strand Mix-Use Development	Huntington Beach, CA	CIM Group	John Givens	VP Development	6922 Hollywood Blvd # 900 Los Angeles, CA 90028-6129	323-860-4900	Civil Engineering, Land Surveying, and Environmental Consulting services.
The Strand Mix-Use Development	Huntington Beach, CA	City of Huntington Beach	Steve Bogat	Senior Civil Engineer	2000 Main Street Huntington Beach, CA 92648	714-374-1692	Civil Engineering, Land Surveying, and Environmental Consulting services.
Citadel Outlet Mall Expansion	Commerce, CA	City of Commerce	Victor San Lucas	City Engineer	2535 Commerce Way Commerce, CA 90040	323-722-4805	Civil Engineering and land surveying services.
Citadel Outlet Mall Expansion	Commerce, CA	Craig Realty Group	Bill Kelly	Development Manager	4100 MacArthur Blvd Suite 200 Newport Beach, CA 92660	949-224-4148	Civil Engineering and land surveying services.
Del Amo Fashion Center	Torrance, CA	City of Torrance	Ted Semaan	Mgr – Transportation, Planning, Engineering & Permit	3031 Torrance Blvd. Torrance, CA 90503	310-618-5990	Civil Engineering and land surveying services.
The Harbor Corridor Hotel & Entertainment District	Garden Grove, CA	McWinney	Chad McWinney	Project Manager	2725 Rocky Mountain Ave. Suite 200 Loveland, CO 80538	970-962-9990	Civil Engineering and land surveying services.
Sonoma Luxury Apartment Homes	Porter Ranch, CA	Shappell Homes	Eric Pfahler	Currently President of City West Ventures, Inc.	843 Enchanted Way, Pacific Palisades, CA 90272	310-864-3330	Civil Engineering and land surveying services.

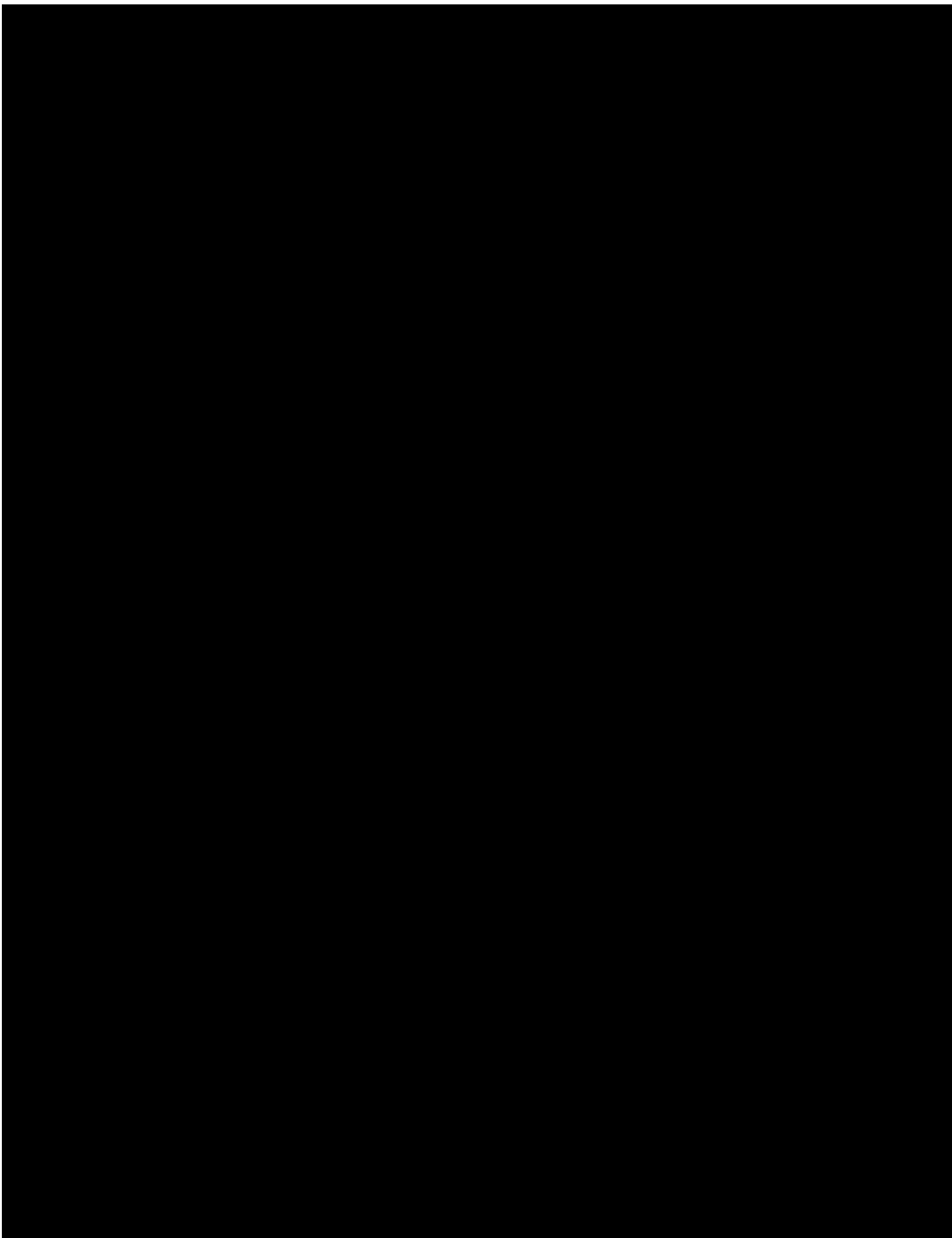
FOR ADDITIONAL INFORMATION PLEASE SEE SECTION VII.

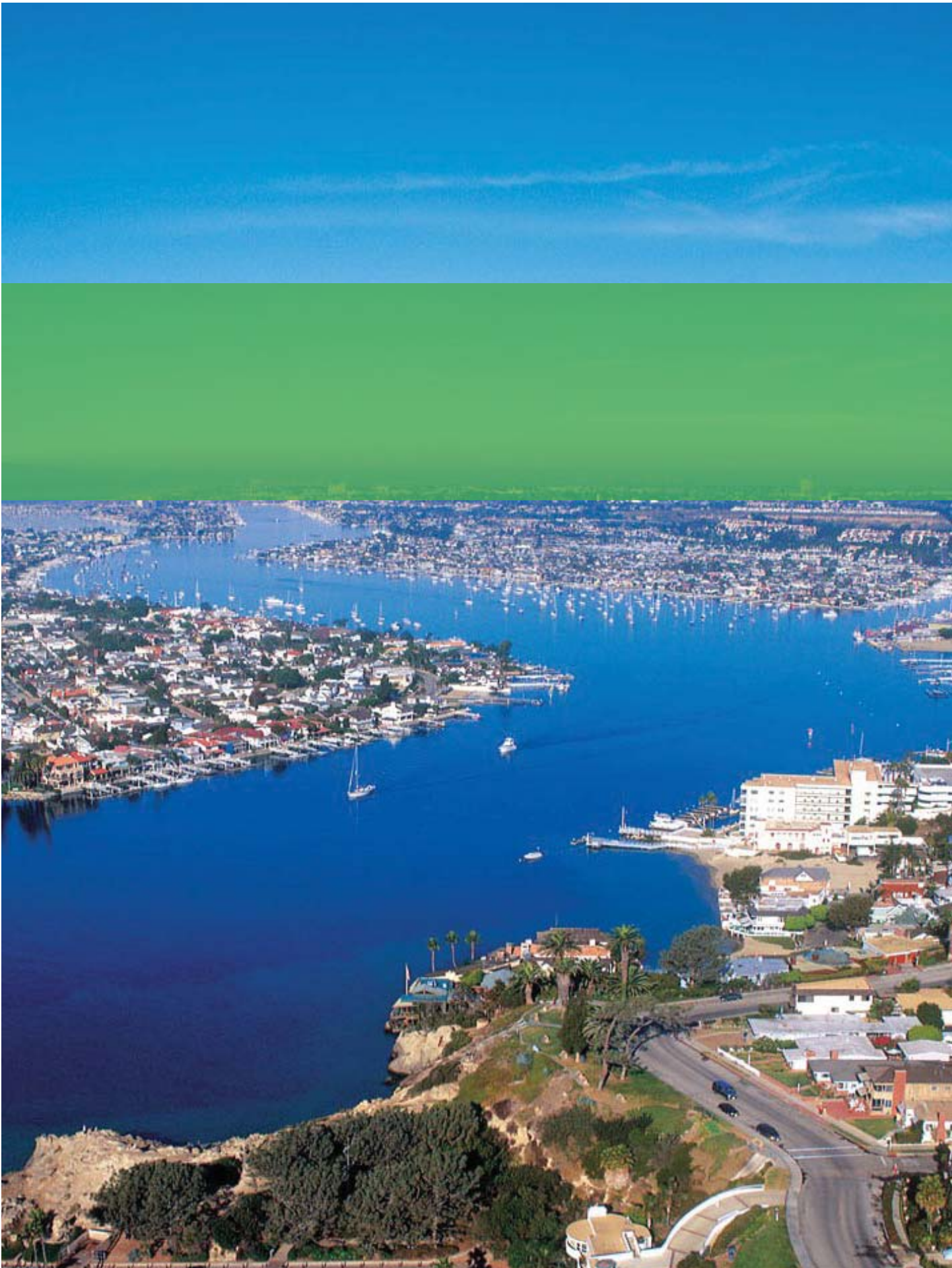
4. FINANCIAL CAPABILITY AND PAST PERFORMANCE













*RESPONSE TO
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NEWPORT BEACH, CALIFORNIA*

CONCEPTUAL DEVELOPMENT APPROACH

Relationships:

Sonnenblich Development, LLC, along with our entire proposed development team, believes that the key to the success of a Project like the one we are proposing in Newport Beach, is based upon relationships.....relationships with: the City of Newport Beach, our partner in this public private partnership; members of the City's Staff, with whom we will be working for many years to come; residents of the City who will live near to and utilize the facilities of the Project; additional City stakeholders, including but not limited to area business owners and community organizations; as well as the many tourists who's exposure to the City will be based partially on its experience at the Project.

Our emphasis on the importance of relationships, especially those with our proposed public private partners, is solidified by several of our references listed in Sections III and VII, being members of the public sector involved in our other or previous public private partnerships, including but not limited to those in the Cities of Anaheim, Cathedral City, Garden Grove and County of Los Angeles, and with whom we have had relationships for many years.

Experience in Hotel Development:

Above and beyond relationships, we also believe that experience is the key to the success in a Project like the one we are proposing; and as such, *EVERY* member of our proposed development team has experience in hotel development, including but not limited to the following:

- **Sonnenblich Development** has been involved in the development and/or financing of nearly 10,000 hotel rooms from Coast to Coast, including several in Orange County; is highly experienced with public private partnership hotel developments, including two (2) current hotel projects in Southern California; and has established relationships with all of the major hotel chains, including but not limited to Auberge Resorts, Fairmont, Hilton, Hyatt, InterContinental, Loews, Marriott, Ritz Carlton and Starwood.
- **Auberge Resorts** is one of the most respected boutique hotel companies, with hotels from Coast to Coast, with its flagship property, Auberge du Soleil located in Napa Valley, California, as well as other properties including but not limited to Aspen, Colorado; Bend, Oregon; Los Cabos, Mexico; South Carolina; and Telluride, Colorado.
- **C.W. Driver** has been the general contractor on numerous hotel projects including but not limited to the Disney Grand Californian Hotel expansion; Laguna Cliffs Marriott Hotel expansion; and Swan Lake First Nation Spirit Sands Casino and Resort.



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- **AHT Architects** has been the architect on several hotel projects, including but not limited to the Beverly Hills Hotel; Biltmore Hotel; Hyatt Regency Century Plaza; Marriott Rancho Las Palmas Resort; and SLS Hotel (Beverly Hills).
- **Gettys** has served as the interior design firm on multiple hotel projects, including but not limited to The Blackstone, a Marriott Renaissance Hotel; Four Seasons Hotel (Chicago); Hyatt Regency Orange County; Park Hyatt Beaver Creek Resort and Spa; Quail Lodge Resort; Ritz Carlton (Chicago); and Westin Abu Dhabi.
- **IMA** has served as the landscape architect on multiple hotel projects, including but not limited to Bel Air Hotel; Disneyland Hotel; Newport Beach Marriott; Pamilla Resorts; Ritz Carlton Seoul; and Sheraton Maui.
- **Kanzler Public Affairs** has served as the community relations consultant on multiple hotel projects including but not limited to Inn at Pelican Hill, Montage Hotel Resort and Spa, and Pointe Anaheim.
- **Englekirk** has served as the structural engineers on multiple hotel projects, including but not limited to The Fairmont Kea Lani; Four Seasons Westlake Village; Loews Hollywood Hotel; and St. Regis Hotel & Residences.
- **JBA Consulting Engineers** has served as the MEP consultant on multiple hotel projects, including but not limited to Hilton San Diego Bayfront Hotel; THE hotel at Mandalay Bay; Manchester Grand Hyatt; and Marriott Renaissance.
- **Tait and Associates** has served as the civil engineer on multiple hotel projects, including but not limited to Ayres Hotel (Seal Beach); Crown Plaza Hotel (Garden Grove); Doubletree Hotel (Santa Ana); Marriott (Fort Collins); and Shorebreak Hotel, a Joie de Vivre Hotel (Huntington Beach).

Experience in Hotel Development in Newport Beach:

We specifically chose several members of our team because of their direct hotel development experience in the City of Newport Beach, including but not limited to the following:

- **AHT Architects** served as the architect on the expansion of Newporter Resort Hotel;
- **Englekirk** served as the structural engineer on The Island Hotel;
- **IMA** served as the landscape architect on the Newport Beach Marriott;
- **JBA Consulting Engineers** served as the MEP consultant on The Island Hotel;
- **Kanzler Public Affairs** served as the community relations consultant on the Inn at Pelican Hill;
- **Sonnenblick Development (David Rose)** served as the development manager on the Extended Stay America Hotel located in Newport Beach.



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Experience in Newport Beach:

We strongly believe that our proposed development team's vast experience(s) in the City of Newport Beach will significantly assist our team in working with the City of Newport Beach, the City Staff, residents of the City, as well as its many visitors and other stakeholders, in the ultimate success of our proposed Project.

A sampling of our team's experience in real estate development project's in the City of Newport Beach, include but not limited to the following:

- **C.W. Driver** is currently serving as the General Contractor on the Newport Beach Civic Center and Park Project;
- **IMA** has served as the landscape architect on Lido Village Conceptual Land Plan and Newport Beach Marriott;
- **Kanzler Public Affairs** is based in Newport Beach and has served as the community relations consultant on many different projects for The Irvine Company in Newport Beach, including the Inn at Pelican Hill and Corporate Plaza West Phase II, and the expansion of St. Andrews Presbyterian Church;
- **Sonnenblick Development (David Rose)**, served as the development manager on the Extended Stay America Hotel located in Newport Beach;
- **AHT Architects** served as the architect on the Neiman Marcus store at Fashion Island and the expansion of the Newporter Resort Hotel;
- **Englekirk** served as the structural engineer on The Island Hotel;
- **JBA Consulting Engineers** served as the MEP consultant on The Island Hotel.

Experience in Lido Village:

In addition to relationships and experience in Newport Beach, several members of our proposed team were brought on board, specifically because they have experience in the Lido Village area of the City of Newport Beach, including but not limited to the following:

- **IMA** served as the landscape architect on Lido Village Conceptual Land Plan;
- **Kanzler Public Affairs** is based, blocks from Lido Village, in Newport Beach.



SONNENBLICK
DEVELOPMENT

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Public Outreach:

Sonnenblick Development, LLC believes so strongly in the importance of public outreach that we have included as a part of our proposed team, Kanzler Public Affairs, a Newport Beach based public affairs firm which specializes in community and governmental relations for real estate development projects.

Kanzler not only has significant public affairs experience on real estate development projects in Newport Beach, including but not limited to Corporate Plaza West Phase II and the expansion of St. Andrews Presbyterian Church, but also provided community outreach and entitlement assistance for the Inn at Pelican Hill in Newport Beach.





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Catalyst/Gateway Projects:

The partners of Sonnenblick Development, LLC, along with our proposed development team, have been involved in numerous catalyst and/or gateway projects, many of which involved public private partnerships.

We strongly believe communication with all of the major players and stakeholders in a community, including but not limited to the City Council, City Staff, Chamber of Commerce, business owners, community leaders and organizations, as well as residents, is paramount for the success of a project.

We pledge to use all of the same resources we have used in this sampling of our current and previous catalyst/gateway project experience(s), including but not limited to:

Sheraton Springs Resort Hotel Project

Sonnenblick Development is working with the City of Cathedral City in a public private partnership consisting of the proposed development of a +/-300 room Sheraton Resort Hotel project, also consisting of several restaurants and retail facilities, in the City of Cathedral City, which will not only serve as the crown jewel of the redevelopment of the City's Downtown, but it will also act as the catalyst for the redevelopment of the remainder of Downtown.

**SONNENBLICK
HOTEL DEVELOPMENT
SHERATON SPRINGS RESORT HOTEL
CATHEDRAL CITY, CALIFORNIA**



Bob Sonnenblick and David Rose are currently working with the City of Cathedral City on the development of a \$150 million, +/-320-room Sheraton Resort Hotel, along with nearly 40,000 square feet of meeting space and other full-service hotel amenities, which will serve as the crown jewel of the City's redeveloped downtown area.



We welcome the City to contact their counterparts at the City of Cathedral City, as listed in our references in Section III, regarding this catalyst and gateway project.



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International West Resort Hotel

David Rose, a partner in this Sonnenblick Development proposed project, is working with the City of Garden Grove in a public private partnership consisting of the proposed development of three (3) hotels, totaling 769 hotel rooms, and four (4) to five (5) restaurants, at the gateway to the City's International West Resort area on Harbor Boulevard near Disneyland.

**DAVID ROSE
HOTEL DEVELOPMENT EXPERIENCE**



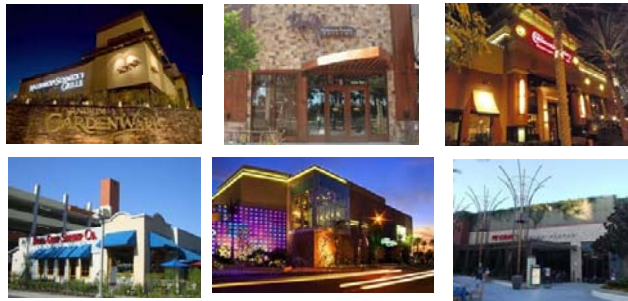
David Rose, a partner of Bob Sonnenblick, has entered into a DDA with the City of Garden Grove for the for the public private partnership development of a \$175 million, three (3) hotel and four (4) restaurant project on Harbor Boulevard immediately down the street from Disneyland.

We welcome the City to contact their counterparts at the City of Garden Grove, as listed in our references in Section III, regarding this gateway project.

Anaheim Gardenwalk

**DAVID ROSE
GATEWAY DEVELOPMENT**

David Rose, a partner of Bob Sonnenblick, has been involved in numerous public private partnerships, including catalyst, gateway and mixed-use projects, including but not limited to Anaheim Gardenwalk which is located at the gateway to the Anaheim Resort Area in the City of Anaheim, which started with a City RFP for City owned land and resulted with the City subsidizing the Project with both sales and transient occupancy taxes.



We welcome the City to contact their counterparts at the City of Anaheim, as listed in our references in Section III, regarding this gateway project.



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Lido Village:

Given the current status of the Lido Village area, specifically the mostly vacant and/or underutilized Via Lido Plaza retail shopping center adjacent to the current City Hall facility, we have engaged two (2) key members of our proposed development team, *ima* Landscape Architects and Kanzler Public Affairs, to specifically assist us in working towards the possible strategic planning of the entire area, and thus, serving as a catalyst for the possible redevelopment of the entire Lido Village area.

ima provided the landscape design direction for the Lido Village site slated to be an integrated and economically successful urban mixed-use hub and gateway to the Balboa Peninsula. *ima* collaborated with the Land Plan team to create an exciting and integrated approach to rehabilitating the multiuse district, create a high value use for the existing areas and connections to surrounding areas. The direction created opportunities to impact surrounding businesses to increase the value of the site and adjacent properties.



Kanzler Public Affairs is based in Newport Beach, very near the Lido Village area, and has significant community and governmental affairs experience working on real estate development projects and working with the very unique stakeholders in Newport Beach.



SONNENBLICK
DEVELOPMENT

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Design Process:

Sonnenblick Development, LLC is committed towards communicating and working with the City Council, City Staff, Chamber of Commerce, local business owners, community organizations, as well as local residents and visitors to the City, and as such, is willing to conduct any necessary design charrettes, community outreach and/or town hall meetings, etc., in order to make sure that all stakeholders involved in the process have their concerns addressed.

The reason we have put together the proposed development team that we have, including but not to the very exclusive Auberge Resorts, is to make sure the unique needs, opportunities and stakeholders in Newport Beach are sufficiently addressed in this once-in-a-lifetime development opportunity.





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CONCEPTUAL FINANCING APPROACH

Sonnenblick Development LLC is proposing that the capital stack for the project shall consist of both equity and debt.

Equity will be provided by a combination of our own internal equity, equity from some of our institutional equity partners, and debt will be provided by our commercial banks, Wells Fargo and/or Bank of America. This is the same structure we have been using since our firms inception back in 1893. This is our 120th year in business, and this structure has worked well for us over all of these decades.

To put it simply, the ability to obtain financing is one of the key things that sets Sonnenblick Development, LLC apart from its competition.

Ground Lease Financings:

Even though the proposed project is to be developed and owned under a long term ground lease, Sonnenblick Development, LLC does NOT see this as an issue and/or problem. As is illustrated below, Robert Sonnenblick has extensive experience in obtaining financing for commercial real estate projects/transactions based on long term ground leases, totaling over \$500 million:

**SONNENBLICK-GOLDMAN
LEASEHOLD FINANCINGS**





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NEWPORT BEACH, CALIFORNIA**

Hotel Financings:

Where others may have problems financing a hotel development project on a long term ground lease in this economy, Sonnenblick Development, LLC does NOT see this as an issue and/or problem. As is illustrated below, Robert Sonnenblick has financed nearly \$1 Billion in hotel transactions, including but not limited to the following:

**SONNENBLICK-GOLDMAN
HOTEL FINANCING**

<p>\$86,250,000 & \$10,000,000</p>  <p>The Ritz-Carlton® Huntington Hotel Pasadena, CA First Mortgage and J.V. / Equity</p>	<p>\$33,000,000</p>  <p>Islandia Hotel San Diego, CA Leasehold First Mortgage Financing</p>	<p>\$70,000,000</p>  <p>on Union Square San Francisco, CA First Mortgage Financing</p>	<p>\$140,000,000</p>  <p>San Diego, CA Leasehold Construction Financing</p>	<p>\$85,000,000</p>  <p>JW MARRIOTT. Hotel & Resort Century City, CA Sale of Leasehold Interest</p>
<p>\$75,000,000</p>  <p>Santa Monica, CA Permanent First Mortgage Financing</p>	<p>\$61,000,000</p> <p>Santa Monica Beach Hotel, Santa Monica, CA First Mortgage Financing</p>	<p>\$51,000,000</p>  <p>San Francisco, CA First Mortgage Financing</p>	<p>\$76,000,000</p>  <p>San Jose, CA Construction and Permanent Financing</p>	<p>\$63,000,000</p> <p>Le MERIDIEN San Francisco, CA First Mortgage Financing</p>



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SONNENBLICK-GOLDMAN HOTEL FINANCING

\$53,000,000

Dana Point Resort Hotel
Dana Point, CA

First Mortgage Financing

\$20,500,000



Acquisition/Renovation
Mortgage Financing

\$20,000,000



Union Square Hotel
San Francisco, CA

First Mortgage Financing



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NEWPORT BEACH, CALIFORNIA**

Other Commercial Real Estate Financings:

In addition to the ground lease and hotel financings previously mentioned, Mr. Sonnenblick has also been involved in over \$1.5 Billion worth of commercial real estate financings, including but not limited to the following:

**SONNENBLICK-GOLDMAN
PROJECT FINANCING**




<p>\$197,000,000</p> <p>The Beaudry Center Los Angeles, CA</p> <p>Securitized First Mortgage Financing</p>	<p>\$61,000,000</p> <p>One Shoreline Drive Corpus Christi, Texas</p> <p>Construction Financing</p>	<p>\$18,500,000</p> <p>R Street Plaza Office Building Sacramento, CA</p> <p>First Mortgage Financing</p>	<p>\$18,300,000</p> <p>The Warner Financial Center Woodland Hills, CA</p> <p>Participating First Mortgage Financing</p>	<p>\$69,000,000</p> <p>300 River Place Office Building Detroit Michigan</p> <p>Securitized Fixed-Rate Mortgage Bonds</p>
<p>\$55,000,000</p> <p>111 Capitol Mall Office Building Sacramento, CA</p> <p>Joint Venture Equity and Construction Financing</p>	<p>\$40,000,000</p> <p> Shopping Center San Diego, CA</p> <p>Leasehold Permanent Financing</p>	<p>\$100,000,000</p> <p>One Waterfront Plaza Honolulu, Hawaii</p> <p>Take-out and Construction Financing</p>	<p>\$72,000,000</p> <p>Hawthorne Plaza San Francisco, CA</p> <p>Take-out Financing</p>	<p>\$32,000,000</p> <p>The Paladion Shopping Mall San Diego, CA</p> <p>Construction/ Mini-Perm Financing</p>



SONNENBLICK
DEVELOPMENT

RESPONSE TO
REQUEST FOR QUALIFICATIONS
CITY HALL COMPLEX RE-USE PROJECT
NEWPORT BEACH, CALIFORNIA

SONNENBLICK-GOLDMAN PROJECT FINANCING

<p>\$21,000,000</p> <p> Scripps <i>A World of Healing</i> Corporate Plaza San Diego, CA</p> <p>First Mortgage Financing</p>	<p>\$86,000,000</p> <p>San Francisco Centre San Francisco, CA</p> <p>Construction Financing</p>	<p>\$83,500,000 & \$11,000,000</p> <p>The Park Shore Club Chicago, Illinois</p> <p>Development Cost & J.V. / Equity</p>	<p>\$33,250,000 & \$30,850,000</p> <p>Village on Canon Beverly Hills, CA</p> <p>Permanent and Construction Financing</p>	<p>\$50,000,000</p> <p></p> <p>Entertainment Center Century City, CA</p> <p>Leasehold First Mortgage Bonds</p>
<p>\$21,000,000</p> <p>Broadway Market Seattle, Washington</p> <p>Leasehold First Mortgage Financing</p>	<p>\$36,200,000</p> <p>The Academy North Hollywood, CA</p> <p>First Mortgage Financing</p>	<p>\$27,000,000</p> <p>Norwalk Square Norwalk, CA</p> <p>First Mortgage Financing</p>	<p>\$54,100,000</p> <p></p> <p>Entertainment Center Century City, CA</p> <p>Sale of Leasehold Interest</p>	<p>\$24,600,000</p> <p>Hall Properties Hayward, CA</p> <p>First Mortgage Financing</p>

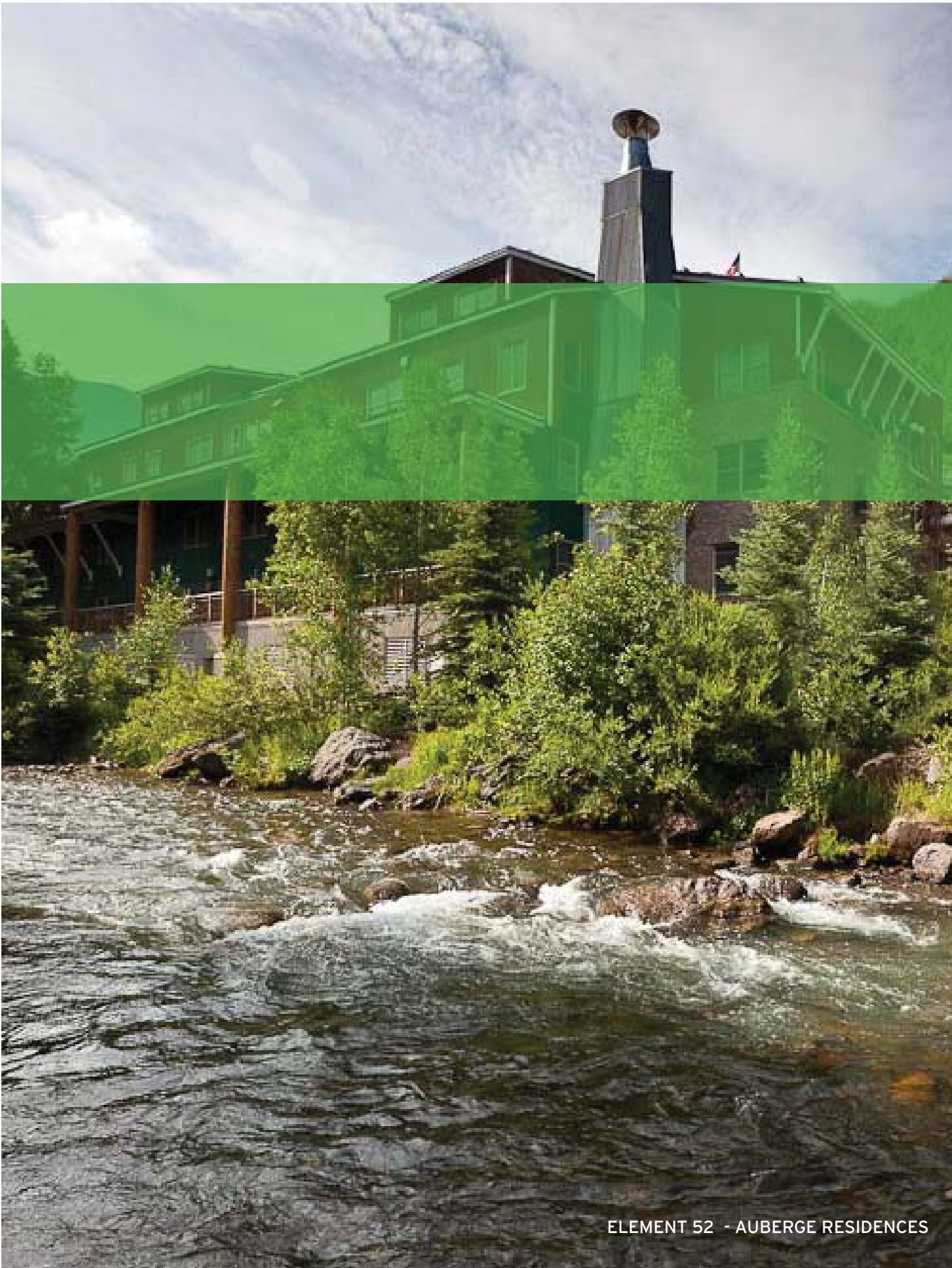


SONNENBLICK
DEVELOPMENT

REPONSE TO
REQUEST FOR QUALIFICATIONS
CITY HALL COMPLEX RE-USE PROJECT
NEWPORT BEACH, CALIFORNIA

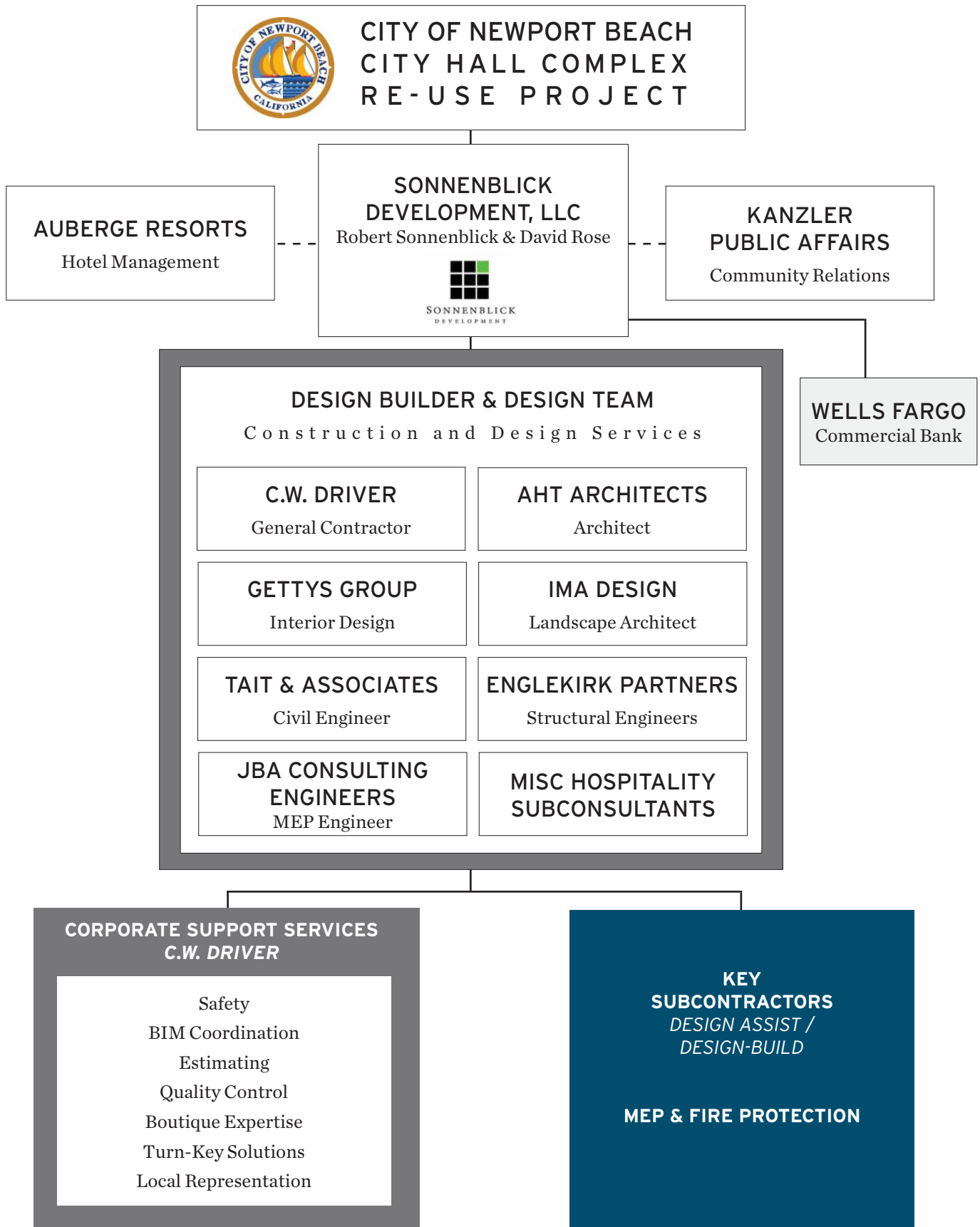
SONNENBLICK-GOLDMAN PROJECT FINANCING

<p>\$165,000,000 & \$35,000,000</p>  <p>Gateway Tower Seattle, Washington</p> <p>First Mortgage and J.V. / Equity</p>	<p>\$86,000,000</p>  <p>San Francisco, CA</p> <p>Leasehold First & Second Mortgage Financing</p>	<p>Sale of Cornerstone Plaza 1990 Bundy Avenue Los Angeles, CA</p> <hr/> <p>Sale of The Pinnacle (Hillside-Fuller Apts.) Los Angeles, CA</p>
<p>\$65,000,000</p>  <p>Shopping Mall Bakersfield, CA</p> <p>Construction Financing</p>	<p>\$55,000,000</p> <p>Los Angeles World Trade Center Los Angeles, CA</p> <p>Leasehold First Mortgage Financing</p>	<p>\$22,500,000</p>  <p>Los Angeles, CA</p> <p>Line of Credit Financing</p>



ELEMENT 52 - AUBERGE RESIDENCES

ORGANIZATIONAL CHART



Please refer to section 7 for detailed partnering firm qualifications.

**SONNENBLICK
DEVELOPMENT, LLC**



SELECT PROJECT PROFILE

COUNTY OF LOS ANGELES - DEPARTMENT OF PUBLIC SOCIAL SERVICES

- 120,000 Rentable Sq. Ft.
- Six-story Structure with One Floor Subterranean
- Project Developer



COUNTY OF LOS ANGELES - PHASE II DEPARTMENT OF CHILDREN & FAMILY SERVICES

- 120,000 Rentable Sq. Ft.
- The Building Sits Next To Phase I Of The El Monte Dpss Campus That Includes An 834-Car, Seven-Story Parking Garage That Has Granite Highlights.
- Incorporates A 10,000 Square Foot Day Care Facility (2,500 Interior And 7,500 Exterior),
- Project Developer



COUNTY OF LOS ANGELES - DEPARTMENT OF PUBLIC SOCIAL SERVICES

- Located in West Los Angeles, CA
- 70,000 Rentable Sq. Ft.
- Four Story Structure
- Project Developer



IMPERIAL NORWALK CENTRE

- Norwalk, Ca
- La Headquarters Of Rthe Dept Of Homeland Security.
- Tenants Include FBI and L.A. County Sheriff
- 500,000 Sq. Ft.
- 7-Story Office Building
- Tenants Include The County Of Los Angeles And State Of California
- Project Developer



ANAHEIM CONVENTION CENTER AND HOTEL

- 600 Room Westin Hotel
- \$300,000,000 project
- Project Developer



WALDORF ASTORIA COLLECTION (HILTON CORP) - PALM BEACH COUNTY, FLORIDA

- Proposed Waterfront Hotel
- 325 Hotel Rooms
- \$100,000,000
- Project Developer



THE RITZ CARLTON AT TREASURE HILL, PARK CITY, UTAH

- 200 Rooms
- \$100,000,000 Project
- Ski-in / Ski-out access
- Downtown Park City, next to Main Street
- Project Developer



NEW JERSEY METRO MALL

- 1.2 Million Sq. Ft.
- 16 Anchor Stores
- Original Developer



WASHINGTON STATE UNIVERSITY

- 155 Room Embassy Suites Hotel
- Located in the Middle of the WSU Campus
- 10,000 SF Conference Room
- Project Developer



FLAIR PLAZA SHOPPING CENTER

- Located in Los Angeles, CA
- 30,000 Sq. Ft.
- Sold for \$14,000,000
- Project Developer



THE LOEWS SANTA MONICA HOTEL

- Beach front hotel in Santa Monica, CA
- 360 Rooms
- 5 years to Entitle Project
- Built for \$90,000,000
- Sold for \$125,000,000
- Co-Developer & Equity Investor



BOCA RATON RESORT – THE WALDORF ASTORIA COLLECTION

- 356 Acres in South Florida
- 1000 Hotel Rooms
- 30 Tennis Courts
- Two premier golf courses
- Exclusive Spas
- Equity Investor



Sonnenblick-Goldman Corp. of California

CONTINUING TO BE THE WEST COAST'S LEADER
IN MAJOR COMMERCIAL REAL ESTATE TRANSACTIONS

\$197,000,000

The Beaudry Center
Los Angeles, California

Securitized
First Mortgage Financing

\$51,000,000

The Fairmont Hotel
San Francisco, California

First Mortgage Financing

\$100,000,000

One Waterfront Plaza
Honolulu, Hawaii

Take-out and
Construction Financing

\$63,000,000

The Meridien Hotel
San Francisco, California

First Mortgage Financing

\$72,000,000

Hawthorne Plaza
San Francisco, California

Take-out Financing

\$61,000,000

One Shoreline Drive
Corpus Christi, Texas

Construction Financing

Sonnenblick-Goldman Corp. of California

1901 Avenue of the Stars
Century City, CA 90067
(310) 277-0600

445 Park Avenue
New York, NY 10022
(212) 980-7600

Sonnenblick-Goldman Corp. of California

CONTINUING TO BE THE WEST COAST'S LEADER
IN MAJOR COMMERCIAL REAL ESTATE TRANSACTIONS

\$86,000,000

Construction
Financing

**San Francisco
Centre**

San Francisco, California

\$61,000,000

First Mortgage
Financing

**Santa Monica
Beach Hotel**

Santa Monica, California

\$69,000,000

Securitized Fixed-Rate
Mortgage Bonds

**300 River Place
Office Building**

Detroit, Michigan

**SALE OF
CORNERSTONE
PLAZA**

1990 Bundy Avenue
Los Angeles, California

**SALE OF
THE PINNACLE
(Hillside-Fuller Apts.)**
Los Angeles, California

\$65,000,000

First Mortgage
Financing

**Valley Plaza
Shopping Mall**

Bakersfield, California

\$53,000,000

First Mortgage
Financing

**Dana Point
Resort Hotel**

Dana Point, California

\$50,000,000

Leasehold First
Mortgage Bonds

**ABC
Entertainment Center**

Century City, California

\$76,000,000

Construction and
Permanent Financing

Fairmont Hotel

San Jose, California

**\$33,250,000
and
\$30,850,000**

Permanent and
Construction Financing

Village on Canon

Beverly Hills, California

\$70,000,000

First Mortgage
Financing

**Hyatt on
Union Square**

San Francisco, California

\$55,000,000

Leasehold First
Mortgage Financing

**Los Angeles
World Trade Center**

Los Angeles, California

\$22,500,000

Line of Credit
Financing

**Los Angeles
Lakers**

Los Angeles, California



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Corp. of California**

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445 Park Avenue
New York, NY 10022
(212) 980-7600

Sonnenblick-Goldman Corp. of California

CONTINUING TO BE THE WEST COAST'S LEADER
IN MAJOR COMMERCIAL REAL ESTATE TRANSACTIONS

<p>\$165,000,000 and \$35,000,000 First Mortgage and J.V./Equity AT&T Gateway Tower Seattle, Washington</p>	<p>\$86,000,000 Leasehold First and Second Mortgage Financing Pier 39 San Francisco, California</p>	<p>\$86,250,000 and \$10,000,000 First Mortgage and J.V./Equity The Ritz-Carlton Huntington Hotel Pasadena, California</p>	<p>\$83,500,000 and \$11,000,000 Development Cost and J.V./Equity The Parkshore Club Chicago, Illinois</p>
<p>\$85,000,000 Sale of Leasehold Interest The J.W. Marriott Hotel Century City, California</p>	<p>\$54,100,000 Sale of Leasehold Interest ABC Entertainment Center Century City, California</p>	<p>\$33,000,000 Leasehold First Mortgage Financing The Hyatt Islandia Hotel San Diego, California</p>	<p>\$21,000,000 Leasehold First Mortgage Financing Broadway Market Seattle, Washington</p>
<p>\$36,200,000 First Mortgage Financing The Academy No. Hollywood, California</p>	<p>\$27,000,000 First Mortgage Financing Norwalk Square Norwalk, California</p>	<p>\$20,000,000 First Mortgage Financing Holiday Inn- Union Square Hotel San Francisco, California</p>	<p>\$24,600,000 First Mortgage Financing Hall Properties Hayward, California</p>



**Sonnenblick-Goldman
Corp. of California**

1901 Avenue of the Stars
Century City, CA 90067
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445 Park Avenue
New York, NY 10022
(212) 980-7600

SONNENBLICK-GOLDMAN COMPANY

CONTINUING TO BE THE WEST COAST'S LEADER
IN MAJOR COMMERCIAL REAL ESTATE TRANSACTIONS

<p>\$140,000,000</p> <p>Leasehold Construction Financing</p> <p>THE SAN DIEGO HYATT REGENCY HOTEL</p> <p>San Diego, CA</p>	<p>\$55,000,000</p> <p>Joint Venture Equity and Construction Financing</p> <p>111 CAPITOL MALL OFFICE BUILDING</p> <p>Sacramento, CA</p>	<p>\$40,000,000</p> <p>Leasehold Permanent Financing</p> <p>SEAPORT VILLAGE SHOPPING CENTER</p> <p>San Diego, CA</p>
<p>\$75,000,000</p> <p>Permanent First Mortgage Financing</p> <p>THE LOEWS SANTA MONICA BEACH HOTEL</p> <p>Santa Monica, CA</p>	<p>\$18,300,000</p> <p>Participating First Mortgage Financing</p> <p>THE WARNER FINANCIAL CENTER</p> <p>Woodland Hills, CA</p>	<p>\$32,000,000</p> <p>Construction/ Mini-Perm Financing</p> <p>THE PALADION SHOPPING MALL</p> <p>San Diego, CA</p>
<p>\$20,500,000</p> <p>Acquisition/Renovation Mortgage Financing</p> <p>THE SHERATON NEWPORT BEACH HOTEL</p> <p>Newport Beach, CA</p>	<p>\$21,000,000</p> <p>First Mortgage Financing</p> <p>THE SCRIPPS CORPORATE PLAZA</p> <p>San Diego, CA</p>	<p>\$18,500,000</p> <p>First Mortgage Financing</p> <p>R STREET PLAZA OFFICE BUILDING</p> <p>Sacramento, CA</p>



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SONNENBLICK DEVELOPMENT, LLC



Mr. Robert Sonnenblick, Principal of Sonnenblick - Del Rio, is a graduate of the Wharton School of Finance of the University of Pennsylvania with more than 23 years of experience in various aspects of real estate and real estate finance. From 1981 to 1991 Mr. Sonnenblick was the driving force and power behind Sonnenblick-Goldman Corporation of California. Mr. Sonnenblick completed over \$1.5 Billion of commercial real estate transactions on the West Coast and as a result is regarded as one of the West Coast's leaders in the field of commercial real estate. Among the more notable projects for which Mr. Sonnenblick personally structured the financing for are The Beaudry Center, Los Angeles, California (\$197 million), the Ritz Carlton Hotel, Pasadena, California (\$97 million), One Waterfront Plaza, Honolulu, Hawaii (\$100 million), and the Los Angeles World Trade Center, Los Angeles, California (\$55 million).

In 1991 Mr. Sonnenblick was appointed Director of Development for the New Jersey and L.A. MetroMalls, with the responsibility for oversight and direction of the design, financing and leasing programs for two proposed \$250 million enclosed regional malls totalling 1.2 million Sq. Ft. each. Mr. Sonnenblick personally oversaw more than 1 million Sq. Ft. of leases in connection with this position as well as arranging the necessary debt and equity financing. The New Jersey project opened last December to one of the strongest starts in the history of the United States mall industry.

In addition, Mr. Sonnenblick was an original development partner of the Loews Santa Monica Beach Hotel. This 360-room, \$90 million hotel was recently sold for \$125 million.

Mr. Sonnenblick is a frequent speaker at various real estate-related functions, such as those hosted by Deloitte Touche, ICSC, Value Retail News, Crittenden, USC, UCLA Real Estate Program, IMN Real Estate Conferences and the Institute for International Research. Mr. Sonnenblick is a member of the Advisory Board of the Golf Development Institute, a member of the Board of Real Estate Council of the Century City Chamber of Commerce and is a published author on subjects ranging from architecture to general real estate market conditions. In addition to Mr. Sonnenblick's expertise in development, finance, joint ventures and equity structuring, Mr. Sonnenblick has also been certified as an expert in the area of real estate bankruptcy/foreclosure. Mr. Sonnenblick is a qualified expert witness in the area of Commercial Real Estate Finance and Interest Rates for the United States Federal Court System in numerous jurisdictions.



Jonathan Gardner,

Mr. Jonathan S. Gardner, Principal of Entrada Capital Partners, graduated Magna Cum Laude from the David Eccles School of Business with an emphasis in Finance. He began his career in New York City with CIBC World Markets' Corporate Leveraged Finance group where he was responsible for financial modeling, placement memorandums, and debt and equity syndications. While with CIBC he helped raise over \$2 Billion of senior and junior debt for middle market companies.

Over the last five years, Jono has focused on developing residential (over 2,000 acres of master planned communities), commercial, and resort properties in both the United States and Mexico. He has taken an active role in the entitlement, design, financing, construction, and management of each project, spanning the full spectrum of development.

AUBERGE RESORTS

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	Comprehensive Awards, Accolades and Distinctions
	Auberge Resorts & Hotels Service Standards

OVERVIEW



“It began, as so many extraordinary moments in Napa do, with a fine meal, or perhaps a series of them...”

—“The Story of Us,” *Auberge* magazine, Winter 2002



EXCEPTIONAL PROPERTIES, UNPARALLELED EXPERTISE, ENVIABLE RETURNS

Auberge Resorts & Hotels has created a timeless collection of exceptional properties, each with its own distinctive character that assures a memorable experience. All of the Auberge properties are characterized by a set of common elements: intimate, understated elegance; magnificent natural settings; inspired cuisine utilizing the very best regional ingredients; spa experiences to enhance one's well-being; and attentive yet unobtrusive service. In combination, these characteristics create resorts and hotels with prestige and strong financial returns.

A privately held family company, Auberge Resorts & Hotels was established in 1998 to consolidate the management, development and financial expertise of the Harmon family's various ventures—including its acclaimed flagship resort Auberge du Soleil—and to pursue the development of additional unique properties. Since the flagship's opening in 1981, the Harmon family and its executive team have led Auberge's growth to encompass resort acquisitions, development, real estate and residence clubs.



PROVEN SUCCESS IN LONG-TERM ASSET CREATION

Thirty-year track record as owners, developers and managers of world-class resorts, hotels and real estate

Indispensable experience with envisioning, concepting and positioning best-of-breed resort and real estate properties in the United States and internationally

Singular ability to navigate the challenging development process from the ground up

Expertise in generating economic return and driving long-term asset value by building iconic properties

AUBERGE PAST, PRESENT AND FUTURE



DOMAINE AUBERGE

CALIFORNIA

Auberge du Soleil, Napa Valley
Calistoga Ranch, Napa Valley
Solage Calistoga, Napa Valley
Catalina Island
Home Office, Mill Valley
Sales & Marketing Office, Los Angeles
Business Development &
Acquisitions Office, Los Angeles

COLORADO

The Aspen Club, Aspen
Auberge Residences at
Element 52, Telluride
Hotel Jerome, Aspen

OREGON

Pronghorn, Bend

SOUTH CAROLINA

The Inn at Palmetto Bluff, Bluffton

NEW YORK

Grasmere Farm, Rhinebeck
Sales Office, New York City

MEXICO

Esperanza Resort, Los Cabos
Isla Pasion, Cozumel, Mexico
Kanai, Riviera Maya
Zihuatanejo

CARIBBEAN

Casa Tropicalia, Dominican Republic



- Existing properties
- Projected
- ▲ Offices



DELIBERATE AND AMBITIOUS GROWTH STRATEGY THROUGH KEY GATEWAY CITIES AND LUXURY RESORT DESTINATIONS

UNITED STATES

Hawaii
Los Angeles
Palm Springs
San Francisco
Aspen
Vail
Jackson Hole
New York
New England
South Florida

CARIBBEAN

Antigua
Barbados
Turks & Caicos

CENTRAL AND SOUTH AMERICA

Mexico City
Puerto Vallarta
Riviera Maya
Cozumel
Panama
Costa Rica
Dominican Republic

EUROPE

London
Paris
French Wine Regions
Provence
French Riviera
Alps
Tuscany
Italian Coast

ACCLAIM FROM THE WORLD'S MOST DISCRIMINATING VOICES



ANDREW HARPER'S
HIDEAWAY REPORT

TOP US RESORTS
Auberge du Soleil
The Inn at Palmetto Bluff

TOP INTERNATIONAL RESORTS
Esperanza

TOP SPA RESORTS
Auberge du Soleil
Esperanza

TOP FOOD & WINE RESORTS
Auberge du Soleil
Calistoga Ranch

TOP GOLF RESORTS
The Inn at Palmetto Bluff

TOP BEACH RESORTS
Esperanza

TOP FAMILY RESORTS
Esperanza



CONDÉ NAST TRAVELER
US AND UK

TOP US HOTELS
Auberge du Soleil

TOP US RESORTS
The Inn at Palmetto Bluff
Solage Calistoga

TOP US SMALL RESORTS
Calistoga Ranch

TOP MEXICO RESORTS
Esperanza

TOP SPAS
Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff
Solage Calistoga

GOLD LIST
WORLD'S BEST PLACES TO STAY
Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff



CONDÉ NAST TRAVELLER UK

#1 SPA IN THE AMERICAS AND CARIBBEAN
Solage Calistoga

BEST SERVICE
Auberge du Soleil

BEST LOCATION
The Inn at Palmetto Bluff

TRAVEL + LEISURE

WORLD'S BEST
Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff
Solage Calistoga

TOP 500
WORLD'S BEST HOTELS
Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff

TOP SPAS
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff

WORLD'S BEST SERVICES
Esperanza
The Inn at Palmetto Bluff



MICHELIN GUIDE
ONE STAR

Auberge du Soleil
Solage Calistoga



AAA FIVE DIAMOND AWARD
The Inn at Palmetto Bluff



WINE SPECTATOR
AWARD OF EXCELLENCE

Auberge du Soleil
Esperanza
The Inn at Palmetto Bluff
Solage Calistoga

THE AUBERGE BRAND





THE AUBERGE BRAND

POSITIONING STATEMENT

Every Auberge resort and hotel delivers a completely immersive experience—and one that is carefully crafted to reflect each guest’s unique desires and needs. You’ll enjoy the absolute essence of your destination, discover the healing power of seeking pleasure, and discover staff committed to delivering every service and amenity with an unrivaled sense of passion. It’s a unique sense of luxury and sophistication, refined yet always relaxed. Auberge is committed to the concept of “responsible luxury,” striving to make contributions to both the surrounding environment and the communities where their resorts are located.

RESORT POSITIONING

“Genuine Romance”

SPA POSITIONING

“Authentic Bliss”

THE AUBERGE RESORTS & HOTELS VISION:

To engage and enliven each guest with a passion for providing personal experiences that transcend expectations, reflect the unique romance of our settings, and inspire deepened connections with friends and family.

BRAND PILLARS

Unique and timeless values that provide the foundation for the Auberge experience

Total Sense of Place

At Auberge resorts and hotels, the essence of the local destination permeates each and every detail—from facility design and resort amenities to featured spa treatments and unique culinary experiences.

Pleasure is Healing

Many hotels and spas focus on healing therapies as the route to well-being; Auberge places a greater emphasis on sensory pleasure—by indulging all five senses—as the path to personal healing.

Delivering with Passion

Everyone from the executive development team to the entire staff possesses a genuine passion and dedication to making each guest feel nurtured and indulged at every point of contact.

The Auberge Sensibility

Each resort, hotel and spa reflects and embodies Auberge's understated sense of gracious luxury and timeless sophistication, providing a feeling of privileged-yet-relaxed comfort.

Responsible Luxury

Auberge Resorts' commitment to environmental and social responsibility infuses its corporate culture, business strategies, resort construction, operation and maintenance, and dedication to enhancing the well being of guests, employees and local communities.

The Owned Experience

Resort-based real estate and residential exchange privileges promise loyal guests and their families even greater access to the privileged-yet-relaxed Auberge lifestyle and the communities where this way of living flourishes.

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

Auberge Resorts' commitment to responsible luxury is an inherent part of its organizational identity, and extends from the company's brand pillars to the very methods Auberge applies to constructing, operating and maintaining resort properties. Likewise, social responsibility is a core Auberge value that permeates both corporate culture and business strategies.

Through the companywide "Planet Auberge" program, portfolio resorts are able to launch targeted initiatives that minimize the property footprint, improve the surrounding environment and communities, and simultaneously enhance the guest experience.



SOCIAL RESPONSIBILITY MISSION STATEMENT

Auberge Resorts is committed to leadership in socially responsible hospitality. Auberge aims to lead the way in sustainable operating practices, pioneer innovative models for luxury resort development, and protect the natural settings that surround our resorts—all ultimately improving the health of our environment and communities while enhancing the quality of life for our guests and staff.

“Putting sustainability at the heart of strategy means letting it inform every aspect of a property and its operation ... It means designing for efficiency from day one ... Auberge's efforts have pushed the envelope, thanks to a strategy that allows each property to explore its unique potential”

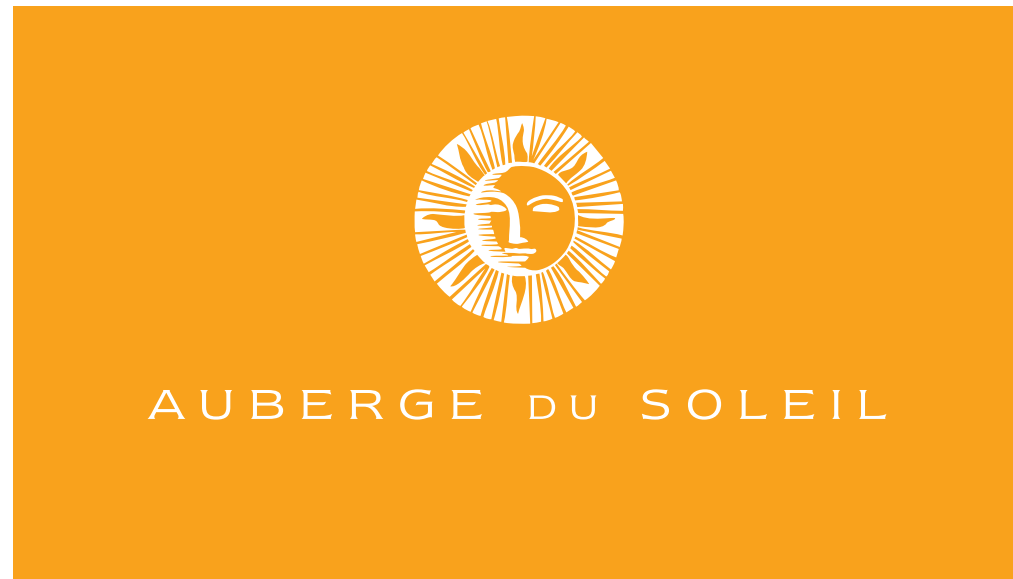
—Hotel Management International

A PLACE AT THE TOP: THE COMPETITIVE LANDSCAPE

- Uniquely positioned brand that owns its market niche
- Limited competitive set
- Thirty years of history and experience
- Careful selection of portfolio destinations
- Superior operating characteristics, management and profitability
- A flexible growth formula that is distinct from large operators and yields consistent high rates



PORTFOLIO





AUBERGE DU SOLEIL

TRAVEL + LEISURE TOP 100 HOTELS AND RESORTS IN THE WORLD 2011

ANDREW HARPER'S HIDEAWAY REPORT #5 TOP US HIDEAWAYS 2011

MICHELIN ONE-STAR RESTAURANT

The flagship Auberge Resorts & Hotels property

Originally opened in 1981 as a restaurant inspired by the bounty of the Napa Valley wine country

An elegant country inn nestled within a 33-acre sunlit olive grove on the slopes of Rutherford Hill

Mediterranean-style accommodations, including 29 rooms, 19 spacious suites and two 1,800-square-foot private maisons

World-renowned *Michelin*-star-rated, *Wine Spectator* Award of Excellence-recognized restaurant and terrace bar offering contemporary French-Mediterranean cuisine created from local produce and ingredients, an extensive wine selection and private dining options

7,000-square-foot full-service spa featuring mineral pool, soaking pools and yoga pavilion

8,000-square-foot pool lounge featuring 72-foot ozone pool, hot tub and terraced sun decks

Flexible indoor/outdoor meeting spaces, including boardroom, hospitality suite and wedding ceremony and reception sites

On-site wine program, boutique, sculpture garden, fitness center and tennis courts

Abundant local activities including winery tours, olive oil tasting, shopping and antiques, art galleries, museums, and cultural centers, championship golf, cycling, hot air ballooning and horseback riding







CALISTOGA RANCH
An Auberge Resort

CONDÉ NAST TRAVELER TOP 10 RESORT SPAS IN THE US 2011

TRAVEL + LEISURE 500 WORLD'S BEST AWARD WINNER 2010

ANDREW HARPER'S HIDEAWAY REPORT TOP 5 FOOD & WINE RESORTS 2009

Nestled on 157 acres just outside the historic town of Calistoga in a secluded Napa Valley canyon amidst ancient oaks and pines, a rock-hewn stream, private lake and vineyard

48 freestanding deluxe, one-bedroom and two-bedroom guest lodges comprised of generously sized rooms with floor-to-ceiling windows, connected by decks, trellised walkways and expansive outdoor living areas, designed with natural cedar exteriors to minimize impact on the pristine setting

27 private residences offering two bedrooms, master bath with outdoor shower and garden, indoor and outdoor living rooms with fireplaces, and expansive kitchen with wine storage

Full-service spring-fed Bathhouse spa with natural thermal baths, secluded treatment rooms, couple's suite, and body/mind adventures including yoga and hiking

World-class local activities, from golf, biking, ballooning, hang gliding and horseback riding to art galleries, antique shops, specialty boutiques and more than 200 wineries

Lakehouse Restaurant and Lounge overlooking Lake Lommel, serving "land to table" cuisine created from organic local sources rooted in Mediterranean, French and Japanese traditions and techniques

Vintner-curated wine programs providing the Lakehouse's extensive private-label, local and international wine list, private Wine Cave dining, vineyard tours and viticulture experiences

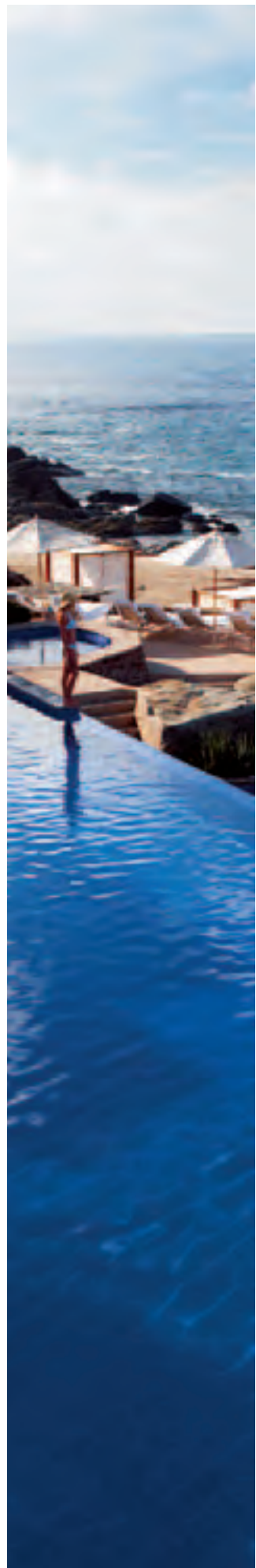
Poolside lounge and dining featuring a casual lunch and late afternoon menu, full bar and light fare

Unique and varied indoor and outdoor event venues for board meetings, presentations, weddings, receptions and gatherings with green meeting set-up options

On-site culinary lessons and cooking demonstrations, bocce ball courts, fitness center, yoga and meditation deck, heated outdoor swimming pool and acres of scenic hiking trails

Vintner member program for residence owners, offering exclusive insider experiences in the Napa Valley winery community







ESPERANZA An Auberge Resort

TRAVEL + LEISURE #2 BEST HOTEL IN MEXICO 2011

CONDÉ NAST TRAVELER #4 SPA IN MEXICO AND CENTRAL AMERICA 2011

ANDREW HARPER'S HIDEAWAY REPORT #4 TOP INTERNATIONAL RESORT 2010

Perched on the bluffs of majestic Punta Ballena overlooking the azure Sea of Cortez at the tip of Mexico's Baja Peninsula

57 casually elegant ocean-view and beachfront retreat accommodations, including casitas; junior, one-bedroom and penthouse suites; and one-, two- and three-bedroom luxury suites

Auberge Residences at Esperanza, the ultimate in relaxed luxury for couples and families, offering two-, three- and four-bedroom villas with resort access, multiple pools and cabanas, clubhouse and game room

Full-service coastal-desert spa featuring indoor-outdoor treatment rooms, soaking and Watsu pools, steam cave and waterfall rinse, relaxation garden, and private couple's suite with pool, outdoor shower, sunbathing and relaxation area

Private oceanfront indoor/outdoor meeting spaces, including boardroom and hospitality suite, and romantic wedding ceremony, reception and banquet sites

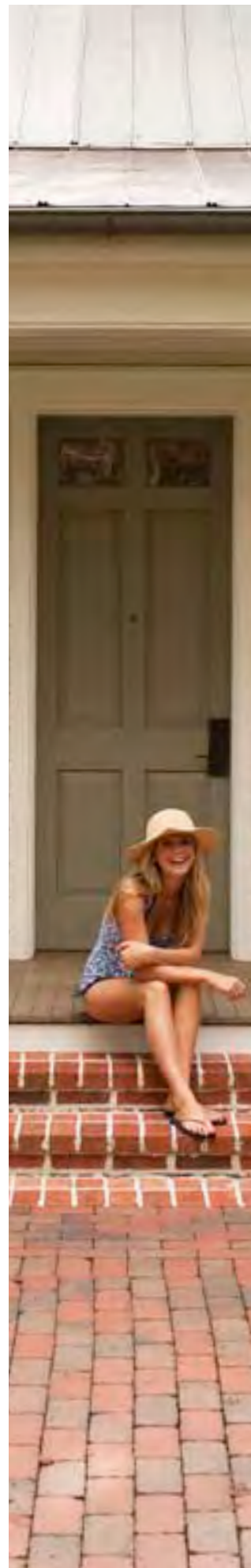
"Cocina del Sol" cuisine and ocean-view dining recognized by the *Wine Spectator* Award of Excellence

- El Restaurante, offering al fresco dining with an international wine list
- El Bar, featuring light fare and tequila and cigar menus
- La Palapa Bar & Grill, offering Mexican specialties
- La Terraza Americana, serving American cuisine

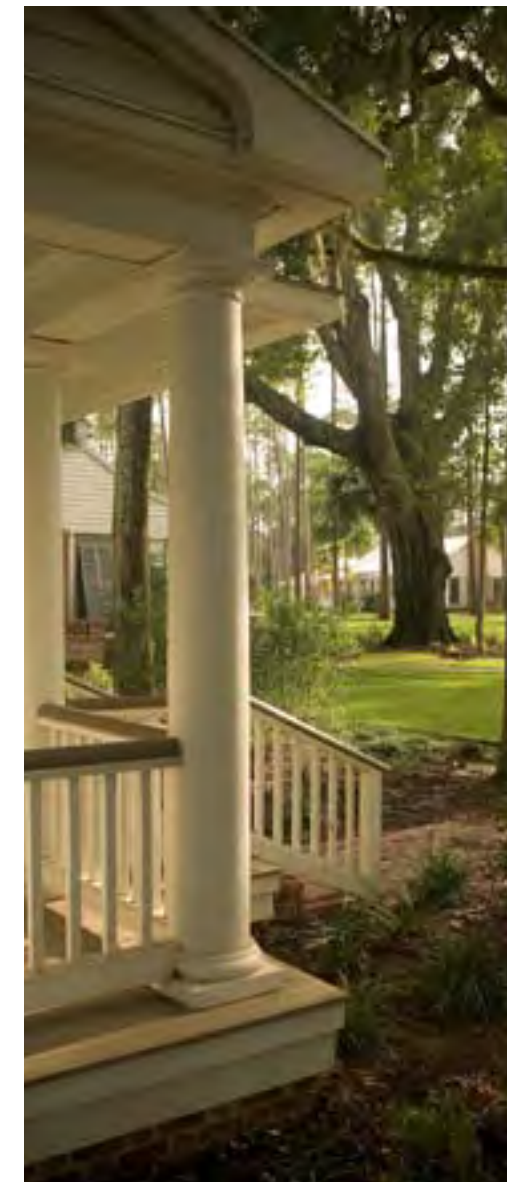
On-site beachfront infinity pool and whirlpool spa, private beach, indoor/outdoor art gallery, boutique and recreational activities, including complimentary daily yoga classes and twice-weekly Pilates instruction

Local attractions including snorkeling and scuba diving, sport fishing, yachting, sailing, kayaking, whale watching, championship golf, tennis, surfing, ATV excursions, shopping and nightlife





THE INN AT
PALMETTO BLUFF
An Auberge Resort





THE INN AT PALMETTO BLUFF

An Auberge Resort

US NEWS & WORLD REPORT #1 RESORT IN THE US 2012

ANDREW HARPER'S HIDEAWAY REPORT #6 TOP US HIDEAWAYS 2011

AAA FIVE DIAMOND AWARD RECIPIENT

The centerpiece of an exclusive 22,000-acre riverfront residential community and nature preserve in the South Carolina Lowcountry

50 individual guest cottages and one-bedroom cottage suites with river or waterway views, designed in classic colonial style and featuring steam showers, teacup tubs and fireplaces

75 homes, ranging from two- to four-bedrooms, with full kitchens featuring Viking appliances and fine housewares

Full-service, 9,200-square-foot spa on a private island adjacent to the Inn, offering private treatment rooms, couple's suite with soaking tub and steam room, Vichy steam and rain room, private men's and women's areas with hot tubs and steam rooms

On-site outdoor pool and hot tub; sports campus with tennis courts, croquet lawns, bocce and basketball courts; canoe and kayak club, general store, art gallery and boutique

Jack Nicklaus Signature golf course, clubhouse, PGA instructors, practice facility with five-acre short game area and pro shop

Varied dining and lounging options:

- River House Restaurant, serving exceptional South Carolina Lowcountry cuisine overlooking the May River
- River House Veranda, offering light fare
- Canoe Club, featuring casual dining and Lowcountry seafood, with views of the May River and Palmetto Bluff Water Trail
- May River Grill, serving lunch exclusively to members and guests al fresco and in a casual dining room with full-service bar
- Buffalo's Casual Restaurant in the Village center, showcasing bistro-style cuisine

Extensive indoor/outdoor meeting and event spaces, featuring a riverfront wedding chapel, ballroom with outdoor verandas, boardrooms and private wine cellar

Area activities including nature trails and tours; kayaking, boating and fishing; yacht charters and cruises; family, group and children's activities; and city tours of historic Savannah, Beaufort and Bluffton







An Auberge Resort

AAA FOUR DIAMOND AWARD RECIPIENT

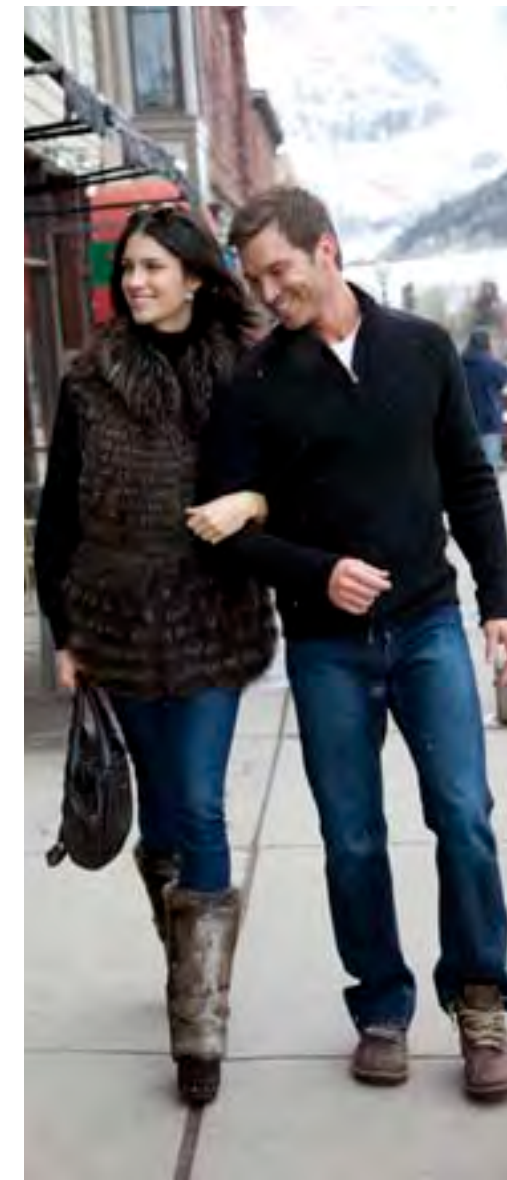
NATIONAL REGISTER OF HISTORIC PLACES

A landmark in Aspen, the award-winning Hotel Jerome is ideally situated in the heart of town. The hotel pioneered new levels of innovation and luxury when it opened in 1889 at the height of Aspen's boomtown silver-mining era and has been meticulously maintained to retain its Rocky Mountain character and identity as one of the great hotels of the American West. Hotel Jerome is often hailed as the premier Aspen hotel, drawing visitors with a taste for luxury accommodations and a little Colorado hospitality from around the world.

The hotel features 93 uniquely decorated and beautifully afforded guest rooms offering stunning mountain views and suites.

No amenity is overlooked, as the hotel is equipped with a fitness center and spa, outdoor pool, 3,450 square foot ballroom, 4 spacious meeting rooms, and an outdoor function space. Its restaurants have earned the hotel acclaim as a culinary destination, and its popular J-Bar is lauded as an Aspen favorite.

Located in the heart of the town, Colorado's landmark mountain resort offers the perfect retreat from which to explore the charming town of Aspen as well as the plethora of surrounding recreational activities. Beyond world-class skiing during the winter season, abundant summer activities await in Aspen. The area is home to some of the finest mountain biking, hiking, golf, and whitewater rafting in the state.



Element
52
AUBERGE RESIDENCES





AUBERGE RESIDENCES

OPENED 2011 - AUBERGE RESORTS' FIRST MOUNTAIN PROPERTY

Just steps from the spectacular mountain destination of Telluride, Colorado, and nestled at the base of the ski mountain along the banks of the San Miguel River

33 beautifully designed two- to- five bedroom residences and townhomes ranging from 2,200 to 5,000 square feet, each featuring design cues from Telluride's rustic mining history and rich finishes such as native stone, ironwork, walnut flooring, radiant heat, Waterworks fixtures and professionally designed kitchens with Bosch and Viking appliances

Slopeside ski-in/ski-out location, private ski lift, year-round resident concierge, fitness center, spa, two outdoor pools, private clubroom for après ski and underground heated parking

Access and courtesy transportation to all Grey Head Wilderness Preserve amenities and privileges, including more than 16 miles of hand-laid trails groomed for cross-country skiing and snow shoeing, equestrian center, tennis courts, ice skating and fly fishing

Within walking distance to the town of Telluride, a National Register of Historic Places destination offering unparalleled local activities in summer and winter, from world-class snow sports, fishing and river rafting, hiking and biking in the San Juan Mountains, to music and film festivals, restaurants and shopping, and a thriving arts community in the well-preserved Victorian-style downtown





PRONGHORN
An Auberge Resort

GOLF DIGEST 75 BEST GOLD RESORTS IN NORTH AMERICA 2011

LUXURY LIVING BEST RESIDENCE CLUB 2010

Surrounded by 20,000 acres of undeveloped land, Pronghorn is set amidst one of the oldest juniper forests in the world with stunning panoramic views of the Cascade Mountains.

Pronghorn offers luxury lodging adjacent to two world-class golf courses, a 55,000 square foot Clubhouse with restaurants, pools, hot tubs, fitness facility, spa, tennis, and much more. Pronghorn offers an array of family friendly activities year-round.

The Residences offer 48 one- to four- bedroom units for fractional or full ownership and rental. Each residence offers slate and cherrywood hardwood floors, walk-in closets, gas fireplaces, top-of-the-line kitchen and bath fixtures, and private patios complete with fire pits and BBQs.

Residents and guests can enjoy the use of Pronghorn's 55,000 square foot Clubhouse, concierge services, use of the Trailhead recreation center, PGA TOUR Golf Academy, and access to both world-renowned Nicklaus and Fazio Golf Courses.

The Jack Nicklaus designed golf course is characterized by ancient lava rock ridges, magnificent views of the Cascade Mountains, and natural landscaping that accents beautiful transitions and true putting surfaces. The course plays firm and fast and accommodates golfers of every skill level. Pronghorn also hosts the first Tom Fazio golf course in Oregon, which celebrates the inherent aesthetics of Central Oregon, using stunning water features and capitalizing on the natural lava rock outcroppings, providing a unique and memorable golf experience.

PROJECTED RESORTS AND HOTELS

2014

The Aspen Club, Aspen, Colorado

Isla Pasion, Cozumel, Mexico

2015

Casa Tropicalia, Dominican Republic

Grasmere Farm, Rhinebeck, New York

Kanai, Riviera Maya, Mexico



Casa Tropicalia, Dominican Republic





EXTENDING THE BRAND, CREATING REAL VALUE

Experts in creating branded residential real estate that resonates with high-net-worth guests and investors

Like their resort anchors, residences command the highest sales prices in their respective markets

Proven experience in managing and overseeing the residence club business model, including inventory, member reservations and rental program

Impeccable homeowner service standards built upon resort guest service principles



AUBERGE RESIDENCES

Auberge Residences at Esperanza

- Quickest sell-out and highest price per square foot to date in Mexico
- Exclusive owners' access and privileges within Esperanza Resort

The Lodges at Calistoga Ranch

- Developed in partnership with Olympus Real Estate Partners
- Vintner Member Program for owners, offering exclusive insider experiences in the Napa Valley winery community

The Inn and Village Homes at Palmetto Bluff

- Developed by Crescent Resources
- Auberge participation played a key role in generating real estate sales of the Village Homes

Auberge Residences at Element 52

- Exclusive ski-in/ski-out location
- Steps to historic Telluride, Colorado

Auberge Residences at Pronghorn

- Exclusive access to two world-renowned golf courses
- The most prestigious golf community in the Northwest

THE AUBERGE COLLECTION

RESIDENCE PROPERTIES

Esperanza

Calistoga Ranch

The Inn at Palmetto Bluff

Auberge Residences at Element 52

Auberge Residences at Pronghorn

The Aspen Club (2014)

Casa Tropicalia (2015)

RESORT & HOTEL PROPERTIES

Auberge du Soleil

Hotel Jerome

Solage Calistoga

LEVERAGING THE POWER OF THE PORTFOLIO

A valuable benefit of ownership and compelling incentive in the real estate sales process

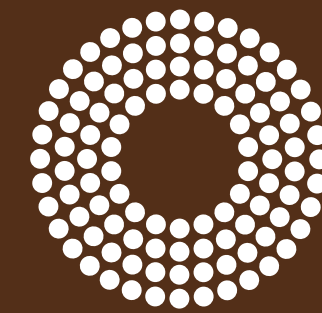
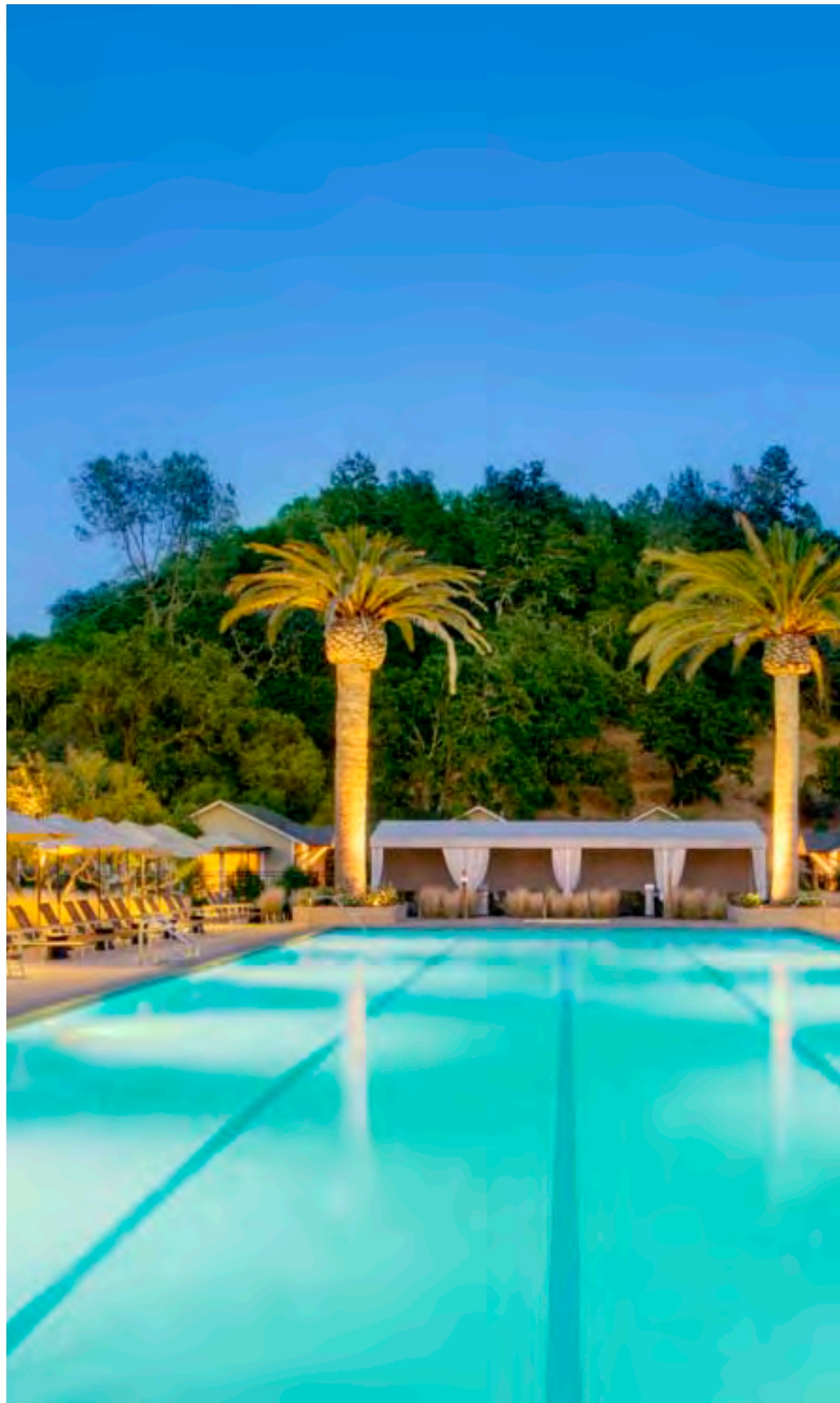
Offered exclusively to owners of Auberge Resorts residences

Opportunities to exchange residences with fellow owners and receive additional privileges and savings at all Auberge properties



THE
SOLAGE
BRAND





SOLAGE
HOTELS & RESORTS

BRAND POSITIONING

SOLAGE BRAND

POSITIONING STATEMENT

“Comfortably Cool”

The Solage brand combines the contemporary design and style of boutique hotels with the service excellence associated with its acclaimed sister brand, Auberge Resorts. Appealing to a broader and more active audience—families, romantic couples, friends on spa getaway weekends and local area residents—each Solage resort will reflect an unexpected convergence of experiences. At once authentically natural and innovatively metropolitan, Solage captures an urban sensibility that uniquely balances with its resort underpinnings.

TRENDSETTING

FUN

REFRESHING

ACTIVE

FAMILY

ENGAGING

SOCIAL

PLAYFUL

RELAXING

CORNERSTONES

Design-Focused Architecture and Interiors

Contemporary and comfortable design style, with both urban and uniquely local influences that embrace and accommodate social activities and celebrations, characterizes each Solage property.

Energetic Wellness and Spa Programs

A playful twist on traditional spa experiences, Spa Solage features treatments inspired by its property’s regional heritage and that cater to individuals and groups.

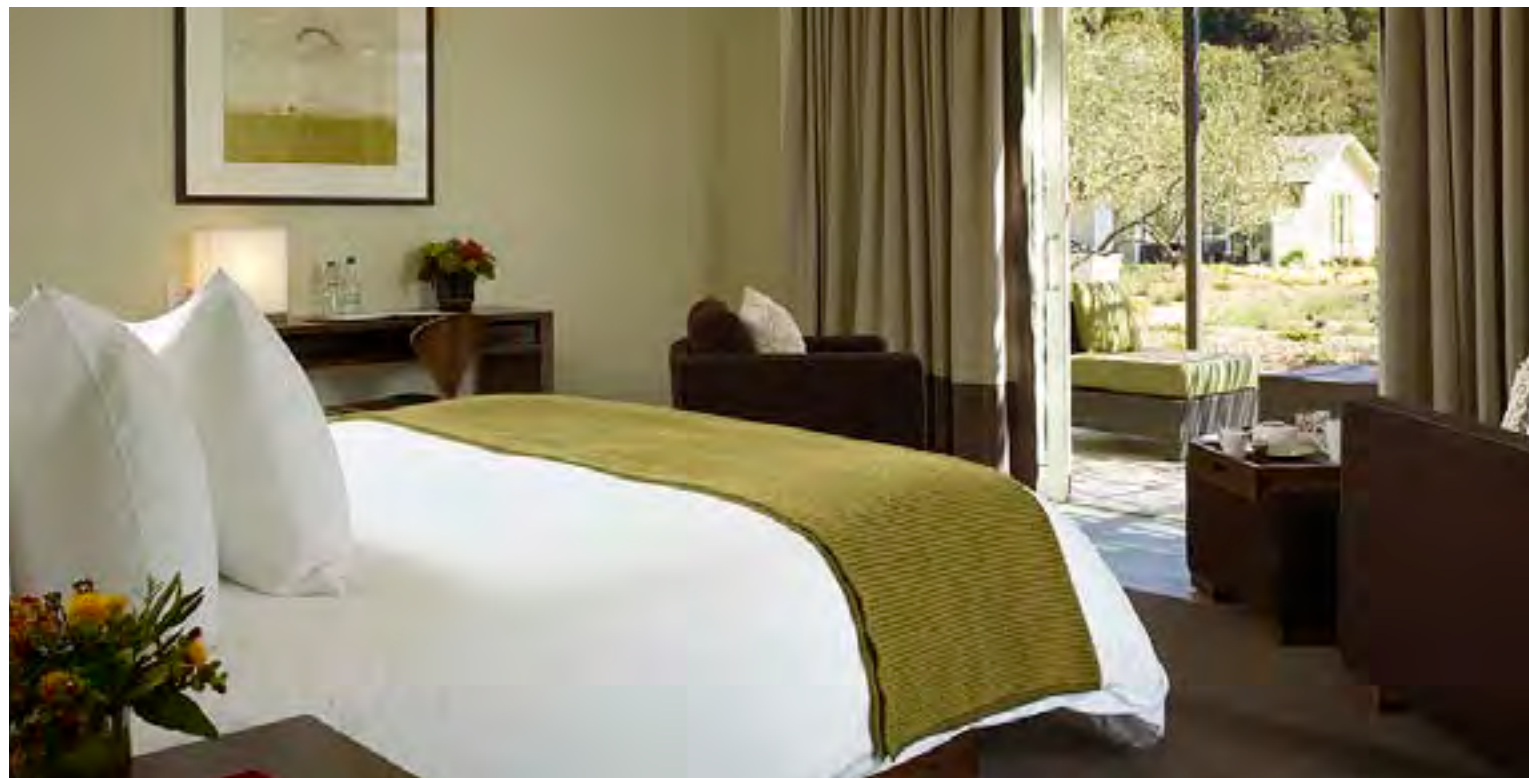
For local residents and frequent area visitors, Club Solage’s individual and family membership programs offer pool, fitness classes and social activities, complemented by spa, food and beverage and retail discounts.

Creative Bar and Restaurant Concepts

In an urban-bistro-style environment with an active lounge and social milieu, Solage offers both guests and locals a casual approach to dining with fresh, ingredient-driven cuisine.

Environmental Sensitivity

From green design and construction initiatives and energy-efficient operating systems, to recycling programs, local and organic cuisine and biodegradable cleaning products, environmental sustainability is implemented at each Solage operation, fostered by its employees and integrated into its guest programs.





CONDÉ NAST TRAVELER TOP 20 RESORT SPAS IN THE US 2011

HOSPITALITY DESIGN GREEN DESIGN AWARD WINNER

MICHELIN ONE-STAR RESTAURANT

CONDÉ NAST TRAVELLER UK #1 SPA IN THE AMERICAS AND CARIBBEAN 2010

The flagship Solage property

On 25 vineyard-bordered, oak-studded acres of Napa's Silverado Trail with stunning views of Mt. Washington, the Mayacamas and the Palisades mountain ranges

89 loft-inspired accommodations set among gardens, oaks and vineyards, including freestanding studio and one-bedroom guest cottages complemented by private patios, pebble-stone showers and fireplaces in select units

Solbar, a *Michelin* one-star contemporary Northern-California-style bistro serving eclectic seasonal menus with ingredients by local growers, and an outdoor poolside lounge featuring creative cocktails, fire pits and mountain views

20,000-square-foot Spa Solage, offering a signature mud bar and lounge, bathhouse with geothermal pools; individual, couple's and group treatment rooms; sunning gardens; spa boutique; and a comprehensive wellness and beauty treatment menu featuring Kate Somerville products

130-foot ozone pool with private cabanas, gym and movement studio with private fitness instruction and daily classes, kids' pool and play area, bocce courts

Innovative indoor/outdoor event facilities and sites for meetings, incentive and group programs, weddings and receptions

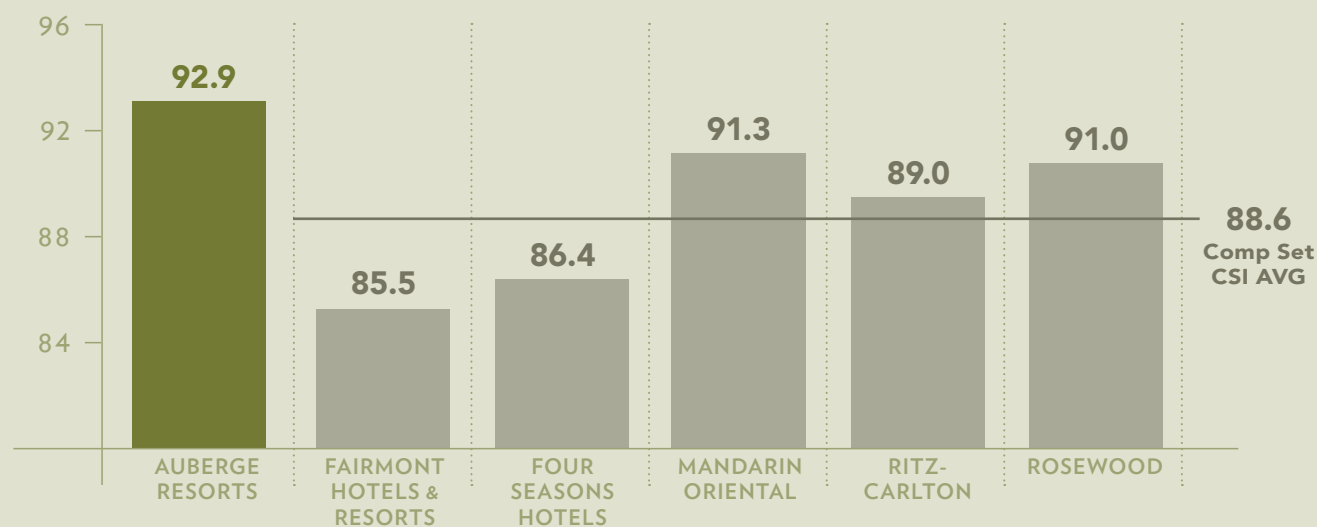
Environmental focus and practices, including solar panels, geothermal water-heating system, sustainable design materials, landscaping and water reclamation, chlorine-free pool filtration, low-VOC paints, all-natural cleaning products and bath amenities, on-site recycling program, and bicycles for staff and guest transportation

Area activities arranged by the Solage concierge staff, including winery tours and tastings, golf, hot-air ballooning, hiking, biking, shopping and art gallery visits

BRAND STANDARDS



**CONSISTENTLY OUTPERFORMING THE COMPETITION:
AUBERGE RESORTS GUEST SATISFACTION RATINGS**



**MARKET METRIX HOSPITALITY INDEX
AUBERGE RESORTS CSI VS COMP SET**

An independent analysis of evaluative questionnaires by Market Metrix, LLC, the leading provider of market research services for the hospitality industry. Auberge Resorts for the period May 1, 2010 to May 15, 2011 compared to MMHI Results Q2 2010 – Q1 2011.

**OUTPERFORMING THE COMPETITION,
YEAR AFTER YEAR**

SERVICE STANDARDS

Committed to five-star-plus service that exceeds the competitive set

Staff members exceptionally well trained and familiar with the resorts where they are employed and with other properties in the Auberge portfolio

Auberge maintains a codified manual of benchmarks for operational excellence property- and enterprise-wide, from fundamentals of customer service to detailed functional specifics

“Attention to detail and fantasy levels of pampering that lead to a constant ‘Is this for real?’”

—Harpers & Queen UK on Esperanza



KNOWN BY THE COMPANY WE KEEP

HOTEL ASSOCIATIONS

Relais & Chateaux
Green Spa Network

SERVICE ASSOCIATIONS

Les Clefs d'Or
Chaine des Rotisseurs

PRIVATE RESIDENCE CLUBS

Timbers Resorts
Exclusive Resorts
Elite Alliance

AVIATION PARTNERSHIPS

NetJets

AUTOMOTIVE PARTNERSHIPS

Mercedes-Benz
Range Rover
Audi

CUSTOM PUBLISHING

American Express Publishing

SPA

Kate Somerville
Tara Spa Therapy
Eminence Organic Skincare
Arcona
Naturopathica
Dr. Hauschka
SumBody
Prima Fleur Botanicals
Marie Veronique
ESPA

CORPORATE SPONSORSHIP

Global Green
The Grammys



SELECTIVE, AFFLUENT, LOYAL

GUEST DEMOGRAPHICS

30% are repeat guests
83% are married
33% own second homes
36% have children under 18

AGE

26% 35 – 44
31% 45 – 54
23% 55 – 64

ANNUAL LEISURE TRAVEL

58% 3 – 5 times per year
18% 6 or more times per year

AVERAGE SPEND PER NIGHT*

\$1,237

AVERAGE SPEND PER STAY*

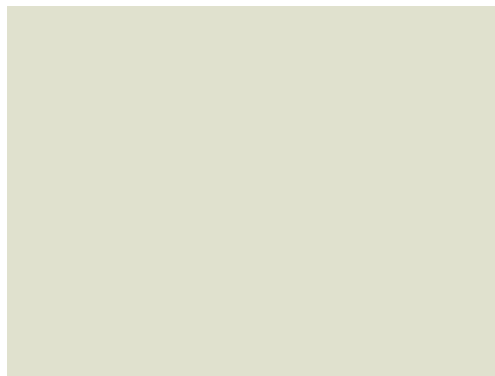
\$3,561

ANNUAL HOUSEHOLD INCOME*

35% \$500,000 and up
15% \$350,000 – \$499,999
15% \$250,000 – \$349,999
10% \$200,000 – \$249,999

• U.S. dollars

EXECUTIVE TEAM AND COMPETENCIES





VISION AND LEADERSHIP, TALENT AND DETERMINATION

Dedicated executive and managerial teams guiding operations, finance, sales and marketing, sustainable design and engineering, information technology, food and beverage and human resources

Over 2,000 employees at property locations in the United States, Mexico and the Caribbean

Corporate offices in Mill Valley, Los Angeles and New York

ROBERT HARMON

PRINCIPAL & CHAIRMAN

Bob Harmon is a graduate of Stanford University and Stanford Law School. He left the practice of law to form Moana Corporation, a developer of premium resort properties in California, Hawaii and the West. Ultimately, Mr. Harmon became active in the hotel and management business upon the completion of Auberge du Soleil in 1985.

MARK HARMON

PRINCIPAL & CHIEF EXECUTIVE OFFICER

Mark Harmon formed Auberge Resorts in 1998 to consolidate the management of his family's various hotel, restaurant and real estate ventures and to create a world-class hospitality platform to pursue further development and management of exceptional properties around the globe. Since then, he has led the company's growth to encompass ventures not only in resort management, but also in resort development, real estate and residence clubs. Mr. Harmon has been responsible for overseeing the design and development of numerous resorts from the ground up, including Esperanza, Calistoga Ranch, The Inn at Palmetto Bluff, Solage Calistoga and Encantado. He is an active participant in hospitality industry and entrepreneurial initiatives. Mr. Harmon is a graduate of Princeton University and University of California, Hastings College of the Law.

ERIC CALDERON

CHIEF OPERATING OFFICER

Eric Calderon has more than 30 years' experience in the luxury hotel and resort industry. During his more than 18 years as Vice President and General Manager at the Aspen Skiing Company, he oversaw operations at several of the West's leading resorts and private clubs, including the Mobil Five-Star, Five-Diamond-rated The Little Nell, where he was instrumental in developing the \$150 million Residences at The Little Nell; the Snowmass Club and Snowmass Club Residences and the Aspen Mountain Club. Mr. Calderon is a graduate of the Ecole Hôtelière de Lausanne, Switzerland.

MARY O'NEIL

SENIOR VICE PRESIDENT, BUSINESS DEVELOPMENT & ACQUISITIONS

Mary O'Neil has over 15 years of experience in various financially based businesses around the world. She joined Auberge Resorts in 2011 to grow the Brand and develop a real estate portfolio. Mary brings both financial and development expertise in structuring and executing transactions. Prior to joining Auberge, Mary was the President of Brener International Group, a Family Office based in Beverly Hills, CA. She was responsible for sourcing and executing a variety of Private Equity transactions as well as developing a platform to co-invest with other Family Offices and High Net Worth Individuals. Prior to the Brener Group, Ms. O'Neil provided corporate advisory, development and capital raising services to firms such as The Setai Group, a real estate development and luxury hospitality brand. Ms. O'Neil spent the early part of her career at Citigroup as a Global Emerging Markets Associate and a Vice President and lived and worked in London, Hong Kong, Shanghai, Prague, Mumbai, Manila, Sydney, New York and Buenos Aires. Ms. O'Neil received a M.A. in International Economics from the Johns Hopkins University in 1998 and a B.A. in Politics from the University of San Francisco in 1993. She is an avid traveler and wine enthusiast.

CAROLINE MACDONALD

SENIOR VICE PRESIDENT OF MARKETING

Caroline MacDonald brings with her extensive sales, marketing and branding experience in the hospitality industry. Since joining the company in 2001 she has been instrumental in the opening and branding of six Auberge properties and the launching of the sister brand Solage Hotels & Resorts. Prior to joining Auberge Resorts, she held the position of Vice President of Sales & Marketing for the Pinehurst Company responsible for The Palmilla Resort in Los Cabos, Mexico. Her career in the luxury hotel market includes most notably seven years with Carefree Resorts as Director of Sales & Marketing at the Carmel Valley Ranch. Ms. MacDonald is a graduate of the University of Maryland and is currently enrolled in Pepperdine University's Executive MBA program.

JOHN WASHKO

VICE PRESIDENT OF OPERATIONS

John Washko is a hospitality veteran who joined Auberge Resorts in 2010 to maintain and elevate brand standards with a focus on food and beverage programming. Previously, Washko served for over 20 years with Four Seasons Hotels & Resorts, where he held varied operational leadership positions within the company's Food & Beverage and Rooms divisions in the United States and internationally. He was also Hotel Manager at the Four Seasons San Francisco, which achieved the Mobil 5 Star rating within its first year of operation. Washko serves on the James Beard Foundation Board of Directors, and was honored with its 2008 Angel Award.

URSULA ZOPP

VICE PRESIDENT OF HUMAN RESOURCES

After graduating from the University of Virginia, Ursula Zopp joined Hyatt Hotels, completing Hyatt's Corporate Training Program. For ten years Ms. Zopp worked in Human Resources with Hyatt. During that time, she served as Director of Human Resources for the Hyatt at Fisherman's Wharf, the Park Hyatt San Francisco and the Hyatt Regency Bellevue.

TRACY LEE

VICE PRESIDENT OF SPA DEVELOPMENT

Tracy Lee has worked for a number of renowned hospitality institutions since graduating from the University of Arizona. Her first major position was Spa Director for the Spa at the Peaks in Telluride, Colorado. Following that, Ms. Lee served as Spa Director at the Boulders Resort in Arizona. Most recently, Ms. Lee was the Senior Director of Golden Door Spas, responsible for the design, development and operation of all new Golden Door Spas.

GEORGE GOEGGEL

DIRECTOR

George Goeggel was educated in Europe with subsequent hotel apprenticeships before spending his formative years working at luxury hotels in Switzerland, Austria and France. Mr. Goeggel joined the Rosewood Hotel Group, holding various management positions at the Mansion on Turtle Creek, Hotel Bel-Air, The Remington, Hotel Hana Maui, and The Hotel Crescent Court and Spa. In 1990, Mr. Goeggel became the Managing Partner of Auberge du Soleil and also serves as a Director and Principal of Auberge Resorts.

TIM HARMON

DIRECTOR

Tim Harmon is CEO of Solage Hotels & Resorts, a new brand developed by the team behind Auberge Resorts. Mr. Harmon also serves as CEO of Moana Hotel & Restaurant Group, an affiliated company that owns and manages a wide range of restaurants, including several branded divisions and a variety of independent ventures. Prior to founding Moana, Mr. Harmon served as Director of Business Development for Auberge Resorts, where he handled acquisitions and development of new properties. Mr. Harmon is a graduate of the University of California at Berkeley and the University of California, Hastings College of the Law in San Francisco.

BEN WEPRIN

PARTNER

Ben Weprin is the President/CEO of AJ Capital LLC. A partner in Auberge Resorts, AJ Capital develops, owns and operates commercial and hospitality properties throughout the country, and is actively pursuing new investment and management opportunities. Mr. Weprin is a graduate of the University of Tennessee and has graduated from the Executive MBA Program at Northwestern University's Kellogg School of Management.

CLAUDE ROUAS

VICE-CHAIRMAN

Claude Rouas had his early training in Paris at Maxim's restaurant and the hotel Le Meurice. For many years Mr. Rouas was the owner and operator of L'Etoile, San Francisco's premier French restaurant; he also opened the Auberge du Soleil restaurant, which became the flagship for the Auberge collection. With Bob Harmon, Mr. Rouas founded Piatti Restaurant Company, which owns and operates 14 restaurants in California and four other Western states. He is a member of the Restaurant Hall of Fame.

KARISSA HAZY

PROJECT MANAGER

Karissa is a graduate of Stanford University undergraduate and graduate schools, and has since accumulated experience within the hotel industry all over the world. Karissa worked in hotel operations in Bali, Indonesia then went on to manage development projects for the Shangri-La Hotel Group based in Hong Kong, working on new-build and renovation hotel projects internationally including sites in Mainland China, France, Maldives, Philippines, and Mongolia. Karissa is certified by LEED® and while in Asia helped launch several hospitality Corporate Social Responsibility (CSR) programs and sustainability standards for hotel development.

TIM DICKSON

DIRECTOR OF INFORMATION TECHNOLOGY

Now working with Auberge Resorts for over 10 years, Tim's hospitality career started in the heart of Silicon Valley at a boutique resort in San Jose. Growing up in the technology capital of the world helped cultivate a passion and realization that technology was the key to growth. From there he went on to manage the IT department at Cordevalle Golf Resort followed by Managerial roles at Calistoga Ranch and Solage Calistoga. Tim took over management of technology for the flagship Auberge du Soleil, then joined the corporate office in a director role.



SYSTEMS THAT SUPPORT REVENUE GROWTH

MANAGEMENT COMPETENCIES

An enterprise-wide commitment to developing and maintaining effective service training, marketing, sales, operational and financial programs

Ongoing practices to ensure that each hotel:

- Operates at the highest service and operational levels
- Stays top of mind for the consumer, group planner and travel professional
- Drives rate and revenue growth

FINANCIAL EXPERTISE

AUDITS

Annual internal control audits, including testing of the internal control environment, PCI compliance, vetting of balance sheet reconciliations, labor management audits and general system controls

RISK MANAGEMENT

Annual review of Business Continuity Plans and Risk Assessment Models to mitigate risk and protect company assets, resulting in reduced insurance premiums

EXPENSE MANAGEMENT

Labor Management: ADP Time Resources Labor Management implemented in all resorts with a labor management practice, to measure labor productivity, correlate against guest service scores by department and benchmark across the company; labor standards and variable staffing in all departments increase with increased business volumes

Checkbook Accounting and Contingency Planning practices to improve the profit margins and flow-through at each property

HOA MANAGEMENT

- Operational Oversight
- Reporting and Budgeting Expertise
- Property Rental Program Management

SYSTEMS THAT SUPPORT REVENUE GROWTH

SALES AND MARKETING

NATIONAL SALES

New York and Los Angeles offices with representation for both group and leisure sales outreach to improve property and brand awareness; focus on board meetings, incentive groups and executive-level outings and aggressive solicitation efforts to uncover business and provide lead referrals for the individual properties; property-specific FAM trips and client lists; attendance at top industry trade and consumer shows in North America, Latin America and Europe

TRAINING

Interactive training including performance testing and measurement in reservations and sales that encompasses time management, prospecting, contract negotiations, customer relationships and team management for improved sales performance

PUBLIC RELATIONS

Public relations offices located in the US, Europe and Mexico for exposure in North America, Europe and Latin America; media trips annually to New York and London to drive editorial outreach to key journalists and editors and provide property exposure in North America and Europe; media planning for targeted market exposure; consolidated purchases with multi-property buying rates yield reduced pricing for expense savings; comprehensive online media kits and FTP site for photo library journalist access

SOCIAL MEDIA

Efforts on Facebook, Twitter and other influential online spaces engage ongoing dialogue with past, present and future guests; updating mobile and on-site technologies to facilitate ease of information flow and communication with our guests

COOPERATIVE MARKETING

Auberge magazine: 25,000 issues published biannually and distributed in-room at all hotels, with issues mailed to top guests and brand loyalists

Au Courant: Group eNewsletter, published quarterly and sent to over 18,000 qualified group planners

Art of Living: Leisure eNewsletter, published biannually and distributed to over 250,000 households of subscribers and past guests

Property directory cards, distributed at all locations to guests and potential guests interested in the *Auberge* brand

Continual assessment of opportunities and marketing partnerships to improve positioning and branding and support growth of occupancy and rates at each resort

REPORTING AND AUDITS

In-depth quarterly and annual analysis of guest history data to identify trends that will assist in strategy, increase market penetration and improve future sales and marketing planning; annual audit to ensure general sales practices are in place; yield management and sales procedures reviews to ensure revenue maximization; forms, procedures and correspondence reviews to ensure professional representation of the resorts; further review and updating of selling guidelines, rates, marketing plans and target markets

SYSTEMS THAT SUPPORT REVENUE GROWTH

SERVICE TRAINING AND HUMAN RESOURCES

DISTINCTIVE SERVICE TRAINING

Proprietary, comprehensive and customized guest service training to deliver consistently exceptional service and enrich each guest experience

EMPLOYEE METRIX

Provides tools to manage more engaged and loyal work teams and achieve better business results; reduces turnover by uncovering problems and opportunities early; compares results to hospitality benchmarks; isolates issues with actionable reports and web-based tools

BRAND-WIDE AND ON-PROPERTY PROGRAMS

Including new employee orientation, department orientation, safety training, departmental standards, harassment in the workplace and harassment prevention for managers, alcohol awareness, leadership development, coaching and conflict resolution, interview skills and performance review effectiveness training

EMPLOYEE RELATIONS

Recognition and support programs, including education reimbursement, employee of the month and year, annual events, newsletters, service awards and sports teams

RECRUITMENT AND SUCCESSION PLANNING

Sourcing staff, managers and executives with true passion for guest service and depth of industry experience; tracking and retention of staff by providing internal career opportunities for star performers; simultaneous development of the next generation of leaders for the company's future

OPERATIONAL PRACTICES

PROPERTY MANAGEMENT SYSTEM: SPRINGER MILLER HOST

Reservations system to book lodging, golf, spa, multi-property hotels with Residence Club components and third-party activities

GLOBAL RESERVATIONS AND CENTRAL DATA BASE: SPRINGER MILLER ENTERPRISE

Enables management of each hotel's customer relationships at a central/remote location; handles all central reservation functions in real time across all properties to provide timely and pertinent guest information; allows Central Reservations Office (CRO) staff to cross-sell and upgrade, increasing revenues

GROUP MANAGEMENT SYSTEM: DAYLIGHT

Database system that automates sales, marketing and catering processes, facilitates the ability to cross-sell and up-sell within one global system and sell brand-wide functions from National Sales offices

LMG DATA MINING

Collects data from hotel property management systems for analysis to increase repeat stays and spending per stay, target qualified buyers and measure return on marketing costs

MARKET METRIX

Facilitates improvement in the quality of guest experience and provides critical information to advance strategic, customer-centric goals; establishes a reliable system for measuring and managing guest satisfaction and loyalty; monitors all areas of operation

SUMMARY

ULTIMATELY AUBERGE

The highest service standards

The greatest attention to detail

The most consistent media acclaim from critics and readers

The preferred partner for resort real estate

The strongest loyalty among high-net-worth guests

The luxury rate leader in our markets

The finest projects in development

The team that delivers continuing growth and enduring value

APPENDICES

COMPREHENSIVE AWARDS, ACCOLADES AND DISTINCTIONS

Sustained acclaim throughout the growth process



ANDREW HARPER'S
HIDEAWAY REPORT
SEPTEMBER 2012

TOP 20 US RESORTS
Inn at Palmetto Bluff #9

TOP 20 FOOD & WINE RESORTS
Auberge du Soleil #3
Calistoga Ranch #9

TOP 20 SPA RESORTS
Esperanza #18



TRAVEL + LEISURE
SEPTEMBER 2012

WORLD'S BEST HOTELS
FOR FAMILIES
MEXICO
Esperanza #5

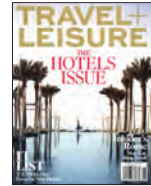


TRAVEL + LEISURE
AUGUST 2012
WORLD'S BEST AWARDS

TOP 50 HOTELS
US & CANADA
Auberge du Soleil
#29 US AND CANADA
Calistoga Ranch
#35 US AND CANADA
Inn at Palmetto Bluff
#6 US AND CANADA
Solage Calistoga
#38 US AND CANADA

TOP 20 HOTELS
MEXICO
Esperanza
#14 MEXICO

TOP 100 IN THE WORLD
Inn at Palmetto Bluff
#79 WORLD



TRAVEL + LEISURE
JUNE 2012

WORLD'S BEST SERVICE
Esperanza #3



CONDÉ NAST TRAVELER
JUNE 2012

TOP SPAS
TOP US RESORT SPAS
Solage Calistoga #9
Calistoga Ranch #15
Inn at Palmetto Bluff #15
Auberge du Soleil #15
TOP SPAS IN MEXICO
Esperanza #13



ROBB REPORT
MAY 2012

WORLD'S TOP 100 RESORTS
Auberge du Soleil
Calistoga Ranch
Inn at Palmetto Bluff



CONDÉ NAST TRAVELER
APRIL 2012

TOP GOLF RESORTS
Solage Calistoga #3 IN SOUTHERN US
Esperanza #5 INTERNATIONAL



ORGANIC SPA MAGAZINE
APRIL 2012

TOP 10 GREEN SPA AWARDS
Calistoga Ranch



US NEWS & WORLD REPORT
FEBRUARY 2012

BEST U.S. HOTELS 2012
The Inn at Palmetto Bluff #1
Calistoga Ranch #9



CONDÉ NAST TRAVELER
NOVEMBER 2011

WORLD'S BEST AWARDS
TOP 100 RESORTS
IN THE WORLD
Auberge du Soleil #58
TOP US RESORTS
Inn at Palmetto Bluff #14
Solage Calistoga #41
TOP SMALL RESORTS
Calistoga Ranch #15
TOP US HOTELS
Auberge du Soleil #6
TOP RESORTS IN MEXICO
Esperanza #13



ANDREW HARPER'S
HIDEAWAY REPORT
OCTOBER 2011
READER'S CHOICE

TOP US HIDEAWAYS
Auberge du Soleil #5
Inn at Palmetto Bluff #6
TOP US SPA RESORTS
Auberge du Soleil #17



TRAVEL + LEISURE
AUGUST 2011
WORLD'S BEST AWARDS
TOP 50 HOTELS
US & CANADA

Auberge du Soleil
#14 US AND CANADA
Inn at Palmetto Bluff
#7 US AND CANADA
Solage Calistoga
#45 US AND CANADA

TOP 20 HOTELS
MEXICO
Esperanza
#2 MEXICO

TOP 100 IN
THE WORLD
Auberge du Soleil
#84 WORLD
Esperanza
#92 WORLD
Inn at Palmetto Bluff
#60 WORLD



TRAVEL + LEISURE
JUNE 2011
WORLD'S BEST SERVICE
Esperanza
#3 TOP FIVE RESORTS, MEXICO

COMPREHENSIVE AWARDS, ACCOLADES AND DISTINCTIONS

Sustained acclaim throughout the growth process



CONDÉ NAST TRAVELER
JUNE 2011
TOP 250 SPAS

Calistoga Ranch
#9 TOP 100 US MAINLAND

Inn at Palmetto Bluff
#14 TOP 100 US MAINLAND

Solage Calistoga
#20 TOP 100 US MAINLAND

Esperanza
#4 TOP 20 MEXICO &
CENTRAL AMERICA

Auberge du Soleil
#8 TOP 50 HOTEL SPAS
US MAINLAND



CONDÉ NAST TRAVELER
NOVEMBER 2010
BEST IN THE WORLD

Esperanza
#3 TOP MEXICO RESORT

Auberge du Soleil
#5 TOP US HOTEL

Calistoga Ranch
#9 TOP US SMALL RESORT

The Inn at Palmetto Bluff
#41 TOP US RESORT



TRAVEL + LEISURE
OCTOBER 2010
WORLD'S BEST SPAS

Esperanza #1 MEXICO,
#1 RESORT FOR FAMILIES IN MEXICO

The Inn at Palmetto Bluff #1 US,
#1 RESORT FOR FAMILIES IN US

Calistoga Ranch #15 US



ANDREW HARPER'S
HIDEAWAY REPORT
SEPTEMBER 2010
READERS' CHOICE WORLD'S BEST

TOP INTERNATIONAL RESORTS

Esperanza #4

TOP US RESORTS

Auberge du Soleil #5

The Inn at Palmetto Bluff #7



TRAVEL + LEISURE
AUGUST 2010
WORLD'S BEST

Esperanza
#1 RESORT IN MEXICO

The Inn at Palmetto Bluff
#2 US RESORT, #41 WORLD RESORT

Auberge du Soleil
#10 US RESORT,
#93 WORLD RESORT

Calistoga Ranch
#23 US RESORT



CONDÉ NAST TRAVELER
JUNE 2010
TOP GOLF RESORTS

The Inn at Palmetto Bluff
#4 SOUTHERN US



TRAVEL + LEISURE
JUNE 2010
WORLD'S BEST SERVICE

The Inn at Palmetto Bluff
#1 US AND CANADA

Esperanza
#1 MEXICO



CONDÉ NAST TRAVELER
APRIL 2010
TOP SPAS

Auberge du Soleil

Calistoga Ranch

Esperanza

The Inn at Palmetto Bluff



CONDÉ NAST TRAVELER
JANUARY 2010
THE GOLD LIST
WORLD'S BEST
PLACES TO STAY

Auberge du Soleil

Calistoga Ranch

Esperanza

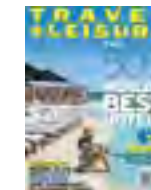
The Inn at Palmetto Bluff



CONDÉ NAST TRAVELLER UK
JANUARY 2010
THE GOLD LIST
WORLD'S BEST HOTELS
THE AMERICAS
AND CARIBBEAN

Auberge du Soleil
BEST SERVICE

The Inn at Palmetto Bluff
BEST LOCATION



TRAVEL + LEISURE
JANUARY 2010
TOP 500
WORLD'S BEST HOTELS

Auberge du Soleil

Calistoga Ranch

Esperanza

The Inn at Palmetto Bluff



CONDÉ NAST TRAVELER
NOVEMBER 2009
BEST IN THE WORLD

Auberge du Soleil
#8 TOP US HOTEL
#81 TOP WORLD HOTEL

Calistoga Ranch
#8 TOP US SMALL RESORT

Esperanza
#8 TOP MEXICO RESORTS

The Inn at Palmetto Bluff
#29 TOP US RESORTS

COMPREHENSIVE AWARDS, ACCOLADES AND DISTINCTIONS



TRAVEL + LEISURE
OCTOBER 2009
WORLD'S BEST SPAS

Esperanza #1 MEXICO
Solage #2 US
Calistoga Ranch #11 US
Auberge du Soleil #16 US



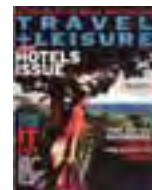
ANDREW HARPER'S
HIDEAWAY REPORT
SEPTEMBER 2009
TOP US RESORTS

Auberge du Soleil #2
The Inn at Palmetto Bluff #8
Calistoga Ranch #13
TOP INTERNATIONAL RESORTS
Esperanza #2
TOP GOLF RESORTS
The Inn at Palmetto Bluff #10
TOP SPA RESORTS
Esperanza #3
Auberge du Soleil #7
TOP FOOD & WINE RESORT
Auberge du Soleil #2
Calistoga Ranch #5
TOP BEACH RESORTS
Esperanza #2
TOP FAMILY RESORTS
Esperanza #14



TRAVEL + LEISURE
AUGUST 2009
WORLD'S BEST

The Inn at Palmetto Bluff
#1 US RESORT, #2 US GOLF
COMMUNITY, #14 WORLD RESORT
Esperanza
#1 MEXICO SPA RESORT, #2 MEXICO
RESORT, #23 WORLD RESORT
Auberge du Soleil
#7 US RESORT, #16 SPA RESORT,
#94 WORLD RESORT
Solage Calistoga
#11 US RESORT
Calistoga Ranch
#11 SPA RESORT, #18 US RESORT



TRAVEL + LEISURE
JUNE 2009
IT LIST

Auberge du Soleil
#10 TOP US HOTEL SERVICE



CONDÉ NAST TRAVELER
APRIL 2009
TOP SPAS

Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff



TRAVEL + LEISURE GOLF
JANUARY/FEBRUARY 2009
TOP GOLF COMMUNITIES

The Inn at Palmetto Bluff
#2 US GOLF COMMUNITY



CONDÉ NAST TRAVELER
JANUARY 2009
GOLD LIST
WORLD'S BEST HOTELS

Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff



TRAVEL + LEISURE
2009
BEST HOTELS
Auberge du Soleil
Calistoga Ranch
Esperanza



CONDÉ NAST TRAVELER
NOVEMBER 2008
BEST IN THE WORLD

Esperanza
#2 MEXICO HOTEL
Auberge du Soleil
#7 US HOTEL, #63 WORLD HOTEL
The Inn at Palmetto Bluff
#8 US HOTEL
Calistoga Ranch
#35 US HOTEL



ANDREW HARPER'S
HIDEAWAY REPORT
SEPTEMBER 2008
TOP US RESORTS

Auberge du Soleil #6
The Inn at Palmetto Bluff #10
TOP INTERNATIONAL RESORTS
Esperanza #2

COMPREHENSIVE AWARDS, ACCOLADES AND DISTINCTIONS



TRAVEL + LEISURE
AUGUST 2008
WORLD'S BEST

Auberge du Soleil
#7 TOP US HOTEL
#7 TOP HOTEL SPA

Calistoga Ranch
#26 TOP US HOTEL

Esperanza
#6 TOP HOTEL SPA
#20 TOP 25 MEXICO HOTEL

The Inn at Palmetto Bluff
#2 US GOLF RESORT



CONDÉ NAST TRAVELLER UK
MARCH 2008
THE WORLD'S 100 BEST SPAS

Esperanza
#1 AMERICAS & CARIBBEAN
#3 SPA IN THE WORLD



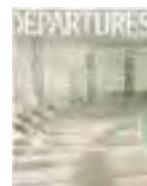
CONDÉ NAST TRAVELER
JANUARY 2008
GOLD LIST
WORLD'S BEST HOTELS

Auberge du Soleil
Calistoga Ranch
The Inn at Palmetto Bluff



TRAVEL + LEISURE
JANUARY 2008
TOP 500
WORLD'S BEST HOTELS

Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff



DEPARTURES
JANUARY 2008
SPA ISSUE

Auberge du Soleil
Calistoga Ranch



CONDÉ NAST TRAVELLER UK
JANUARY 2008
THE GOLD STANDARD

Auberge du Soleil
BEST FOOD



TRAVEL + LEISURE GOLF
JANUARY 2008
TOP US GOLF RESORTS

The Inn at Palmetto Bluff
#2 GOLF RESORT



TATLER SPA GUIDE
MAY 2008
101 BEST SPAS IN THE WORLD
Esperanza



CONDÉ NAST TRAVELER
NOVEMBER 2007
BEST IN THE WORLD

Esperanza
#4 MEXICO HOTEL

Auberge du Soleil
#14 US HOTEL
#77 WORLD HOTEL

Calistoga Ranch
#29 US HOTEL

The Inn at Palmetto Bluff
#60 US HOTEL



TRAVEL + LEISURE
OCTOBER 2007
WORLD'S BEST SPAS

Esperanza
#1 MEXICO, CENTRAL & SOUTH
AMERICA



ANDREW HARPER'S
HIDEAWAY REPORT
SEPTEMBER 2007
TOP US RESORTS

Auberge du Soleil #7

The Inn at Palmetto Bluff #13
TOP INTERNATIONAL RESORTS
Esperanza #7



TRAVEL + LEISURE
AUGUST 2007
WORLD'S BEST

Esperanza
#3 MEXICO RESORT
#51 WORLD RESORT

Auberge du Soleil
#17 US RESORT

The Inn at Palmetto Bluff
#34 US RESORT



CELEBRATED LIVING
MAY/JUNE 2007
PLATINUM LIST

Esperanza
EDITOR'S PICK FOR BEST RESORT

Auberge du Soleil
#16 US HOTELS



ROBB REPORT
JUNE 2007
TOP LUXURY RESORTS

Calistoga Ranch

The Inn at Palmetto Bluff



CONDÉ NAST TRAVELER
APRIL 2007
TOP SPAS

Calistoga Ranch

Esperanza

The Inn at Palmetto Bluff

COMPREHENSIVE AWARDS, ACCOLADES AND DISTINCTIONS



CONDÉ NAST TRAVELER
JANUARY 2007
GOLD LIST
WORLD'S BEST HOTELS
Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff



TRAVEL + LEISURE
JANUARY 2007
TOP 500
WORLD'S BEST HOTELS
Auberge du Soleil
Calistoga Ranch
Esperanza
The Inn at Palmetto Bluff



CONDÉ NAST TRAVELER
NOVEMBER 2006
BEST IN THE WORLD
The Inn at Palmetto Bluff
#2 US RESORT
Esperanza
#2 MEXICO HOTEL
Auberge du Soleil
#6 US HOTEL
Calistoga Ranch
#42 US RESORT



TRAVEL + LEISURE
OCTOBER 2006
WORLD'S BEST SPAS
Esperanza #3
Auberge du Soleil #15



ANDREW HARPER'S
HIDEAWAY REPORT
SEPTEMBER 2006
TOP US RESORTS
Auberge du Soleil #10
TOP INTERNATIONAL
RESORTS
Esperanza #3
TOP GETAWAYS
The Inn at Palmetto Bluff #7



TRAVEL + LEISURE
AUGUST 2006
WORLD'S BEST
Esperanza #14
Auberge du Soleil #96

AWARDS



MICHELIN GUIDE
ONE STAR
Auberge du Soleil
Solage Calistoga



AAA FIVE DIAMOND AWARD
The Inn at Palmetto Bluff



AAA FOUR DIAMOND AWARD
Esperanza



HOSPITALITY DESIGN
GREEN DESIGN AWARD
Solage Calistoga



WINE SPECTATOR
AWARD OF EXCELLENCE
Auberge du Soleil
Esperanza
The Inn at Palmetto Bluff
Solage Calistoga

AFFILIATIONS



RELAIS & CHATEAUX
Auberge du Soleil
Esperanza



GREEN SPA NETWORK
Auberge du Soleil
Calistoga Ranch
Esperanza
Solage Calistoga



SERVICE STANDARDS

All staff members are exceptionally well trained and familiar with the resorts where they are employed, as well as with other resorts in the Auberge portfolio.

Underscoring its commitment to five-star service that exceeds that of its competitors, Auberge maintains a codified manual of benchmarks for operational excellence.

These standards encompass property and enterprise-wide operations, from such fundamentals of customer service as eye contact, to detailed functional specifics, including room service delivery schedules, landscape and maintenance, OSHA and EPA requirements, accounting and payroll software programs and much more.



SERVICE STANDARDS

CUISINE

Distinctions and awards include *Michelin* rating, Relais & Chateaux membership, “Best of” lists in *Food & Wine* and *Gourmet*, and *Wine Spectator* Awards of Excellence

A culture of culinary excellence tracing back to Auberge du Soleil’s restaurant origins

Inspired cuisine utilizing the very best regional ingredients, skillfully prepared

Ingredient-driven seasonal menus, featuring locally grown products with frequent variations to cater to guests as well as the local community

Food and beverage services modeled after successful independent restaurants; positioned among the top three in a community

Two or more distinct venues per property

“One of the ten best hotels in the world”

—*Gourmet* magazine on Auberge du Soleil



SERVICE STANDARDS

CUISINE

Wine programs include representation from major wine-growing hemispheres of the world with a particular emphasis on California and the Southern Hemisphere, and feature extensive by-the-glass selections

Wine cellars with a minimum of 200 items

Accredited sommeliers on-property

Specialty beverages including premium liquors, non-alcoholic cocktails, imported and draft beer, high quality tea, coffee and espresso

Specialty menus including chef's signature tasting menu, light fare, tequila and cigars, cheese courses, children's selections and homemade desserts

Introductory amuse bouche and departure mignardises offered at dinner

“One of the top five Food & Wine resorts”

—Andrew Harper's *Hideaway Report* on Calistoga Ranch



SERVICE STANDARDS

SETTING & AMBIENCE

A sensibility that's European in character, local in essence and reinterpreted with New World ease

An understated sense of gracious luxury and timeless sophistication that provides a feeling of privileged-yet-relaxed comfort

Total sense of place that permeates every detail

Resort environment, guest accommodations, services and amenities inspired by those found in a luxury residence, created by respected architects and designers whose aesthetic reflects and complements the destination

“An inspiring spot”

—*Travel + Leisure* on Esperanza



SERVICE STANDARDS

SPA

Numerous distinctions and awards based on spa design, treatments and service

Nurturing and indulgence at every sensory level and point of contact

Facilities and ambience that embody the parent resort's understated opulence, combined with meticulous interpretation of the local surroundings

Spa menu offerings including:

- Massage and bodywork
- Skin care
- Men's treatments
- Seasonal, regionally inspired and signature offerings
- Integrated medicine/alternative healing

Therapists and estheticians selected for personal passion and functional expertise

Locally sourced, aromatherapeutic spa treatment formulations reflective of the individual resort and its environment, including Napa Valley grapes, Mexican lime, rose geranium, sage and Calistoga mud

Partnerships with extremely select skincare companies practicing environmental responsibility



SERVICE STANDARDS

SPA

Guest amenities including welcome beverages, locker room amenities, foot washing rituals at beginning of all treatments, infused water and seasonal amenities such as warm neck pillows or cool neck towels and fresh fruit

Seamless indoor-outdoor design, including views of surrounding natural environment and private outdoor treatment areas

In-room extensions of the spa experience, including bespoke bath products custom-blended for each property, yoga mats and fitness DVDs

Bespoke in-room bath products custom-blended for each property, with essential oils and ingredients including Mexican lime, rose geranium, sage and Calistoga mud

Corporate Vice President of Spa Development and Director of Spa Operations to ensure both on-brand and property-specific spa concept ideation and execution

“Favorite eco/green spa”

— Spa magazine on Solage Calistoga



SERVICE STANDARDS

MEETINGS & EVENTS

Settings, expertise and resort amenities tailored for exclusive personal and professional occasions and events

Professional planners and on-site event staff for developing and executing customized affairs

Indoor and outdoor event spaces that incorporate one-of-a-kind natural settings including private beaches, vineyards, barns and private dining rooms

Expansive selection of idyllic, natural settings for wedding ceremonies

Exclusive honeymoon programs at sister properties for couples marrying at an Auberge resort

Green meetings set-up options

“Your perfect day requires a perfect setting”

—Jim Strong on The Inn at Palmetto Bluff
Craving for Travel: Celebrating Life's Moments



SERVICE STANDARDS

RESPONSIBLE LUXURY

A corporate commitment to social responsibility and positive contribution to community, the environment and personal health and well-being

SUSTAINABILITY

Business and operating practices that prioritize biodiversity conservation, water use, energy and waste disposal management and air quality, including energy-efficient technologies and green building design, annual sustainability reviews, regular waste audits and ongoing reduction through composting, pre-cycling, and recycling, as well as eco-conscious landscaping, relationships with vendors using sustainable practices, green meeting set-up options and Green Spa Network affiliation

COMMUNITY

Local and regional programs, including community-conscious menus favoring seasonal, organic and locally sourced offerings, partnerships with area non-profit organizations, memberships and \$2 per-reservation contributions to neighboring environmental causes and complimentary community wellness courses

HEALTH & SAFETY

Secure and healthy operating environments and practices, such as a green cleaning program utilizing non-toxic, biodegradable cleaning agents and custom-made, all-natural, locally crafted personal care products at all resorts, and non-toxic, low VOC emitting paints, salt-based water filtration and disinfection of pools, and construction and design with natural materials such as wool, jute, stone and reclaimed fibers at select properties

EMPLOYEES

In partnership with staff members, Auberge initiatives include signature of a "Green Pledge" code, appointment of sustainability leaders at the property level, employee-to-community outreach through the Planet Auberge program, and wellness education that all translate into increased productivity, company loyalty, and enhanced brand integrity

CONTACT

AUBERGE RESORTS HEADQUARTERS
591 Redwood Highway
Suite 3150
Mill Valley, California 94941

+1 415 380 3460 Toll Free in the US 866 282 3743

aubergeresorts.com

C.W. Driver
BUILDERS SINCE 1919

NOVEMBER 2, 2012



HOSPITALITY & ENTERTAINMENT

C.W. Driver has been involved with over \$830 Million of Hospitality and Entertainment Projects. A vast majority of these projects have been located in Southern California.



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Corporate Overview

- Company History
- Summary Information
- Banking, Bonding & Insurance
- Safety
- New Venture and Affiliation

02

Project Experience

- Work in Progress
- Relevant Experience

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Technological Innovations

- Building Information Modeling
- Lean Construction
- Bluebeam Revu Technology

04

Services

- Preconstruction Services
- Construction

05

Client Testimonials



01 Corporate Overview



A history of service spanning over **three** **quarters of a century**

Founded in 1919 by Clarence Wike (C.W.) Driver and John MacDonald, C.W. Driver has built a solid reputation of stability and integrity for over ninety years. Holding the fifth oldest active contractor license in the state, C.W. Driver is the longest-operating contracting firm headquartered in California.

The company flourished in the 1920's, building a number of Southern California's landmarks including the Wilshire Methodist Church, Marymount College (now a part of Loyola Marymount University), and the Adamson House in Malibu. By the 1950's, C.W. Driver had developed a broad base of new construction and renovation experience, providing services in General Contracting, Construction Management and Design-Build.

Dana Roberts, President and CEO since 1987, started with the firm in 1970. Mr. Roberts has devoted his entire career to the company and its employees while maintaining the founding principles of quality workmanship and an ultimate commitment to client satisfaction. Under Roberts' direction, C.W. Driver is now a leading firm in educational, healthcare, and entertainment projects while earning a reputation as one of the dominant retail builders in the west.

In addition to Roberts, the executive team consists of the following key associates: Chief Financial Officer, Bessie Kouvara; Executive Vice President, John Thornton; Senior Vice President, Preconstruction/Estimating,

John Janacek; Senior Vice President, Business Development/Marketing, Robert Maxwell; Senior Vice President, Northern California Region, Mike Castillo; Regional Vice President, Joe Grosshart; Vice President, Estimating, Robert Shafer; Vice President, Estimating, Steve Nelson; General Superintendent, Brian Strough; Regional Vice President of Operations, Brett Curry; Regional Vice President of Operations, Mike Byrne; and Regional Vice President of Operations, Rich Freeark. Averaging over twenty-nine years in the construction industry and nearly twenty years with C.W. Driver, our highly tenured executive team instills leadership and professionalism on every project.

Enjoying phenomenal growth for over three quarters of a century, C.W. Driver adheres to the strictest of standards for providing quality services at a good value. The company is headquartered in Pasadena with offices in Irvine, San Diego, Ontario and San Mateo.

We invite you to learn more about C.W. Driver's capabilities by visiting our website:

www.cwdriver.com



est. 1919
based locally
recognized nationally

LEGAL ENTITY

C.W. Driver, Inc., dba C.W. Driver
A California Corporation

LICENSE NO. 102

Established 1919 - Los Angeles
General Contractor for 93 years

SERVICES

Preconstruction
General Contracting
Construction Management
Design-Build
Program Management

WORK PROFILE

Under contract - \$780M
Annual work-in-place \$500 to \$600M

LOCATIONS

Headquartered in Pasadena, CA
Irvine, CA
Ontario, CA
San Diego, CA
San Mateo, CA



Industry Ranking

- Top 20 Construction Contractor - ENR California 2012
- Top 10 Commercial Contractor - ENR California 2012
- Top 150 National Contractors - ENR National 2012
- Top 50 Green Contractors - ENR National 2012
- Top 100 Giants 300 Contractor - Building Design+Construction 2012

BANKING, BONDING, INSURANCE

BANKING

Company: American Business Bank
Mr. Ken Bettencourt, VP
523 W. 6th Street, Suite 900, Los Angeles, CA 90014
213.430.4000 T 213.622.2398 F

BONDING

Company: Zurich North American Surety
Mr. David A. Eliassen
801 N. Brand Blvd., Penthouse Suite, Glendale, CA 91201
818.409.2804 T 818.409.2820 F

Agent: Alliant Insurance Services, Inc.
Mr. Jim Schaller
1301 Dove Street, Suite 200, Newport Beach, CA 92660
949.660.5955 T 949.756.2713 F

Zurich North American Surety (formerly Fidelity & Deposit Company of Maryland) has been the surety provider for C.W. Driver since 1987. Zurich has a Best Guide rating of "A" (Excellent) with a financial size category of XV (\$2 Billion+) by AM Best and has a US Treasury Limit exceeding \$300 Million.

Specific bonding limits are \$150,000,000 single and aggregate of \$450,000,000.

INSURANCE

Agent: Lockton Insurance Brokers
Mr. Jim Lawrence
725 South Figueroa Street, 35th Floor
Los Angeles, CA 90017
213.689.0541 T

C.W. Driver carries the following insurance policies:

POLICY	COVERAGE
GENERAL LIABILITY	\$50,000,000
AUTOMOBILE LIABILITY	\$1,000,000
WORKERS COMPENSATION	\$1,000,000
PROFESSIONAL LIABILITY	\$10,000,000

SAFETY

2011 EMR: .46
 2010 EMR: .44
 2009 EMR: .53
 2008 EMR: .60
 2007 EMR: .69

The starting point for safety at C.W. Driver is a corporate directive that expects everyone on the job will go home in the same condition that brought them to the workplace. Because we value the health and safety of everyone, we will never be satisfied until the workplace is free of incidents and injuries. C.W. Driver has received several agency recognitions for our commitment to continuously improving the effectiveness of our workplace safety and health management systems.

THE FOLLOWING IS A LIST OF RECENT RECOGNITIONS:

Cal-OSHA's Voluntary Protection Program (VPP)

C.W. Driver is one of 19 builders in the entire state of California selected by Cal-OSHA for the Voluntary Protection Program (VPP).

OSHA's Safety and Health Achievement Recognition Program (SHARP)

April 2011- April 2013

Golden Gate Partnership Awards:

College of the Desert, Student Services Center	Segerstrom Math & Science Center
Cal Poly Pomona, College of Business	County of San Diego, Ramona Library
Grossmont UHSD, Monte Vista High School	CSUN, Performing Arts Center
Palomar College, Multidisciplinary Instructional	Pasadena USD, Blair Middle School
County of San Diego, Fallbrook Library	CSULB, Student Recreation Center
Grossmont College, Science Building	
Dreamworks Lakeside Annex	

Gold-Level STEP- (Safety Training and Evaluation Process) Award

Associated Builders and Contractors, Inc. (2009)

SEWUP Safety Award- (Statewide Educational Wrap Up Program)

Coast Community College District, Administration Building

NEW VENTURE AND AFFILIATION

Today, more than ever, there is a focus on social responsiveness and sustainability, resulting in many adaptive re-use, renovation, modernization and smaller new construction projects. In order to become a player in this expanding market, C.W. Driver has established a Special Projects Group, **Driver SPG**, focusing on projects \$10-15 million. Historically, Driver has not targeted these projects, specializing instead on large scale new construction and project management.

**WE ARE DETERMINED TO BUILD
LASTING CLIENT RELATIONSHIPS
CONSTRUCTED UPON SERVICE AND
TRUST.**

COMMITMENT

- Highest levels of client service
- Executive team is integrally involved in projects
- Dynamic and responsive
- Creative solutions implemented in the field promptly
- Open, collaborative environment

Driver SPG is a standalone company headquartered in Anaheim and will serve all of Driver's key regions: Los Angeles, Orange, Ontario, Ventura, San Diego, as well as Northern California. Operating with less overhead, Driver SPG provides cost-effective project delivery without sacrificing the high level of quality and service that has made C.W. Driver a premier builder. Structured to self-perform work and provide lean management teams, Driver SPG will benefit from enhanced efficiency and flexibility. At the same time, Driver SPG will have access to C.W. Driver's advanced technological resources including Building Information Modeling (BIM), and proven cost and time management systems.

02

Project Experience





02 Project Experience Work in Progress

LARGEST PROJECTS IN PROGRESS

The following projects are C.W. Driver's current largest projects in progress/under construction. Select projects are featured on the following pages.

	Contract Amount	Owner	Architect	% Complete	Completion Date
City of Newport Beach Civic Center and Park Project <i>Newport Beach, CA</i>	\$105M	City of Newport Beach	Bohlin Cywinski Jackson	76%	Dec 2012
NBC Universal, Technicolor Office Buildings <i>Los Angeles, CA</i>	\$95M	NBC Universal	Gensler	35%	Dec 2013
Aerospace Manufacturing & Testing Facility Projects <i>Southern California</i>	*	*	Gensler	88%	April 2013
Loyola Marymount University Life Science Building <i>Los Angeles, CA</i>	\$75.7M	LMU	CO Architects	in precon	Aug 2015
Qualcomm, Project SAN.Q Addition <i>San Diego, CA</i>	*	Qualcomm	Ware Malcomb	39%	Aug 2013
San Diego State University Storm/Nasatir Hall <i>San Diego, CA</i>	\$55M	SDSU	LPA, Inc.	15%	Aug 2014
San Francisco State University Student Recreation & Wellness Center <i>San Francisco, CA</i>	\$53.4M	SFSU	WRNS Studio	in precon	March 2016
MCB Camp Pendleton, Truck Company Operations Complex & Dining Hall <i>Camp Pendleton, CA</i>	\$46.6M	Department of the Navy	Gensler	5%	Sept 2014
Cal Poly Pomona, Student Recreation Center <i>Pomona, CA</i>	\$45M	Cal Poly Pomona	LPA, Inc.	2%	July 2014
California Baptist University Allied Health and School of Nursing <i>Riverside, CA</i>	\$38.5M	CBU	Cannon Design	in precon	Sept 2014
Fullerton College 700/900 Tech & Engineering Complex <i>Fullerton, CA</i>	\$34M	North Orange County CCD	R2A Architecture	65%	Feb 2013
Nexus, Vivante on the Coast Assisted Living Center <i>Costa Mesa, CA</i>	\$32M	Nexus Companies	Hill Partnership, Inc.	15%	Aug 2013

**Project information is subject to a Non-Disclosure Agreement*



CITY OF NEWPORT BEACH Civic Center and Park Project

2012

NEWPORT BEACH, CA
97,000 SF

ARCHITECT

Bohlin, Cywinski, Jackson (BCJ)

CONTRACT AMOUNT

\$105,000,000

OWNER CONTACT

Mr. Steve Badum
Assistant City Manager
949.644.3311

ARCHITECT CONTACT

Mr. Steve Chaitow
Project Manager
415.989.2100

The City of Newport Beach Civic Center & Park Project will include a 98,000 SF office building, a two-story 440 car parking structure, city council chambers building, and 17,000 SF library addition.

The new 98,000 SF office building will house 240 city employees. The public area includes a large “One Stop Shop” layout to improve customer service for residents seeking parking permits or getting planning or building approvals.

The 16-acre park features an enclosed dog park, civic lawn for outdoor events, places for art, wetlands, and 1.23 miles of walking trails. The 17,000 SF, two story expansion of the Newport Beach Central Library will effectively link the library and civic Center.

Other facilities will include: an emergency readiness center which will house the City’s emergency response team; a community room

with seating for up to 150 persons available for lectures, arts programs, and other community events will open to an outside covered area; City Council Chambers that will seat up to 150 persons and can double as a space for community meetings.

The project is being constructed in three main phases: site preparation, excavation and shoring work; construction of the 440-space parking structure; construction of the library expansion, park and city hall building. All project components are currently scheduled for completion in late 2012.

This project has been designed to achieve LEED® Silver Certification.





NBC UNIVERSAL Universal City Broadcasting Center

2013

UNIVERSAL CITY, CA
160,000 SF

ARCHITECT
Gensler

CONTRACT AMOUNT
\$70,000,000

OWNER CONTACT
Mr. Andrew Stumpf
Director, Facilities
818.777.3427

ARCHITECT CONTACT
Mr. John Weidner
Senior Associate,
Director of Creative Media
310.449. 5709

This new state-of-the-art headquarters for NBC Universal’s west coast television operations incorporates newsroom facilities, production studios, and a content distribution center.

The 24/7 broadcast center houses the Los Angeles bureaus of NBC News and Telemundo, KNBC (NBC4 LA) and KVEA, the respective local broadcast stations serving Southern California owned by NBC Universal. Located on the Universal Studios lot, the new broadcast center is an all high-definition facility, incorporating the latest technology to create a world-class home of journalism and digital content production. The 150,000 SF facility fosters collaboration between the organizations. The design incorporates a file-based newsroom workflow and the latest technologies and enhancements of full-service multi-platform production facilities.

Located on an active production studio lot, two 3-story Buildings formerly housing the old Technicolor Buildings built in the 60’s have been demolished. The remaining two buildings are each 3-storoes and approximately 80,000 SF with a mechanical penthouse. Project scope includes complete core and shell renovation; new exterior; new core including elevators, stairs, restrooms, electrical and telephone and data rooms; new mechanical, electrical and plumbing systems; site improvements including new building access and entrances; and a new lobby.



C.W. Driver



QUALCOMM Project SAN. Q Addition



2013

SAN DIEGO, CA
235,412 SF

ARCHITECT
Ware Malcomb

CONTRACT AMOUNT
\$75,000,000

OWNER CONTACT
Ms. Donna Stewart
Project Manager
858.651.0532

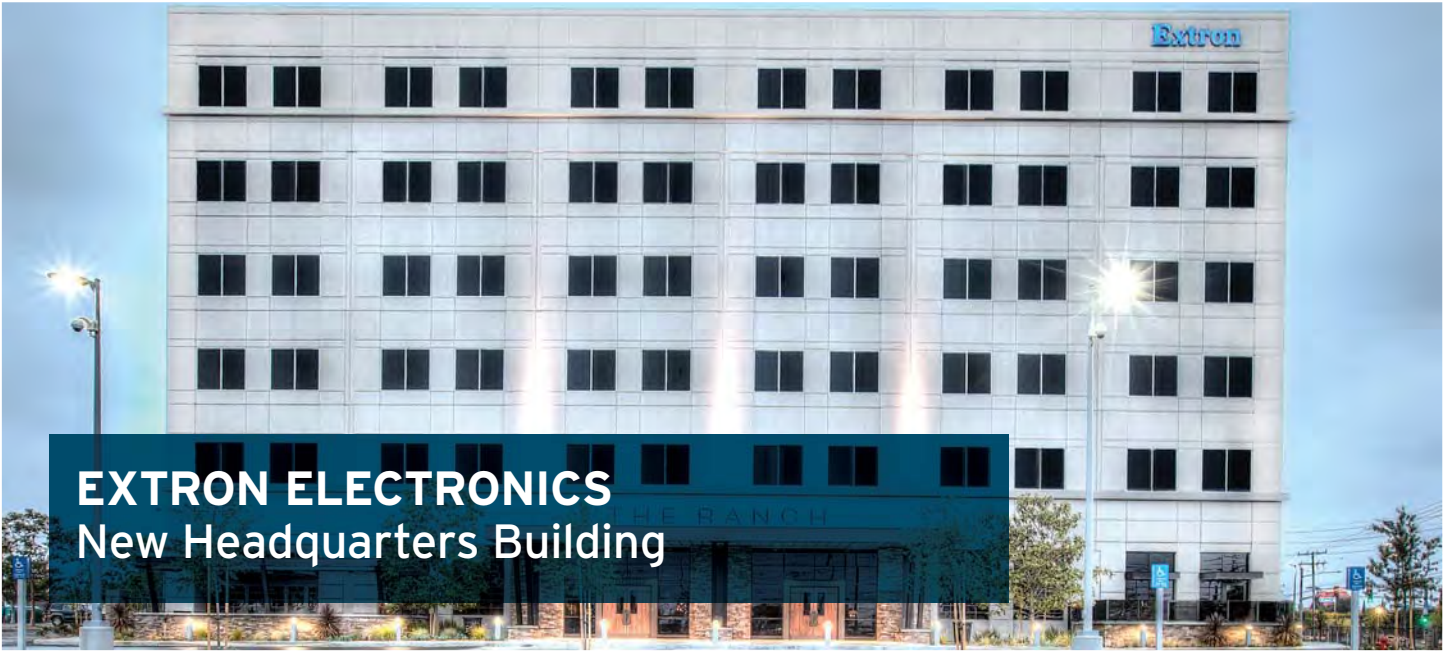
ARCHITECT CONTACT
Mr. Andrew Dzulynsky
Studio Manager
858.638.7277

The project includes an addition of a new wing onto the existing Building Q and a design-build co-generation plant. The new wing consists of a basement and four (4) new floors totaling approximately 235,412 SF.

The project requires the demolition and renovation of a portion of the existing Building Q floor space. Key building features include: private offices, open plan cubicle office areas, 328-seat corporate lecture hall, commercial kitchen / café, hardware and software electronics laboratories, IT and network rooms, conference and training rooms, as well as break, storage, copy, supply and print rooms and a loading dock. Additional project features include an outdoor dining area, new hardscape / landscape and associated site features, new driveways and roadways and loading spaces.

Registered with the certification goal of LEED® Silver.





2012

ANAHEIM, CA
198,000 SF

ARCHITECT
GAA Architects

CONTRACT AMOUNT
\$51,000,000

OWNER CONTACT
Mr. Ron Tucci
Vice President
714.491.1500

ARCHITECT CONTACT
Mr. Craig Williamson
Associate Principal
949.474.1775

Extron is a leading manufacturer of professional A/V system products. The company's new west coast headquarters building, located in Anaheim, California, will be an innovative mixed-use project.

It incorporates a 6-story, 198,000 SF class A office building with a first-floor steakhouse and country music venue that will be open to the public. The steel structure features a glass and precast exterior skin. The scope of work includes a central plant, site infrastructure work, a Metropolitan Water District water line (36") relocation (400 lft), and other small site utilities.

In addition to the build-out of offices on each floor, tenant improvements include a newly completed 9,000

SF ground floor restaurant with custom wood finishes, custom built-in seating, a private dining room and an outdoor dining patio. The restaurant is attached to an 8,000 SF saloon and concert venue which incorporates two custom bars, a dance floor and performance stage with all the stage lights, stage riggings and audio components required for live performances. Building Information Management (BIM) was used to better coordinate systems with the subcontractors on the project.



C.W. Driver



NEXUS ASSISTED LIVING Vivante on the Coast, Assisted Living



2013

COSTA MESA, CA
198,635 SF

ARCHITECT
Hill Partnership

CONTRACT AMOUNT
\$32,000,000

OWNER CONTACT
Mr. Cory Alder
President
714.546.5600

ARCHITECT CONTACT
Mr. Frank Olsen
Architect
949.675.6442

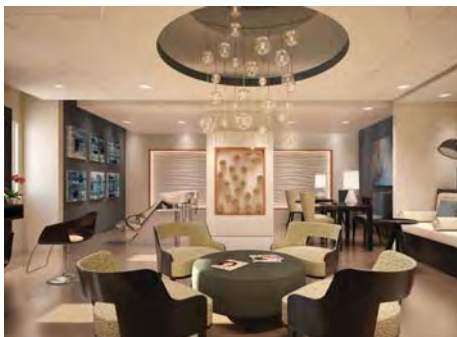
The developers and operators of Vivante sought to create the most luxurious and innovative retirement community in Orange County. This vibrant senior living center will be comprised of a three-story post-tension structure with metal stud framing.

This unique community offers 185 for-lease apartments with six different floor plans ranging from 444 SF studios to 1,800 SF two-bedroom suites. Each unit contains high-end finishes including stainless steel appliances, solid wood cabinetry, Caesar Stone countertops and Porcelanosa tile.

Community amenities include: a fitness gym, indoor saltwater pool, spa, multi-purpose activity rooms, salon, theatre room, game room, library and computer room, and six restaurants and eateries. featuring an exquisite culinary program with a variety of superior dining options, a complete fitness and physical therapy facility with an indoor saltwater pool, large outdoor courtyards, rooftop decks and other resort-style amenities and programming.

The community sits on a 4.5-acre gated private campus and includes over 31,000 SF of indoor amenity space. Wellness amenities include a state-of-the-art fitness center, spa, daily group exercises, yoga deck, massage therapy, serenity garden and reflexology foot path, putting green and bocce-ball court.

Another significant part of the community is The Shores at Vivante on the Coast, a secure memory-care facility located within the property, featuring 40 individual residences. The Shores is designed as a safe, home-like environment with its own separate dining areas, fitness room, specialized daily programming, walking paths and a private rooftop deck.





AVANT APARTMENTS
Los Angeles

2013

LOS ANGELES, CA
11,00 SF

ARCHITECT
GMP Architects- LA

CONTRACT AMOUNT
\$29,500,000

OWNER CONTACT
Century West Partners

AVANT is a mixed-use development located in Downtown Los Angeles, across from the LA Convention Center.

This 203,000 square foot development contains 247 market rate apartment units within two buildings connected by a pedestrian bridge. Both buildings consist of five levels of Type III wood-framing over two levels of Type I concrete above-grade podium, and two levels of subterranean parking.

There will be 11,00 square feet of retail located on the ground level of the larger Figueroa building. Amenities include a pool, spa, fitness center, and business center. This project is currently under construction.



C.W. Driver



7TH & ARIZONA Santa Monica

2013

SANTA MONICA, CA
160,000 SF

ARCHITECT

David Forbes Hibbert Architects

CONTRACT AMOUNT

\$19,000,000

OWNER CONTACT

Century West Partners

This two-building, mixed-use development in Santa Monica contains a total of 106 market-rate apartments.

There are two separate wood frame (Type V) buildings, one located on 7th Street and the other on Arizona Avenue. The 57 unit building located along 7th Street consists of 4-stories over a single level concrete podium and 2-levels of subterranean parking.

The second building on Arizona contains 49 units in 3-stories over single level concrete podium and 2 levels of subterranean parking. The project totals 160,000 gsf and includes residential, subterranean parking, pool, spa and 10,000 SF of retail.





C.W. Driver



C.W. Driver



LAGUNA CLIFFS MARRIOTT Resort and Spa Renovation

2010

DANA POINT, CA
200,000 SF

ARCHITECT

Kollin Altomare Architects

CONTRACT AMOUNT

\$16,500,000

OWNER CONTACT

Mr. Richard Walker
President
510.903.2070

ARCHITECT CONTACT

Mr. Michael Kollin
President
562.597.8760

This project involved the full renovation of the prestigious Laguna Cliffs Resort & Spa, a bluff-top hotel overlooking Dana Point Harbor, enabling the 22 year old aging hotel to compete with newer hotels.

Completed in multiple phases to minimize disruptions to on-going hotel operations, all of the hotel's 378 guest rooms were refurbished and the interior design, exterior structure and amenities throughout the resort were enhanced. Additional renovation included: a 20,000 SF expansion of indoor meeting and banquet facilities; new porte cochere entrance and marble lobby with waterfall; new pool and Splash Zone activity area for families; new, lush, eco-friendly landscape including plants that are not only beautiful but also require little or no watering; and a complete renovation to the VUE restaurant and its back of house kitchen.

A renovation of this magnitude required proactive and innovative construction solutions to address unknown conditions, track six construction phases, and perform fire alarm, fire sprinkler and system upgrades. To minimize downtime, the renovation of the hotel rooms, bathrooms, bedrooms and living spaces were completed on a fast track basis. The construction team communicated primarily through email, limiting disruption to guests and facility employees by minimizing the need for contractors to constantly

walk back and forth between onsite offices. Additionally, weekly construction coordination meetings were held to check project status and resolve multiple issues at the same time.

Staying on schedule was a particular challenge as this type of hotel renovation work results in frequent interruptions occurring for a variety of reasons. For instance, items out of the project team's control could include a function on the Hotel grounds that would result in delays; or the unavailability of FFE procurement items would make it impossible to complete a task. On this project, the team dealt with many such issues while maintaining the critical path schedule through "work-arounds" and other creative solutions. Sometimes additional costs were incurred to make up delays so material protection, overtime or additional crews would be required. However, the team was able to mitigate most of these cost exposures for the Owner by being proactive.



C.W. Driver



DISNEY GRAND CALIFORNIAN HOTEL Expansion

2009

ANAHEIM, CA
200,000 SF

ARCHITECT

Morris Architects

CONTRACT AMOUNT

Confidential

OWNER CONTACT

Mr. John Drager
Construction Manager
714.781.3918

ARCHITECT CONTACT

Mr. James Younglove
Principal
407.839.0414

The completion of the Grand Californian Hotel Expansion in Anaheim demonstrated another successful venture in the partnership of C.W. Driver and Walt Disney, Inc.

C.W. Driver was selected based upon our long standing successful relationship with WDI. Design of the hotel commenced with preconstruction activities approximately two and a half years before completion. The intent of this project was to provide 203 new standard guest rooms, 46 new Disney Vacation Clubs rooms, and two new deluxe Grand Villa rooms in order to extend the capacity of the existing hotel. The new building imitates the existing Grand Californian Hotel and thus integrated the traditional Craftsman Style design.

The six story expansion incorporated post-tensioned (PT) flat plate concrete decks to create a new hotel wing comprised of 297,500 SF of new occupied space. The new dual level, 101,000 SF underground parking structure added 219 new parking spaces. The project also included

a major renovation of the existing Central Cooling Plant, remodel of several existing common use areas, and the addition of a new pool and spa.

The interior construction features high-end materials and finishes designed to retain a Four Diamond Triple-A rating for the new hotel wing. Jacuzzi tubs, extensive wood trim, and luxurious carpeting emphasize the lavish new guest rooms.

The Grand Californian Hotel expansion project was successfully completed on August 24, 2009. The new addition to the Grand Californian Hotel fortifies the claim that this is one of the foremost luxury hotels in Orange County, CA. This hotel will be permanently affixed in the memories of countless children and adults alike as they look back on their unforgettable trip to Disneyland.



C.W. Driver



UNIVERSITY CLUB Renovation

2010

SAN DIEGO, CA
12,427 SF

ARCHITECT

Delawie Wilkes Rodrigues Barker

CONTRACT AMOUNT

\$2,000,000

OWNER CONTACT

KSL Capital Partners
Mr. Travis Arborgast
Director of Development,
Capital Projects
972.888.7592

ARCHITECT CONTACT

Mr. Frank Ternasky
Principal
619.299.6690

This project consisted of the renovation and 12,000 SF addition of to the University Club on the 34th floor of the Symphony Towers Building in downtown San Diego.

The University Club Atop Symphony Towers is San Diego's premier private social and business club. Located at the pinnacle of one of downtown's tallest buildings on the 34th floor, The University Club boasts a stunning panoramic view of the downtown skyline. Truly incomparable to other San Diego social clubs, Members of The University Club enjoy a spectacular offering of first-class benefits and

special programs specifically designed to suit the needs of the busy executive. The 12,000 SF renovation included: expanded and renovated bar with casual dining added; renovated and enhanced lounge, dining and meeting rooms; 4 new private dining rooms; new member dining room; new big-screen multimedia room with 103-inch flat screen; and state-of-the-art technological conveniences.



MASTRO'S RESTAURANTS, LLC Beverly Hills, CA

2012

BEVERLY HILLS & PALM DESERT, CA
14,600 TOTAL SF

ARCHITECT

Charles Walton & Associates

CONTRACT AMOUNT

\$3,700,000

OWNER CONTACT

LRP Consulting
(Owner's Representative)
Mr. Roger Peck
312.961.5726

ARCHITECT CONTACT

Mr. Jim Nardini
Vice President
818.240.5456

This project consists of a 5,000 SF expansion to the existing two-story Mastro's restaurant in Beverly Hills.

This expansion will add a third floor penthouse, decked out in white and gold, with open windows - a dramatic change from the dim-lit ambiance of the downstairs dining room.

Project scope includes the demolition of the third floor which is currently office space. The new third floor will be used for large parties and catered banquets. It will have its own dedicated commercial kitchen, bar, and rest rooms. The new space will also include

an open air rooftop patio for dining. This project will also require some structural revisions to remove some existing columns in the dining area. In addition, there will be extensive electrical and mechanical upgrades.

Noise and dust strictly controlled and all construction will occur during off hours while the existing 2nd floor restaurant is in operation.

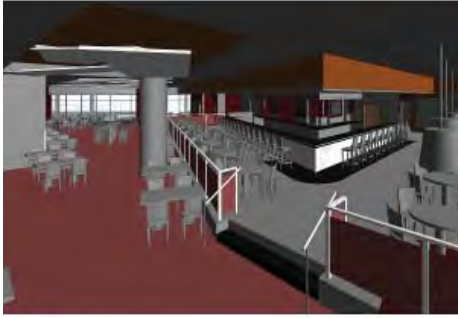
MASTRO'S RESTAURANTS, LLC El Paseo at Palm Desert, CA

This new construction of a 9,600 SF restaurant is a much anticipated addition to the exclusive El Paseo Drive in Palm Desert.

With its extensive central "M Bar" featuring a lounge with grand piano and custom floor to ceiling display wine racks, this Mastro's location has unequivocally lived up to the quality and reputation that has become synonymous with the Mastro's name.

Along with high end finishes typical of the Mastro's brand, the restaurant boasts stone tiling detail throughout, a private dining area as well as extensive seating in the main dining room.





MORONGO CASINO RESORT & SPA Natural 9 Noodle Company and Tacos & Tequila Restaurants

2012

CABAZON, CA
11,000 SF

ARCHITECT

Bergman Walls &
Associates

CONTRACT AMOUNT

\$3,063,000

OWNER CONTACT

Mr. David Brents
General Manager
951.755.5340

ARCHITECT CONTACT

Mr. Leonard Bergman
Principal
702.940.0000

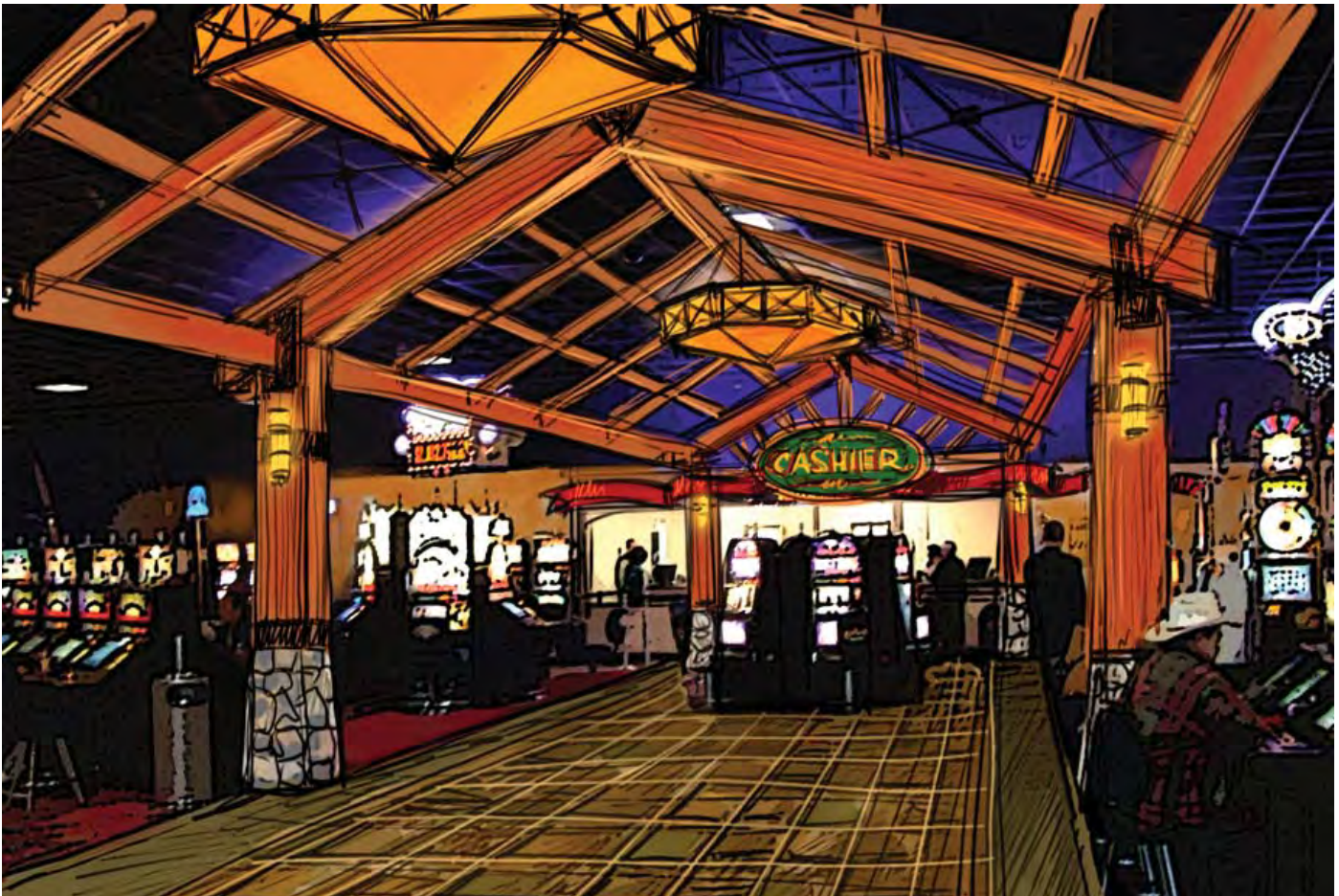
The new Tacos & Tequila and Natural 9 Noodle Company bring the high energy Las Vegas dining experience to the Morongo Casino Resort & Spa in Cabazon.

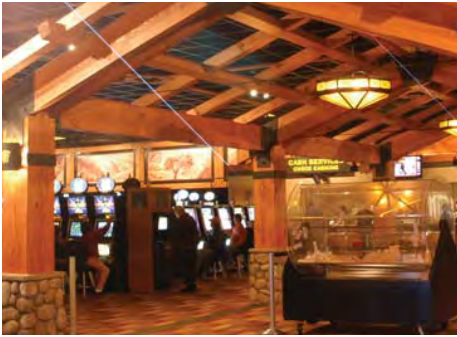
In the entertainment world “time is money”. Therefore, the transformation of 11,000 SF of existing space into two vibrant and modern restaurants with first class commercial kitchens is scheduled for only three months. To meet this fast-tracked schedule, the C.W. Driver project team is closely coordinating their efforts with casino operators to minimize disruption in the gaming areas.

The 7,000 SF Tacos & Tequila restaurant features a blend of Mexico City modernism with the traditional elements of Mexican beach style. The

result will be a fun place to drink and dine with an exciting vibe, exotic décor and vibrant colors.

In contrast, the 4,000 SF Natural 9 Noodle Company features a clean and modern atmosphere with sleek white décor and wood accents. Guests will enter an all-natural element of rock, slate and sand with black accents and vibrant hues of red and orange.





SOBOBA CASINO

Cashier Cage & Casino Floor Remodel

2012

SAN JACINTO, CA
750 SF

ARCHITECT
Archimetrics

CONTRACT AMOUNT
Confidential at Client's Request

OWNER CONTACT
Mr. Donovan Post
Principal
951.654.5596

ARCHITECT CONTACT
Mr. Stephen Douglas
Senior Project Manager
909.885.3860

The overall project consisted of three smaller phases intertwined together.

Phase I consisted of demolition of an existing cash cage and check services cage. Additional slot machines will occupy the vacated floor space.

Phase II consisted of constructing a 222 SF addition to the building. This room will serve as the new bingo paper storage vault adjacent to the Bingo space.

Phase III consisted of renovating a janitor storage closet and the previous bingo paper storage vault room into a new check services cage.

All work occurred during off hours.



Swan Lake First Nation Spirit Sands Casino & Resort (Preconstruction)

ON HOLD

MANITOBA, CANADA
125,000 SF

ARCHITECTS
Ambler Architects

CONTRACT AMOUNT
Confidential

A fast track design build hotel and casino resort located near Spruce Woods Provincial Park in Manitoba, Canada.

The casino will be run by the Swan Lake First Nation and equally owned by all 64 Manitoba First Nations, representing a historically significant partnership that will provide significant income from profits to tribal members.

Enterprises (RLGE), a casino operating company that has built and currently operates three casinos in rural Minnesota.

The casino will feature 500 slot machines, 12 gaming tables, 4 poker tables, 3 restaurants, and an 88-room, four-story hotel.

The casino is projected to create 200-300 jobs for aboriginal and other local people in the area. The Casino will be operated by Red Lake Gaming



C.W. Driver



BELMONT SENIOR LIVING Westwood

2009

WESTWOOD, CA
266,200 SF

ARCHITECT
RNL Design

CONTRACT AMOUNT
\$50,000,000

OWNER CONTACT
Mr. Stephen Brollier
Senior Vice President
713.463.1880

ARCHITECT CONTACT
Ms. Lissy Ziesing
Senior Associate
213.955.9775

The 266,200 SF building includes 172 residential units on 6-stories above grade with 4 stories below for parking. Spaces for recreational and therapeutic activities are incorporated in order to engage mind, body and spirit in a continuing celebration of life. Facilities that promote health and wellbeing include a center for life enhancement, beauty salon, library, movie theater, lounge area, pool and multipurpose room. The kitchen, dining room and bistro space occupy 7,045 SF on the first floor.

The 1,743 SF industrial size, commercial kitchen is designed to prepare meals for 150-200 residents, staff and guests daily. It is equipped with walk-in refrigerators and freezers as well as high capacity fryers and grills.

The semi-formal dining room is 3,953 SF and accommodates about 60% of residents per sitting, approximately 400 meals per day including breakfast, lunch, and dinner. In addition to the restaurant style dining area, there is a quaint 1,350 SF bistro that provides snacks and beverages throughout the day for residents and their guests. The bistro also serves as the location for special occasions and can accommodate buffet-style dining.

Constructed of poured-in-place concrete on a tight urban site with limited construction and staging areas, this project required innovative solutions to address issues such as noise, dust, pedestrian traffic, accessibility and multi-level construction.



C.W. Driver



DISNEYLAND RESORTS

Disney Dream Suite

2008

ANAHEIM, CA
2,200 SF

ARCHITECTS

Disneyland Resorts

CONTRACT AMOUNT

Confidential

OWNER CONTACT

Mr. John Drager
Construction Manager
714.781. 3918

ARCHITECT CONTACT

Mr. John Drager
Construction Manager
714.781. 3918

Renovation and remodel of the existing Gallery in New Orleans Square into a luxury 2,200 sf hospitality suite consisting of 2 bedrooms, 2 bathrooms, a living area, entry corridor, concierge office and storage areas.

Project was extremely fast track to coincide with Disney's "Year of a Million Dreams" celebration.

Dream Suite was one of about 18 projects in the FY'08 Resort- Wide Agreement portfolio that C.W. Driver completed. The Dream Suite is an apartment above Pirates of the Caribbean that was originally constructed in the early 60's as Walt's private residence in the park. He passed away during construction.

The Dream Suite was renovated from its existing condition to a luxury hotel suite to be used initially as a part of a promotion where the suite was given away each day to a different randomly-selected park guest. The Suite consists

of 2 themed bedrooms, a living room, a themed private courtyard, and a private balcony overlooking New Orleans Square and the Rivers of America.

The project demanded an extremely high level of quality, even by Disney standards. Each room has expensive finishes from around the world that were in many cases custom ordered so that they could not be replicated anywhere else. The entire suite is filled with hidden audio and visual special effects. The tub in the master bath is surrounded by a glass tile dome with built in fiber optic lighting giving the appearance of twinkling stars. Stained glass, decorative stone and travertine, custom wood and metal work were installed throughout.





DISNEYLAND RESORTS Tower of Terror

2003

ANAHEIM, CA
52,000 SF

ARCHITECTS
Disneyland Resorts

CONTRACT AMOUNT
Confidential

OWNER CONTACT
Mr. John Drager
Construction Manager
714.781.3918

ARCHITECT CONTACT
Mr. John Drager
Construction Manager
714.781.3918

C.W. Driver was the general contractor for the most exciting new ride/attraction in Southern California.

This is 160 foot tall “hotel” (40 foot deep basement) houses the elevator experience of a life time. As the guests rise in the 22 set elevator they pass each floor with a highly themed “Twilight Zone” look at the past/future. In the finale the guests experience a thrilling drop down faster than the force of gravity in a natural free fall.

“Tower of Terror” includes intricate sets, lighting and special effects. It is a complex, state of the art, mechanical, electrical, computer driven facility. As general contractor, C.W. Driver was responsible for the construction of a large “hotel” while including all the

necessary theatrical elements to assure the success of this important addition to Disney’s “California Adventure” theme park.

C.W. Driver developed detailed trade bid packages prior to bid, and performed value engineering after bids to help the project meet the client’s budget, while still giving the client the benefit of competitive bidding. We worked actively with the client to develop an aggressive fast track delivery method that allowed early involvement during the preconstruction and budget development.

An ornate bathroom interior featuring a white vanity with a sink, a brass towel rack with white and blue towels, and a large window with a starry night view. The room has decorative wall panels and a chandelier.

03

Technological Innovations



03

Technological
Innovations
Building Information
Modeling

Top 35 firms by BIM Project Revenue

C.W. Driver collaborates with Owners, Architects, Engineers and stakeholders to optimize project results and increase value to our clients. As such, we have fully embraced the principles of Integrated Project Delivery (IPD) and the use of Building Information Modeling (BIM). We have incorporated these concepts in numerous projects in varying degrees. C.W. Driver is exceedingly familiar with several established BIM platforms and standards.

We have incorporated BIM on the majority of our projects since 2003. We have taken a firm stance in mandating that each of our projects undergo a thorough coordination effort through the use of 3D modeling and BIM technologies. Such efforts have significantly increased the quality of construction, accelerated schedules, drastically reduced RFI's and all but eliminated the need for corrective measures in the field.

Our staff is proficient in AutoCAD as well as the Revit 2011 suite of applications for 3D design and assessment and BIM projects. NavisWorks Manage 2011 is the key platform used in our MEP coordination efforts. This environment allows us to work seamlessly with any proprietary modeling software. As a firm, we are dedicated to utilizing leading edge building industry software to ensure seamless data sharing and exchange with clients and partners.

BIM 3D, 4D, 5D AND 6D CAPABILITIES

BIM coordination is the process that creates shop drawings for the mechanical, electrical, plumbing and fire protection trades. Each trade starts out with 2D documents from the design team. The trades then model the 2D documents into 3D models containing geometric information along with material information. Those drawings are compiled together and studies are done to determine how the systems interact with each other. When components of two or more systems collide with each other, a "clash" is identified and the team meets to determine how to fix each identified clash. Each team member then returns to their respective drawings to revise models and then meeting together again to review the new compiled model until all clashes have been resolved and the building can be built clash-free.

6D CAPABILITIES

C.W. Driver requires the creation of a coordination schedule to ensure integration of all disciplines will be finished in a timely manner. Weekly meetings are held with the MEPP disciplines to review the status of the drawings. Using Navisworks, we identify all constructability problems and publish a report using C.W. Driver software. This report organizes the findings of Navisworks in an orderly fashion and identifies the location of each clash for the team to review. C.W. Driver's **4D capabilities** enable BIM connection and coordination with our construction scheduling software. This process has proven invaluable in the development of phasing plans, site logistics and overall schedule impacts. C.W. Driver uses Lean scheduling processes to create a CPM schedule that connects to the construction model.

The model is then used to check spaces and clearances in time to ensure proper safety is maintained throughout the project. 4D scheduling is effective in the study of crane movement with a changing building and changing environment. It also gives the project team a visual tool to determine where a project will be at any given date, thereby helping the project team understand the order in which the building will be constructed. Using C.W.



Driver's custom software the model can quickly be linked to all parts of the building to allow for a flexible connection between Primavera 6 and Navisworks.

5D allows the creation of a cost estimate from the model. Quantities can be extracted from the model and used to calculate costs. At C.W. Driver, we believe that 5D is an indispensable tool and brings great value to our preconstruction process. We implement 5D by utilizing the latest in software with both Timberline and Autodesk's Quantity Take-Off. 5D works by extracting data from the model and exporting the data into Timberline for costing. Our estimators are able to check the model calculations by reviewing 2D cut sheets (the current industry standard) that are dynamically linked to the model's quantity take off. We have found through extensive use of these products that there

was an essential link missing between the two software platforms. In order to bridge the gap, C.W. Driver developed a proprietary software "plug-in" to facilitate the transition of quantities from the model to Timberline in real time.

6D modeling provides a facility management tool by providing an internal data system within the structure of the model. C.W. Driver uses 6D to connect all submittal data into the project model. This allows the owner or any member of the facilities group to walk our model and click on any object to view that product's operations manual. No special software is needed for the owner to use this program. Other information can also be connected to the model including maintenance logs and training videos to help the facilities team get the information they require in an efficient and expedient manner.

BIM DEPARTMENT ACCOLADES



Evidencing our company's advancement with this technology, our BIM staff has authored several chapters of "Mastering Autodesk NavisWorks Manage 2012," which is a premier resource for training and instruction. They have also participated and authored several case studies for the Autodesk User Group International (AUGI) involving our unique development of coordination procedures, as well as created proprietary applications that enable teams to locate within a model a specific clash and reflect it back to its exact X and Y coordinates on the drawings. This feature allows the team to expedite the coordination process and cut meeting times in half.

Lastly, our BIM department has developed a facilities management interface for downstream use of the as-built model. Such 6D models have submittal data, operations and maintenance manuals, instructional videos, and project photographs imbedded within. This feature allows the end user to quickly access mountains of information that would be normally be stored in volumes and volumes of binders. This service is provided as part of the close-out process and does not require any additional hardware or software purchases by the Owner.



03

Technological
Innovations

Lean Construction

LEAN CONSTRUCTION

C.W. Driver is committed to delivering all projects in a Lean fashion. More specifically, we are implementing the use of the Last Planner System (LPS) on projects both in design and under construction. The LPS relies on those doing the work to plan the work. By engaging those who do the work in the planning process, the constraints and interdependencies between work activities are identified much sooner than traditional work planning techniques.

Why C.W. Driver uses Last Planner System (LPS)?

Industry studies have shown that when the LPS is not utilized, approximately 54% of planned activities occur as scheduled. When LPS is utilized, that percentage typically increases to 70%-90%. Observations on our own projects corroborate these findings.

The planning conversations that occur with LPS yield a more reliable work flow during both design and construction by focusing on work releasing work. It is these reliable handoffs from one trade (or designer) to another that maximize the construction equivalent of a production system.

In practice, a milestone for the project is selected, and those who have work in that particular phase meet to create the work plan ("Phase Planning"). This is an iterative process that may take two to four meetings to refine. This Phase Plan is then followed up with weekly sessions for participants to make commitments to each other as to what work will be accomplished and be ready to release to the next trade (or designer). There is accountability amongst the group as in the next weekly meeting it is determined what percent of the previous week's commitments were accomplished (Percent Plan Complete or PPC).

Industry studies have shown that when the Last Planner System is not utilized, approximately 54% of planned activities occur as scheduled or promised.

When LPS is utilized, that percentage is typically in the 70%-90% range. Observations on our own projects corroborate these findings. The net result of delivering our projects with the Last Planner System is our Client can rely on us to deliver our projects when we say we will deliver them.

In addition to our in house scheduling expertise, C.W. Driver's extensive experience working on educational campuses has made us experts at interfacing with educators and University administrators. Many of our projects begin with the programming phase of the project and carry through design and construction. During these early phases of project formulation there are many meetings with stakeholders. Typically these stakeholders come from all aspects of University life, teachers, administrators, students, etc. Interfacing with such large groups and maintaining a coordinated flow of decisions and design progress requires patience, planning and follow up. We are prepared to bring this level of expertise and

commitment to the each and every project we work on.

C.W. Driver has implemented Lean tools on the following projects and many other projects:

- County of San Diego, Fallbrook Library
- County of San Diego, Ramona Library
- San Diego City College, M Classroom Building
- Pasadena Unified School District, Blair Middle School
- UC San Diego, East Campus Office Building
- City of Newport Beach, City Hall & Park Project
- City of Laguna Niguel, City Hall
- Cal Poly Pomona, Business Administration Building
- CSU Northridge, Student Recreation Center

CASE STUDY - Utilizing Lean Construction

CAL POLY POMONA College of Business Administration

The C.W. Driver team implemented Lean tools on the Cal Poly Pomona, College of Business project to achieve even greater efficiency and reduced cost during construction.

A formal Lean scheduling process, utilizing the Last Planner method, was implemented and helped to adjust the overall project schedule to take advantage of each of the trades' knowledge of the project. This trimmed time from the project schedule that would have been spent on unnecessary or inefficiently sequenced construction activities. The process involved roundtable meetings with all subtrades to gather feedback and vital detailed input for the construction schedule.

These Lean scheduling meetings not only improved the schedule, but created a more positive, cooperative environment with the subcontractors because their feedback is requested and then utilized. The resulting time and cost savings to individual trades promote a collaborative jobsite environment and urge further efforts towards time savings during construction between individual trades. This has a positive affect on everyone involved from the field foreman installing the work all the way up through the University.

Lean tools continued to be applied to field logistics during construction.

Efficiency of handling, staging and installing materials has been improved through advanced planning that eliminates waste in traditional construction practices. For example, rather than delivering materials to the

site long before their required on site date, deliveries were timed to arrive just in time for installation. The result was a reduction in clutter that improved flow, efficiency, schedule and safety on the jobsite. Materials were prefabricated off site in ideal shop conditions to the greatest extent possible, which resulted in less time being spent with expensive field labor doing assembly on site in difficult conditions.

By applying lean principles utilizing the off-site fabrication of in wall plumbing for multi fixture restrooms, the piping and toilet carriers were assembled on a metal skid and delivered to the site ready for installation. All of the work to sort parts, measure, attach fittings, and weld was done efficiently in the plumbing subcontractor's shop. This proved to not only be faster, but allowed for better quality control off site, which then reduced the amount of errors during field construction. This in turn eliminated the usual rework required when field assembly errors are discovered.

The C.W. Driver team took the extra step and coordinated a meeting with the State Fire Marshal, who would eventually inspect the fire sprinkler system, by reviewing the BIM model. By allowing him to view the model prior to installation, C.W. Driver received his comments on specific sprinkler and fire alarm device locations prior to construction. Had this not occurred, the comments would have come at the end of construction during inspection and would have resulted in lost time and money to make the necessary adjustments required by the inspector.



C.W. Driver mandated BIM modeling of structural steel, mechanical and electrical building systems. Through our subcontracts, select trades were given instructions to fully model their systems prior to fabrication and material deliveries to the jobsite. All of the subcontractors' models were combined under C.W. Driver's supervision and a clash detection process was employed using the modeling software. All of the issues where trades' work would conflict with one another, or where there was insufficient space in the building for required systems, were discovered and eliminated before fabrication or installation occurred. The sequence of each trade installing its work was also planned using BIM. This resulted in a dramatic reduction in material waste and a huge savings of time during construction. This type of planning benefits the subcontractors and the project schedule/budget, as well as the University.

A modern office interior featuring a lounge area with brown armchairs and a large brown beanbag chair. In the background, there is a workstation with a desk, two monitors, and a black office chair. A bulletin board with various papers is mounted on the wall behind the desk. The ceiling has a dark, slatted design with recessed lighting. The overall atmosphere is professional and contemporary.

03

Technological Innovations Bluebeam Revu

BLUEBEAM REVU



Bluebeam is an abstract, innovative technology that increases the effectiveness of operations and field personnel. Bluebeam is one of several technology-based tools that C.W. Driver utilizes for project efficiency. Some of the advantages Bluebeam offers include the following:

Reduction in Administrative Tasks

Increased Productivity of Assessment and Reaction Tasks

Increased Value-Added Planning

16.7% of Time Savings is Returned to the Project Through Planning

Essentially the Bluebeam Revu technology offers high quality PDF creation from CAD and Windows files, and an easy to use PDF markup, editing and collaboration for paperless workflow that has been tailored to the construction industry.

C.W. Driver is currently using Bluebeam Revu technology on our projects to accomplish the following:

- Streamlining all of our document processing and management
- Creating and reviewing submittals, RFI's, and other documents in a paperless environment
- Utilizing the Studio Sessions features which allows for real time collaboration in a cloud environment
- Employing the Punchlist Tool on field iPad/Tablet's, reducing the amount of time to create and distribute a punchlist to subs from 1-2 weeks to a single day



C.W. Driver has seen a significant impact on our projects currently using Bluebeam Revu. Following is a select list of these projects, along with a project case study:

- City of Newport Beach - Civic Center and Park Project
- Riverside CCD - Moreno Valley College Student Services/Academic Building
- Cal Poly Pomona - Student Recreation Center
- Qualcomm - SAN.Q Addition
- NBC Universal - Technicolor Office Buildings
- San Diego CCD - Miramar College, Cafeteria/Bookstore

CASE STUDY - Utilizing Bluebeam Revu



MORENO VALLEY COLLEGE Student Services/Academic Building

*"The main advantage of Bluebeam Revu is **improvement in efficiency**. It allows the project team to complete daily tasks **faster and communicate more clearly**. A free version that allows architects, engineers and subcontractors to **collaborate in the cloud** via Studio Sessions **without buying their own license** is a huge advantage to the entire team."*

MORENO VALLEY, CA
38,902 SF

ARCHITECT
DLR Group WWCOT

CONTRACT AMOUNT
\$13,000,000

OWNER
Riverside Community College District



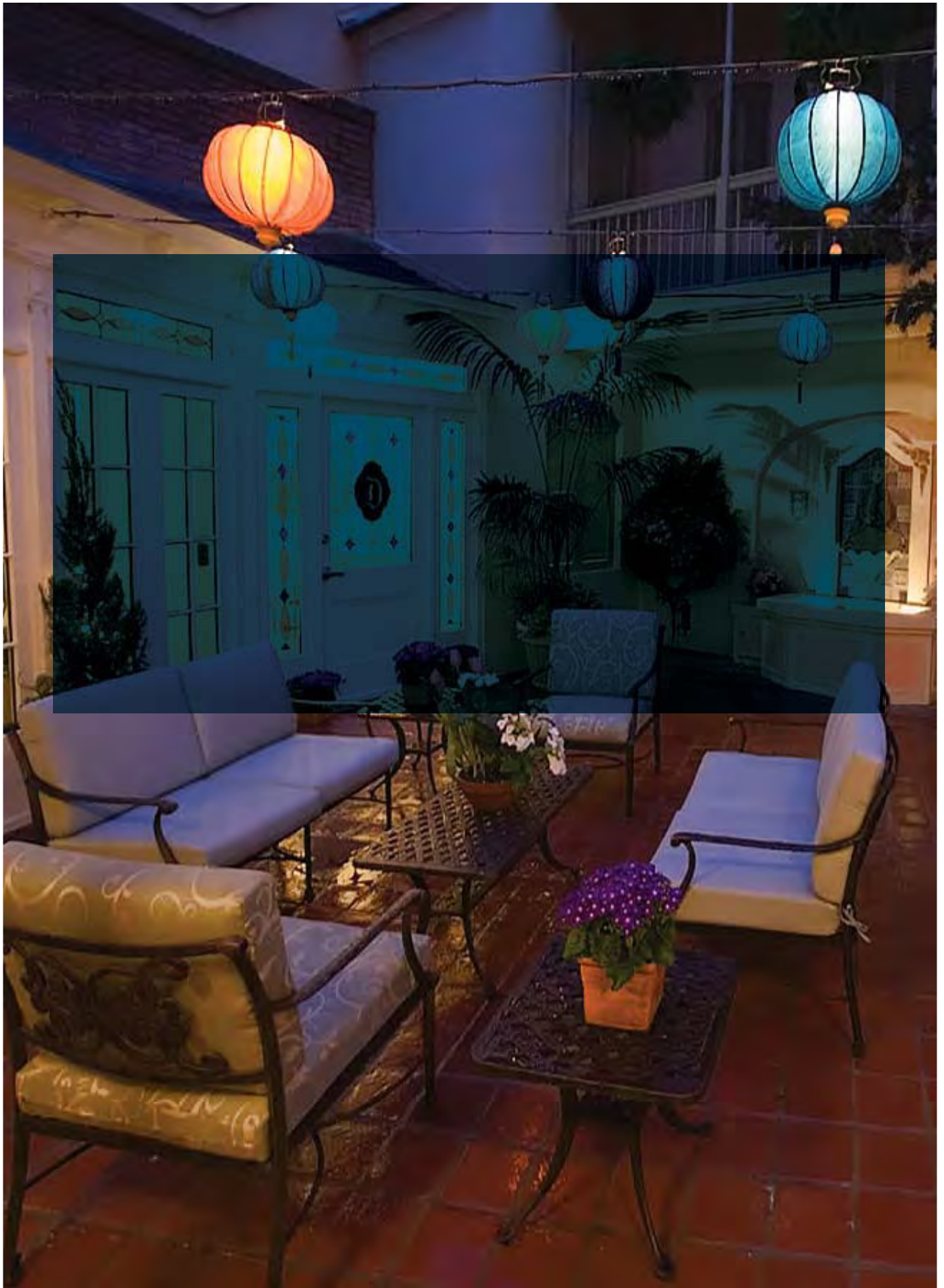
C.W. Driver is providing preconstruction and construction efforts for the Riverside Community College District's Moreno Valley Campus. The project consists of a new three-story, 38,902 SF Student Services Building. The goal of this project is to better serve the students of Moreno Valley College through providing additional space for lectures to take place, class preparation and study as well as a place to gather and enjoy coffee during downtime. This multi-faceted facility, which will serve a student body of over 50,000 each year, will have offices, multi-purpose rooms, a library, food service and facility lecture halls.

On the Moreno Valley College Student Services/Academic Building we are utilizing Bluebeam Revu technology by:

- Creating RFI sketches
- Posting RFI's & ASI's to an electronic as-built set
- Developing slip sheet addendum and bulletin changes electronically
- Reviewing and marking up submittals
- Generate quantity takeoffs
- Comparing different versions of the same drawings and tracking changes - i.e. *addenda or bulletin changes or submittal revisions*
- Creating Electronic O&M manuals

A photograph of a museum hallway. The floor is covered with a patterned carpet featuring repeating geometric shapes in shades of green and black. On the left, there are display cases containing framed photographs and documents. On the right, there is a long, low display case with a dark wood finish. In the background, a sign for 'The University Club' is visible. The lighting is warm and focused on the displays.

04 Services



C.W. Driver

PRECONSTRUCTION SERVICES

During the design development and preconstruction efforts, C.W. Driver is capable of a wide range of services, limited only by the desires of the client, programming and the target budget constraints. We are able to perform any or all of the following services as part of our contract:

- Design Document Reviews
- Constructability Reviews
- Cost Control Management
 - Budget Estimates*
 - Value Engineering Studies*
- Life Cycle Cost Analysis
- Building Information Modeling
- Project Phasing and Scheduling
- Quality Control Plan
- Monitoring of Regulatory Approvals
- Bid Phase Services
- Advertisement to Trades
- Development of Trade Bid Packages
- Receipt and Analysis of Bids
- Recommendation of Awards and Drafting of Subcontracts

C.W. Driver has built its reputation over many years of providing exceptional design phase services to our clients. Our approach is to collaborate with all project team members, owner, end users and stakeholders.

C.W. Driver successfully merges the efforts of the project team at the onset of the process and provides on-going technical support and feedback to minimize unnecessary costs and delays. We continually focus on quality, architectural integrity, timeliness and savings, which allows our design development and preconstruction efforts to facilitate an efficient and constructible project.

The balance of this narrative will be devoted to a detailed description of our approach to the delivery of these individual services during the design phase.

DESIGN DOCUMENT REVIEWS

We will work as a team through a collaborative process to provide our constructive input as one contribution to the overall goal of error-free design documents. We intend to collaborate with the design team and work through the weekly evolution of the drawings. Our staff of experienced estimators and project managers are able to provide input “on the spot” to help facilitate design decisions accurately and quickly. While we do include more focused constructability and estimating efforts at key intervals during the overall design schedule, we feel it is our responsibility to continuously provide input as issues arise. We expect to have regular weekly meetings during the various design phases, where we can keep the Owner up to speed on the evolution of the drawings.



“C.W. Driver was an instrumental part of this team and provided a knowledgeable staff of professionals to oversee and coordinate this fast track, multi phased project with numerous deadlines and budgetary constraints. In addition to large scale construction issues, C.W. Driver had to contend with delivering all of these projects with seamless transitions while the hotel remained open for business. As the Architect of record for this project, it has truly been a pleasure to work with such a talented and committed team of construction and management professionals from C.W. Driver.”

MICHAEL KOLLIN, AIA
Kollin | Altomare | Architects
RE: Laguna Cliffs Marriott
Resort & Spa Renovation

We will make recommendations regarding construction materials, means and methods, systems analysis and costing in order to provide the highest quality building within the budget and schedule established by the Owner. We will respond quickly to any questions from the Owner requiring resolution before design can move forward. Finally, we will communicate regularly and professionally with you to ensure there is a clear understanding of comments and that a positive perspective is maintained.

CONSTRUCTABILITY REVIEWS

In addition to the regular on-going design review discussed above, our services on the Project will include full and complete constructability reviews at 50% and 100% construction documents. C.W. Driver utilizes our experienced project managers and field superintendent staff to lead the constructability reviews on our projects.

Our field superintendents are the best builders the industry has to offer. They have years of experience putting the design shown on the sheet into place in the field. They understand how the subcontractor community looks at a set of design documents and how to tighten up the details and coordinate scopes to get the greatest value from the procurement process. Constructability Reviews improve bid packages and make them clearer to the trade contractors. Our superintendents are also able to evaluate the intangible issues to each specific project that are not necessarily addressed in the drawings.

C.W. Driver's in-house Constructability Review process is comprised of the following distinct components:

1. Building Systems Analysis

C.W. Driver's Estimating Department performs a building systems analysis to identify code issues; ensure the details are constructible and do not cause scheduling delays; coordinate the availability of materials with scheduling; and provide proper coordination between the disciplines. We also review the mechanical and electrical systems for cost savings and recommend alternatives.

2. Review of Construction Documents

Our Director of Quality Control, Peter Kovacs, reviews the construction documents concurrently with the building systems analysis. Paying close attention to overall quality and constructability, alternative construction methods and phasing options may be suggested in order to minimize disruptions during construction.

3. Subcontractor Input

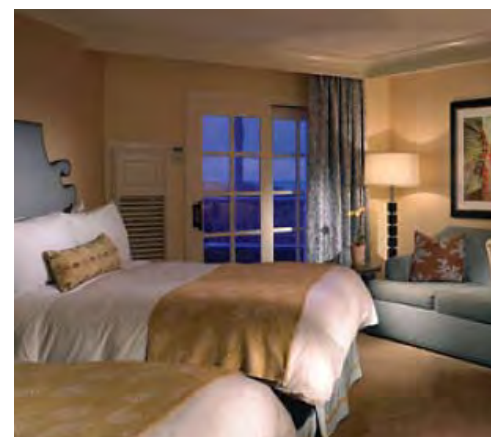
C.W. Driver also uses respected subcontractors to review and evaluate the construction documents for completeness and constructability. This supplemental review provides further analysis of the design, addressing budget and schedule requirements, materials availability and overall performance from a subcontractor's perspective.

COST CONTROL MANAGEMENT

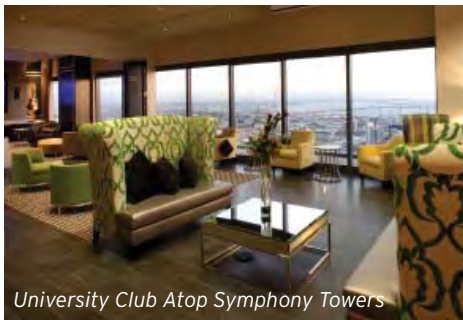
C.W. Driver establishes our initial project budget immediately upon commencement of the design phase and follows that with milestone updates at 100% Schematic Design Phase, 100% Design Development Phase, 50% Construction Documents Phase, and 100% Construction Documents Phase. We utilize a custom Excel spreadsheet for our budgeting efforts. The spreadsheet is highly flexible and can be assimilated in either CSI or Unifomat (Systems) format. We will produce the deliverable in the format desired by the Owner. At each stage in design our budgets will grow in detail. In the initial schematic phase estimate we will rely predominantly on in-house take-offs and historical database costing. Through the evolution of design we will solicit and receive growing amounts of input from the subcontractor community as well as our project team. At each level we will price in current dollars and then assign appropriate industry accepted contingencies to ensure our project target budget is never jeopardized. We will also adjust for escalation based on

ENR CCCI and the current trends in the marketplace. All of our budgeting efforts are shared openly with the team. We will review each estimate in detail with the design team to ensure our assumptions are consistent with the target budget and the Owner's expectations and goals.

Successful cost control is not achieved solely through milestone estimates; continual feedback is necessary for the team to truly control cost. We will provide this feedback through the use of our Design Evolution Log, which tracks changes on a daily basis. We will then discuss these changes with the Owner at the regular weekly meeting to gain understanding and decision on whether to move forward with the change or to continue to look for other solutions. The dollar value of each change will be arrived at through careful study by our designated preconstruction staff, detailed quantity take-off, and subcontractor community unit rate price research to ensure decisions are being made on accurate information.



The Design Evolution Log is our tool for managing cost impacts during design on a real time basis as design progresses. However, our overall philosophy on Project Cost Control during the design phase can be described as “*Target Value Design.*” Target Value Design is a Lean Construction concept where at the outset of the conceptual design phase we will establish target budgets for all major systems and trade categories required on the project. The sum of these individual budgets comprises the total allowable project budget. The design team will strive to find the highest quality of materials and design solutions for all elements contained within these individual areas. Should the Owner desire changes to the initial program resulting in an overage in one of these categories then the team will work towards a different solution in one of the other areas to result in an offsetting reduction which maintains balance in the overall project budget.



University Club Atop Symphony Towers

This concept worked well recently on a \$20 million design-build project for University of California San Diego, where the Owner’s desires necessitated modifications

to the exterior building facades, which had a price impact to the project, but the project team was able to balance this overage with other creative value engineering efforts.

During the construction phase of the project we will review and comment on all change requests regardless of origin and assist in negotiations. We use an “early warning” system that provides information on potential changes before they occur, allowing the project team to evaluate the need for a potential change. This provides information as to its cost and schedule impact in order to determine whether the change is necessary or valid.

VALUE ENGINEERING

While we understand that the need for value engineering common in our highly volatile Southern California construction market, *we will be sensitive to the initial design intent that will ultimately be accepted by the Owner.* Our team will maintain the architectural statements through this process, analyze building components and the overall systems to provide the Project with possible design options, which may be used to reduce costs and keep the Project in budget if necessary. In addition, our teams are always looking to improve upon our performance. We do not confine ourselves to looking for more cost effective ways to build only when there is a budget problem; *we are continually striving to find better, less costly alternatives in order to provide the maximum flexibility in other areas to deliver a project that our team and the Owner can be proud of.* During our formal value engineering efforts C.W. Driver’s preconstruction team will be responsible for scheduling and documenting value engineering meetings.

A value engineering (VE) log is created as a summary of recommendations backed by detailed cost estimates (sketches are often included for greater clarification). When developing the VE log, close attention is paid to real cost savings and impact on scheduling, phasing and, most critically, architectural integrity.

LIFE CYCLE COST ANALYSIS

Another element of our budgeting services includes Life cycle Cost Analysis. During the design development phase of the project C.W. Driver will perform a life cycle cost analysis on selected building components as required to facilitate the most efficient design decisions. These

typically include elements of the building envelope such as glazing systems and other water intrusion elements as well as the HVAC systems and lighting systems. We will include within the analysis the initial cost of the component weighed against energy costs, maintenance costs, life expectancy and replacement costs of the system. The

analysis will be run over a fifty (50) year period and will be clearly documented in an excel spreadsheet for the teams review and approval. These initial findings from this study will play a vital role in material selections and building materials utilized in the construction of the Project. The life cycle cost analysis will be updated and submitted as part of each of the 100% design development drawings, 50% construction document design and 100% construction document design phase deliverables.

Life cycle cost analysis is an essential component of the design process. C.W. Driver has extensive experience in applying life cycle analysis, specifically on institutional, civic and public projects, that must balance the design priorities against the initial budget and annual operating and replacement goals on projects with expected lives of 30-50 years.

... balance the design priorities against the initial budget and annual operating and replacement goals on projects with expected lives of 30-50 years.

Prior to completing the life cycle cost analysis on the project, design alternatives for each major design component will be established. Each design alternative will be evaluated with regards to initial investment costs, operation costs, maintenance and repair costs, replacement costs, and residual value costs. Once all the costs have been established and discounted to their present value, the costs can be summed to generate the total life cycle cost of the design alternative.

Materials and equipment that will be evaluated by the C.W. Driver team to define minimum life cycle cost include the building envelope, mechanical and plumbing systems, electrical systems, and site work/landscaping. This assessment will allow the Owner and the project team to compare and establish recommendations for the optimum building configuration, systems, and components within the initial and long term budgetary targets preferred by the Owner. This integrated approach will enable the team to evolve a final project design that optimizes the project goals.

PROJECT PHASING AND SCHEDULING

Lean Management Techniques

C.W. Driver has committed to delivering all projects with Lean Construction techniques. Within the Lean process of planning and scheduling, three basic elements are involved: Baseline Schedule Development, Tracking Progress, and Process Management. The Project Scheduler will oversee the development and management of the project schedule.

Baseline Schedule Development

It is critical that the Baseline Schedule is developed before the project is underway. The Baseline will serve as the model of the project used to predict the future and will be the benchmark by which progress will be measured.

Tracking Progress

Tracking Progress occurs during the regular Lean scheduling meetings that are coordinated by the schedules and the balance of the C.W. Driver field team.

This requires the Project Manager or Superintendent to survey the project and record the actual progress of each activity. The information is input into P6 Primavera and the schedule is recalculated. Issues and events that have impacted the schedule, positive or negative, are identified.

Process Management

Managing the Process involves communicating in an accurate and timely manner what has happened and more importantly, what may happen. This allows you to be on top of changes and run simulations to evaluate any impacts. The schedule can then be modified to minimize the negative and capitalize on the positive whenever possible. By constantly looking ahead and monitoring future activities, potential delays can be identified and corrected before they impact the project. As stated previously, this process is facilitated through the enhanced lines of communication inherent in the Lean process.

Scheduling System

Critical Path Method Scheduling is facilitated by the use of the Primavera System for Windows combined with the undivided attention of the C.W. Driver management team. The Primavera system contains all of the necessary functions for the effective completion of the Project. The flow of initial work activities and administrative activities must be properly planned and must provide positive direction to all parties involved in the Project. Unless special circumstances are required, the process will occur as follows:

- Develop management level milestones for the total project
- Develop detailed work sequence
- Review preliminary schedule
- Team meeting to incorporate review comments
- Distribute final schedule sign off
- Develop submittal schedule
- Implement monthly schedule update system

QUALITY CONTROL PLAN

Although the two terms Quality Control and Quality Assurance are often used interchangeably, we generally see Quality Control as the management plan put into place to meet or exceed the desired quality, while Quality Assurance are those collective steps taken and methods of documentation utilized to verify that the plan is actually carried out. Highlights of our Quality Control process during construction include:

- Require the Request for Information (RFI) be presented in a timely fashion with suggested solutions.
- Establish an organized shop drawing submittal process, including a detailed Submittal Schedule.
- Require a thorough review of all submittals. Submittals do not go to the architect until they are ready for approval. Shop drawings are reviewed for dimensioning, quantity, location and coordination with contiguous systems, attachments, conformance with specifications and are reviewed as needed by the Commissioning Agent (as applicable).
- Coordination of mechanical and electrical shop drawing that addresses system layouts, embeds and inserts, access requirements, transitions, clearances, potential interferences and future requirements for testing, balancing, tenant improvement work and commissioning.
- Shop or field mockups as required for new and repetitive work approval by the project team prior to installation.
- Offsite inspections at fabrication plants.

- Performing, witnessing and documenting tests. Immediate resolution and re-testing if necessary.
- Comprehensive close-out process to prepare and transfer accurate as-built documentation, operations and maintenance manuals, keys, attic stock, certifications and warranties to support the Owner’s facilities management program.
- Pre-installation meetings with the design team, each trade contractor and inspectors prior to a trade contractor working on site. Introduce the team, list contacts, review the trade contractor’s scope of work, describe quality expectations and address the specific QA/QC program for this portion of the work.

REGULATORY COMPLIANCE

As your builder, C.W. Driver will assist in coordinating all aspects of the construction work with all local municipal authorities, governmental agencies, utility companies, etc., who may be involved in the Project. We will identify permit requirements and prepare applications and support documents necessary for obtaining permits. The project team will be available to the Owner throughout the design and construction process to assist in any areas of regulatory approvals deemed necessary. We will also participate in attending City Council meetings, on behalf of the Project, to make formal presentations to report on the current construction progress. This service can also be provided for residents of the community, Chamber of Commerce, etc., when requested by the Owner.



"The Dream Suite is a one of a kind project consisting of highly themed finishes and many special effects...The fast paced nature and the dynamic environment of the project resulted in negotiations and documentation requirements that were far more difficult than the typical construction project. Your efforts to gather the required information and coordinate with the Subcontractors had a direct benefit to closing out this project in a fair and professional manner.."

ALI ALTAI
Principal, ZNS Consulting, LLC
RE: Disneyland's Dream Suite

BID PHASE SERVICES

Trade Advertisement and Solicitations

Utilizing our extensive database of qualified subcontractors, we will solicit bids from a minimum of ten subcontractors per trade. This will ensure that we will receive a minimum of three qualified bids in each trade. After the initial advertisement and solicitations we will move into development of detailed trade contractor bid packages.

Development of Trade Contractor Bid Packages

One of the most significant benefits of our team approach is that it results in our ability to develop the "most logical, competitive, seamless and distinct trade contractor bid packages." Because we have become so familiar with the construction documents through our preconstruction efforts, developed the schedule and phasing plan we can write clear and concise bid packages easily understood by the trade contractors and avoid costly overlapping of scope from one trade to the next.

Our proven ability is founded on our long-standing background as a General Contractor and builder. We understand what it takes to make a project successful from a trade contractor's perspective. Since trade contractors most often compete for their work on a fixed price basis, during the design development and preconstruction phases, we must define the work clearly and completely, to eliminate unknowns that cause bidders to add contingencies to cover unknowns.

Communication with the trade/prime contractors starts with our understanding that the work must be clearly defined and scheduled to ensure sufficient bid response, cost effective pricing and efficient delivery. The better we define the work and consider all site aspects to facilitate its completion, the better the outcome. Preparation of bid packages, scheduling of the project and conveying the means in which we will provide general superintendence of the site will be of interest to trades and primes.

We will implement the bid packaging pending the completion of the project's design. The packaging will involve the following points:

- Detailed scope identification for each trade
- Required additive and deductive bid alternates to enable full utilization of project budget
- Elimination of onerous or ambiguous language in the construction documents
- Inclusion of the Owner's General Conditions and Supplementary Conditions
- Elimination of contradictions and uncertainties in the plans
- Inclusion of detailed schedule requirements per trade
- Implement pre-qualification process
- Provide easy access to bid documents
- Market the project through advertisement, public notice, town hall meetings, C.W. Driver outreach program and telephone follow-up

Additionally, all such trade contractors and vendors will be analyzed based on the following:

- Experience in similar work
- Capabilities of managing and staffing the job
- Ability to maintain schedules
- Safety program, experience and modification rate
- Bonding limitation

Receive and Analyze Subcontractor Bids

As bids and proposals are received, they are checked against the budget and estimate for completeness. A thorough review is performed to ensure that all exclusions, inclusions, alternates, etc. are identifiable and understandable. If an item of work is within the acceptable range of the budgeted amount and the low bidder has met all other criteria relative to schedule and capacity to perform, the bidder is then called to a pre-award conference. The price, conditions, inclusions, and alternates are reviewed and evaluated. If the value of the trade contract is more than 1/2% of the construction budget then the trade contractor shall become a listed contractor per Public Contract Code.

Recommendations for Award and Drafting of Subcontracts at the conclusion of the bid process will be made to the Owner. Once approved we will complete the following:

- Prepare contracts for execution
- Issue contracts and purchase agreements with project specific modifications or provisions, or using standard owner contract documents
- Require all contractors to provide appropriate levels of insurance



04
Services
Construction
Services

CONSTRUCTION SERVICES

During the construction phase, C.W. Driver is capable of a wide range of services, limited only by the desires of the client. We are prepared to perform any or all of the following services as part of our contract:

- Conduct Preconstruction Conference
- Construction Management
- Site Logistics Planning
- Schedule Management
- Safety
- Quality Control
- Building Commissioning
- Eleventh Month Warranty Walkthrough

The balance of this narrative will be devoted to a detailed description of our approach to the delivery of these individual services during the construction phase.

CONDUCT PRECONSTRUCTION CONFERENCE

Upon the issuance of subcontracts, C.W. Driver will conduct a preconstruction conference to familiarize the trade contractors with the goals and achievements accomplished during the preconstruction phase of the Project. We will reinforce the need for communication and review all aspects of the project. We will stress the Quality Assurance and Safety program and the importance of the team's efforts to date. We will provide each trade contractor with a policies and procedures manual to ensure compliance. We will be responsible for all meeting minutes throughout the project.

CONSTRUCTION MANAGEMENT

C.W. Driver provides the full range of contract administration and management services. We are keenly aware of the

importance of contract administration on any construction project. Our team understands that not only the content of communications is of critical importance, but timeliness is often just as crucial. We will work to assure that the needs of the Project are met. We recommend and implement a variety of procedures (some routine, some specially developed) which have been of value on other projects to increase the effectiveness of administration.

The Senior Project Manager will develop, in concert with project controls function, appropriate contract files, correspondence and establish claims avoidance procedures. In addition, the Senior Project Manager will manage the interface required to insure compliance with administrative and regulatory requirements. Special attention will be paid to the requirements established by the regulatory and financial agencies governing the projects.



"The project has ended and I am now equipped to give you a grade of A+++. Your team knocked it out of the park for us. (C.W. Driver) implemented a flawless plan and delivered on every expectation. After 20 years of experience in real estate development and corporate real estate, which includes developing (4) corporate headquarters, I have not had a better team to work with and I will hunt them down for the next one. I couldn't see working with anyone else."

DARREN P. OSTI
Head of Operations and
Administration
DreamWorks Animation

PROJECT CONTROLS

Project controls are the tools by which C.W. Driver can benchmark, monitor and manage the “vital signs” of the project – cost and schedule. By performing periodic schedule and budget reviews, the Project Management Team will ensure that the original goals are being met.

Our project controls system provides for the management of all projects and integrates cost, schedule, change, document control, issues tracking, and master file system. C.W. Driver’s Project Procedures Manual will define and govern the project controls functions.

UPDATE MASTER PROJECT SCHEDULE

We will develop, in concert with industry standards, an automated network analysis system and CPM. This schedule is inclusive of all activities on the project to include the Owner, other regulatory agencies, and trade contractor activities. We will integrate this schedule with all cost and changes, document, issues tracking and master file system in order to gain maximum utilization of the

system. We use Primavera P6 and recommend the development of a scheduling specification that requires the trade contractors to develop their construction schedule in unison with the standard developed by the team. This system will include the trade contractor’s schedule of values as well as a manpower loading components.

ISSUE TRACKING

C.W. Driver stresses the prompt resolution of issues. The project team is adept in identifying key issues and tracking documentation. We will use the entire above identified project controls, to establish and maintain an issues tracking system using a computerized spreadsheet, updated daily on site. We will distribute an issues log as part of the monthly report and use it as a communication tool in project meetings to identify, track and resolve problem areas. Issues tracking will include disposition/execution of all change order comments submitted by the Owner, trade contractor, jurisdictional, and other agencies, as well as other issues that arise as the project progresses.

PROJECT CASH FLOW

Based on the cash flow studies completed during the preconstruction phase, our Senior Project Manager will provide a projected monthly cash flow update. In addition, as the system is able to forecast the expenditures required to complete the Project, it provides the team a tool that allows us to identify issues due to variances in working-place or manpower productivity before a problem occurs. Based on these projections we will be able to review the monthly progress of the trade contractors and determine the accuracy of the submitted payment requests.

Report Monthly Construction Progress

C.W. Driver uses a customized version of the Prolog Manager Project Management System to automate everyday management functions and tracking of the project from design to close out. Prolog Manager allows for multi-project management of document control, procurement of materials, cost control, online communications and field management within a single application.

We utilize the SQL Server database platform to electronically connect C.W. Driver, the Owner, the design team and trade contractors. This shared network provides all involved parties with critical project information.

Our Management System increases project management efficiency by automating the following responsibilities and procedures:

- Bidding and Procurement
- Subcontracts
- Change Order Requests
- Prime Contract Change Orders
- Submittals
- Payroll Tracking
- Pre-Punch List
- Punch Lists
- Material Tracking
- Requests For Information
- Transmittals
- Meeting Minutes
- Hot Lists
- Contract Documents
- Superintendent Daily Field Reports
- Subcontractor Notices

Prolog allows us to manage over 150 customized Word templates that are integrated into our system and include the following items:

- 60 custom trade exhibits that address the specific scope of work for a given trade

- Dunning Letters
- Subcontracts
- Purchase Orders

Our system includes over 80 reports covering all aspects of our system including logs, Requests for Information forms and outstanding and overdue items. We have over 70 customized queries that will allow us to instantly determine the status of any project-related item including outstanding and overdue items.

We can search the database to gather critical information about a particular subject. We also have the ability to integrate our Primavera scheduling system with our Project Management System.

Our dedicated staff continuously researches and implements the latest technological developments related to the construction industry to continually improve our performance and overall efficiency. The use of Prolog enables the entire project team, inclusive of our clients, to have all project documentation available through a simple web based browser. This access allows for the seamless transfer of information amongst the team and throughout each phase of the Project.

BUILDING COMMISSIONING

The successful completion and turnover of the Project will require a great deal of coordination between the Owner and our project team. C.W. Driver will implement and manage the procedures, training and coordination that are necessary for the smooth and efficient turnover of the Project to the Owner.

We view the close-out of the Project as more of a transition of the operation of the building from the construction team and the trade contractors to the Owner, more than a turnover. The actual transition begins in the design development and preconstruction phases, with the inclusion of the close-out requirements in the bid packages and concludes with the successful staff training and operation of all the systems of the building. We are not finished until our clients are completely satisfied.

Successful transition of the Project includes the following:

- Organize and witness building systems testing & balance
- Complete agency certifications/approvals
- Monitor record drawing completion (as-built drawings)
- Assist in start-up/staff training for major equipment systems
- Coordinate fixtures, furnishings, and equipment (FF&E) installation
- Secure operations manuals
- Monitor equipment calibration/hook-up
- Assist in licensing process
- Complete punchlist
- Coordinate move-in occupancy schedule
- Approve final payments
- Complete all project records files, transfer to the client
- Final written report
- Maintain project follow-up/site visits

MATERIAL PROCUREMENT LOG

C.W. Driver will utilize our proprietary Material Procurement Log for the tracking of all material for the project. By utilizing the Material Procurement log our team will ensure “On-Time

Delivery,” by coordinating closely with the Project’s overall project schedule. In fact, our P6 scheduling software interfaces with our Excel based Material Procurement log and automatically updates the needed dates for all materials. All materials required for this Project will be entered into this log and tracked until delivered to the Project. We will obtain contact with second and third tier vendors and subcontractors to obtain accurate real time information, as to fabrication and shipping status, and work closely with field supervision, our subcontractors and vendors to assure that materials arrive at the jobsite at the correct time. This process is crucial to support, and not burden or delay, the Project. This log is updated weekly and discussed at both the subcontractor and owner weekly meetings.

PROJECT WEBSITE

As a source of agency and community interface during construction, C.W. Driver will offer access to our project specific website. The project website has proven on most projects to be the best source information. Our project websites are web based and can be accessed via any web browser. There are permission rights that can be set for different levels of access, depending on the user. For instance, the “open to the public” view allows for the community at large to view the project schedules, progress photos, site logistics plans, etc. The “full permission” rights will be granted to the project team and those needing access.

Items such as schedules, meeting minutes, RFI and PCO logs, COR Logs, logistical maps and even budgets and contact information are loaded to the site. Each document can be easily downloaded as a PDF eliminating the need for excessive printing. Our clients view this as a convenient “extension to their desk,” effectively creating on screen a “project dashboard.”

Each project website is fully customizable to the specific needs and requirements of the Project and client. Also, access to the site can be controlled giving some users full permissions while others only have limited access.



“Over the course of my career, I have worked with (and for) some of the biggest names in consulting and project management...and I have to say that C.W. Driver’s performance has been on par with or exceeded the experience I have had with all of these very respected companies. I hope that this is the first of many future collaborations between Sony Pictures and C.W. Driver.”

TIM ANDERSON

Executive Director, Corporate Relations
Sony Pictures Studios

RE: Sony Pictures, Lot and Office Transformation Project
with Wolfgang Puck Operated Commissary

05 Client Testimonials





The greatest compliment we can receive is the satisfaction expressed by our clientele. We invite you to review excerpts of letters from our clients regarding the quality of our services and the commitment to teamwork that we bring to every project.

CLIENT TESTIMONIALS

“Throughout the entire construction process, Driver demonstrated its genuine commitment to open and honest communications, teamwork and partnership. C.W. Driver was instrumental in our achieving the project objectives. C.W. Driver delivered!”

CHIP LARGMAN
Vice President, Universal Creative
Universal Studios Recreation Group

“As the property owner’s representative, we were impressed by the team’s professionalism and commitment to meeting the ownership’s goals. They partnered with our team and the hotel operator to ensure that the impact of construction operations on guests was minimized to the fullest extent feasible. The success of this effort was reflected in the resort’s guest satisfaction scores, which remained very high despite the extensive construction activities.”

RICHARD WALKER
President, Team Build LLC
RE: Laguna Cliffs Marriott Resort & Spa Renovation

“I have said a number of times how impressed I am with...your firm’s ability to attract excellent personnel who have a good deal of construction experience, and who seem to exhibit a high degree of professionalism in communications with ownership and contractors and in the way they make timely decisions and execute them.”

GORDON EKSTRAND
Bellevue Ventures LLC
RE: Bellevue Development, Whole Foods Pasadena
and Parking Structure

“Faced with a high profile and historical structure, your team maintained a positive attitude over the course of this most difficult fast track project. Though the obstacles faced were many, your team excelled with the utmost enthusiasm, dedication and professionalism. They worked long hours and through creative thinking they resolved several constructability problems. No one ever said anything negative. That in itself speaks volumes and is a key factor in your success. It is what separated a good contractor from an ordinary one.”

VINCENT HEITZMANN
Director of Construction
Macy’s, Inc.
RE: Macy’s Pasadena



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kollin | altomare | architects

September 13, 2010

RE: Letter of Recommendation – CW Driver, Laguna Cliffs Marriott Resort & Spa

To: Whom it may concern

Laguna Cliffs Marriott Resort & Spa recently completed its full-scale, multi-million dollar renovation that has transformed this ocean-side resort providing a wonderful California casual elegance to enhance the guests' experience. This ambitious project included a 377 guestroom and corridor renovation, meeting and ballroom renovations, a new lobby and new bar along with a complete façade makeover, new landscaping and water features and two pool area enhancements.

CW Driver was an instrumental part of this team and provided a knowledgeable staff of professionals to oversee and coordinate this fast-track, multi-phased project with numerous deadlines and budgetary constraints. In addition to large scale construction issues, CW Driver had to contend with delivering all of these projects with seamless transitions while the hotel remained open for business.

As the Architect of record for this project, it has truly been a pleasure to work with such a talented and committed team of construction and management professionals from CW Driver from the initial bid process through the entire construction process. Weekly meetings, updates, RFI's and construction resolutions were handled with the utmost level of professionalism and documentation.

I would highly recommend CW Driver for any hospitality projects and look forward to working with their team in the future.

Sincerely,

Michael Kollin, AIA
President



December 22, 2010

Team-Build, LP
1901 Nancita Circle
Placentia, CA 92870

RE: Laguna Cliffs Marriott Resort & Spa Renovation

The purpose of this letter is to express my sincere appreciation to Team-Build and CW Driver for the excellent service and outstanding product they provided our Laguna Cliffs Marriott Resort & Spa during our recent multi-million dollar renovation. It was evident during the preliminary phases that you were a conscientious team as you immediately put our minds at ease by assuring us our guest experience would be of the utmost importance throughout the renovation as our resort was to remain fully operational throughout the 18-month renovation. You approached our project totally prepared with skilled personnel, communication systems, time management tools and most importantly, a commitment to excellence.

This renovation was the most extensive our resort has ever been through and every phase was approached with extreme professionalism, flexibility and good management. For the duration of the project you worked closely with me, our Director of Engineering as well as other key staff members providing us with daily communication as well as consistent weekly updates.

There were numerous times we had twice as many hard hats on property as there were resort associates or hotel guests. However, there was a clear and consistent delineation of keeping these workers out of site from our guests as well as associates. Often barriers were created so well that our guests were unaware that we were under renovation.

Flexibility was also a key component to our renovation's success. The sporadic requests to stop work, reschedule or shuffle a project's timeline in order to appease a group or accommodate a last minute piece of new business was nothing less than impressive. The sensitivity to our overall "operation" was critical and I was extremely impressed with your approach to consistently keeping the resort's best interest as a top priority.

The renovation consisted of the following:

- 378 fully-renovated guest rooms.
- Newly renovated lobby and public areas, complete with dramatic water features.
- 20,000 sq ft of fully-renovated meeting space, including a 10,060 sq ft ballroom.
- The Vue restaurant and OverVue indoor/outdoor lounge as well as two outdoor heated pools complete with family-friendly Splash Zone and eco-friendly landscaping throughout resort.

Our resort's renovation is nothing short of "outstanding" and was recently given the high honor of being named this year's Best Full Service Renovation for a Franchise Hotel Award from Marriott International Inc., in recognition of the recent renovation and redesign of our AAA Four Diamond property.

It has been my sincere pleasure to work with both Team-Build, LP and CW Driver on this project and I would highly recommend you to any hotel/resort considering a renovation project.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Samuels", with a long horizontal flourish extending to the right.

Jim Samuels
General Manager

2120 Wilshire
Boulevard
Suite 200
Santa Monica
California 90403
310 . 453 . 4431

AHT

CITY OF NEWPORT BEACH
CITY HALL RE-USE PROJECT
Statement of Qualifications
November 12, 2012

architects





AHT Architects ■ 2120 Wilshire Blvd. Suite 200 ■ Santa Monica CA 90403 ■ T 310.453.4431 x102 ■ F 310.829.5296

www.ahtarchitects.com

Donald M. Treiman, AIA

Patrick Wirz, AIA

Emilio Arechaederra, AIA

AHT Architects was founded in Santa Monica, California in 1981 upon our departure from a large architectural and design firm with an international practice. The intent was to develop a medium-sized practice providing clients with the personal service, prompt response, continuity, and principal involvement usually associated with a small firm combined with the experience and capabilities of a large organization. It should be noted that we have a long-standing relationship with HBA Hirsch-Bedner, dating back to the formation of AHT.

Although AHT is experienced in the design of a wide variety of building types, we are especially proud of our background for the hospitality industry. AHT's experience includes projects for *Hyatt, plus Holiday Inns, Hilton, Nikko, Princess, Marriott, Sheraton, Ramada, Radisson, and several independent properties such as the Beverly Hills Hotel (Phase One), and the Kun Lun Hotel in Beijing China*. Founding Principal, Emilio Arechaederra was the Principal-in-Charge for the Trump Marina Hotel and Casino in Atlantic City prior to the formation of AHT Architects. This project was originally developed by Hilton. These assignments encompassed both new construction and renovations, and working both lead Architect and as support for designers such as HBA.

Current hospitality projects include a key Hyatt House to be located in San Gabriel CA and a Hyatt Place to be located at the USC Health Sciences Campus. Both of these are in the design stages. Another, unique project is a 237 key, 42 acre resort complex just south of Yosemite National Park's south entrance. This project is planned to include a four-story lodge and 30 cabins, a conference center and spa.

We recently completed a renovation for the kitchen and Santa Rosa Grille Restaurant at the Grand Champions in Indian Wells, and various upgrades at the Century Plaza hotel in Century City. Past renovation projects include the Riviera in Palm Springs, the InterContinental Hotel in Century City (when it was a Park Hyatt), Hyatt West Hollywood (aka Hyatt on Sunset, Riot Hyatt), Hyatt Regency Long Beach, Hyatt Westlake Village, and Hyatt Regency Westlake Village. In addition, AHT has worked with Strategic Hotel Capital Corporation in regard to three Southern California properties including the Rancho Las Palmas Resort Hotel, the former Beverly Hillcrest Hotel, and the Burbank Hilton Airport hotel. We also did a concept study to introduce timeshares into the Rancho Las Palmas Resort. A full list of projects is attached.

The SLS Hotel at Beverly Hills (originally designed/constructed as Hotel Nikko is perhaps our largest ground-up hospitality construction project, which, despite its size, actually functions as a boutique-style hotel. This project required extensive entitlement efforts, working between the cities of Los Angeles and Beverly Hills.

The firm has also been very active in all levels of the hospitality renovation market. The firm has also completed renovation and/or expansion projects for the following properties:

- ▶ *Riviera Resort Hotel (formerly The Radisson), Palm Springs, CA*
- ▶ *Sky Mountain Resort, Kern County, CA*
- ▶ *Candy Cane Motor Inn, Anaheim, CA*
- ▶ *Manhattan Beach Marriott Resort, Manhattan Beach, CA*
(Renovation Master Plan, implementation delayed by 9-11)
- ▶ *Los Angeles Biltmore, Los Angeles, CA*
(ADA/Handicap Access adaption and exemption processing, public areas, guestrooms/corridors/handicapped upgrades)
- ▶ *Redondo Beach Holiday Inn Crown Plaza, Redondo Beach, CA*
(Upgrade conversion from a Sheraton franchise)
(Phase 1, Guestrooms/corridors/ADA & Handicapped upgrades)

In addition, AHT's commitment to being a team player, working with the Ownership Team, Operators, Interior Designers, Engineers, Contractors, Land Use/Real Estate Attorneys and Expeditors, etc. to develop a project that is not only successful from a design perspective, but also from the operational and financial viewpoints as well. AHT's principals take an active, hands-on involvement in our projects.

Specifically regarding Newport Beach, the principals were responsible for the Neiman-Marcus store in Fashion Island; and we were involved with studies for the Newporter Resort a few years back.

FIRM OVERVIEW

AHT ARCHITECTS

AHT Architects is a full service architectural and planning firm based in Southern California, which was founded in 1981 as Arechaederra|Hong|Treiman|Architects, Inc. The capability of AHT to undertake a broad range of building types for a variety of clients is due to the breadth of experience of the principals who have been responsible for the design of hotels, retail, office buildings, banks, residential complexes, shopping centers, institutional facilities, scientific/industrial buildings, athletic complexes, government facilities, and adaptive/reuse/ restoration projects.

The firm offers, in addition to standard Architectural Services, services such as Site Planning, Master Planning, Project Processing, Due Diligence Surveys, Space Planning, and Interior Design of public space.

AHT focuses on all phases of the project from inception and programming through construction. In addition, the firm boasts a depth of experience in the area of project advocacy in response to increasing exposure of projects to regulatory and discretionary reviews.

SERVICES OFFERED

Architecture

Design

Construction Documents

Construction Administration

Interior Design

Master Planning

Programming

Site Planning

Space Planning

Due Diligence

Entitlement Processing

BUILDING TYPE EXPERTISE

Automotive Facilities

Computer Facilities

Conference & Meeting Facilities

Colleges & Universities

Financial Institutions

Healthcare Facilities

Hotels, Resorts Timeshare

Light Industrial/R&D

High Technology Facilities

Mixed Use Developments

Motion Picture/Video Facilities

Production/Editing Facilities

Multi Family Residential

Office Buildings Headquarters

Office Buildings Commercial

Parking Structure Design

Renovation & Adaptive Reuse

Restaurants & Clubs

Retail Automotive

Retail Stores & Centers

Schools

Television Studios & Support Facilities

Tenant Improvements

Specialty Retail

HOSPITALITY EXPERIENCE

AHT ARCHITECTS

Beverly Hills Hotel, Beverly Hills, CA, *Phase I Renovation and Master Plan. Including the Crystal Ball Room & Meeting / Conference Rooms / Model Guest Rooms / Pool Area & Cabannas.*



Beverly Hills Radisson Hotel, Los Angeles, CA, *Study for expansion of meeting rooms, additional guest rooms and other miscellaneous renovations 150 room property.*

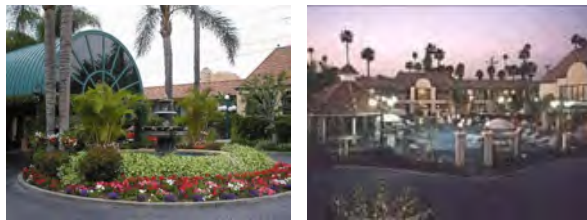
Biltmore Hotel, Los Angeles, CA, *Renovation of 704 Rooms, Public Areas Conference/ Meeting Rooms, Model Rooms, Biltmore Bowl (Ballroom).*



Cal Expo Hotel, Sacramento, CA, *Conceptual Design for 350 Room Property.*

Cabrillo Hotel, Santa Barbara, CA, *Conceptual Design and Planning for 200 Room Property.*

Candy Cane Inn, Anaheim, CA, *New 153 Rooms, Subsequent Renovations.*



Cape Colinas Hotel, Dallas, TX, *Conceptual Design for 500 Room Property.*

Colorado Place Hotel, Santa Monica, CA, *Design for 300 Room Property.*

HOSPITALITY EXPERIENCE

AHT ARCHITECTS

Continued

Copacabana Resort Hotel, Acapulco, Mexico, *Conceptual Design Completed, 386 Rooms.*

El Pueblo Hotel, Los Angeles, CA, *Design Development Completed for 300 Room property facility plus parking structure.*

Encinitas Hotel, Encinitas, CA, *Entitlements and Preliminary Design for 177 Room property.*

Hilton Hotel, Burbank Airport, CA, *Owner's Representative for Renovation of 260 room property.*

Holiday Inn Convention Center, Los Angeles, CA, *Renovation Concept Study.*

Holiday Inn Hotel, Lompoc, CA, *Feasibility and Design Development for 150 Room Property.*

Hotel La Jolla, La Jolla, CA, *Due Diligence Report for Perspective Buyer*

Hyatt Place / Hyatt House

Beverly Hills, CA. *170 keys, in Concept Design.*

El Segundo, CA. *179 keys, Design Concept completed for Corporate Development.*

Los Angeles Downtown, Los Angeles, CA. *240 keys, Design Concept completed.*

West Valley (LA) CA, *160± keys, Corporate Development, integrated into retail center. Initial concepts completed, awaiting entitlements.*

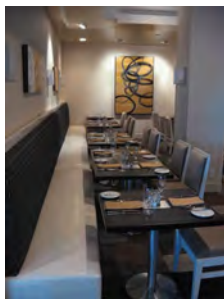
San Gabriel, CA, *182 keys, Schematics completed, Entitlements in process.*

USC Health Sciences Campus, Los Angeles, CA, *200 keys. In concept design phase..*

Hyatt Grand Champions Resort, Indian Wells, CA, *Renovations of Brasserie and Kitchen, Villa's Service Facilities..*



Hyatt West Hollywood (Now The Andaz), West Hollywood, CA, *Renovation of Guest Rooms, Corridors, ADA Compliance, Public Areas, Meeting Rooms*



HOSPITALITY EXPERIENCE

AHT ARCHITECTS

Continued

Hyatt Regency, Long Beach, CA, *Guest Room,, Corridor Renovations*



Hyatt Regency Century Plaza, Los Angeles, CA, *Meeting Rooms Renovations, ADA Consultancy*

Hyatt at Westlake Plaza, Westlake Village, CA, *Administrative Office Renovations, Bar/Restaurant/ Patio Expansion/Renovations.*



Kun Lun Hotel, Beijing, China. *Full Services for 1000 Room Tourist & Business Hotel. Including 5 restaurants, meeting facilities for 800 persons, etc*



Mandalay Beach Princess Resort, Oxnard, CA, *Documents for 300 Rm Property.*

Mandarin Palace Hotel Study, Los Angeles, CA, *400 Room Design Study.*

HOSPITALITY EXPERIENCE

Continued

AHT ARCHITECTS

Manhattan Beach Marriott Resort Hotel,

Manhattan Beach, CA, *AHT lead design team for Renovation Master Plan and Design Concepts. All guest related areas of hotel were affected: ±500 Guest Rooms, Public Areas/Meeting Rooms, Restaurants, Recreation Areas, Golf Pro Shop, etc.*



Marriott Rancho Las Palmas Resort, Palm Desert, CA, Owner's Representative for Renovations, additions (Spa, Ballroom), Studies for addition of Time Share Facilities..



Mission Inn Renovation, Riverside, CA, 250 Rooms, Public Area Renovation Feasibility Study.

Newporter Resort Hotel, Newport Beach, CA, Expansion & Renovation of meeting facilities and Back of House.

SLS Hotel (Formerly Hotel Nikko), Los Angeles Beverly Grove Area, CA, Full Architectural Services: 304 keys, Business Center, Meeting & Conference Room, Ball Room. New Construction, 3 Levels of Subterranean Parking for 400 vehicles.



Orange Hotel, Santa Ana/Orange, CA, Concepts for 350 Room Hotel. Study Completed

HOSPITALITY EXPERIENCE
Continued

AHT ARCHITECTS

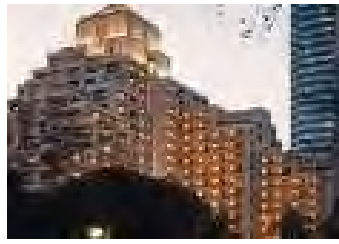
Pacific Shore Hotel (now Viceroy), Santa Monica, CA, *Plans and Entitlements for total Renovation of 8 Story, 165 Room property, including all Guest Room Floors, Public Areas, Restaurant, Meeting Rooms and Grounds.*

Palm Springs Oasis Hotel, Palm Springs, CA, *Study for 300 Room Hotel*

Palm Springs Riviera Resort, Palm Springs, CA,
Total Renovation of 461 Guestrooms, Meeting Rooms., Public Areas, Recreation Areas..



Park Hyatt Hotel (now InterContinental), Los Angeles/Century City, CA. *Renovations to Ballroom, Meeting Rooms, Guestrooms, Health Club, Spa Studies, Bakery, ADA Upgrades., Resident Manager Suite*



Park Plaza Hilton Hotel, Monterey Park, CA, *Construction Documents for 250 Room Property.*

Pasadena Executive Suites Study, Pasadena, CA, *52 Suites, lounge, dining and recreation areas.*

Pershing Square Centre Hotel (aka Park-Fifth), Downtown Los Angeles, CA,
Conceptual & Design for 520 Rooms, Meeting Facilities, Ballrooms.

Playhouse Plaza Suite Hotel, Pasadena, CA, *300 Room Design Study.*

Ramada LAX Hotel, Los Angeles, CA, *400 Room Feasibility Study.*

Redondo Beach Holiday Inn, Redondo Beach, CA, *Renovation of Public and Guestroom Areas and Exterior Renovations.*

HOSPITALITY EXPERIENCE

AHT ARCHITECTS

Continued

Redondo Beach Hotel, Redondo Beach, CA, *Study for 365 Rooms, new.*

The Royal Sands, Cancun, Mexico. *Design for 310 Resort Suites, Timeshare, in four buildings.*

Residence Inn Hotel Study, Laguna Hills, CA.

Seal Beach Hotel, Seal Beach, CA, *Study for 150 Room Property.*

Sheraton-Miramar, Santa Monica, CA, *Renovation Studies.*

Silver Tip Resort Village (Hyatt Regency Yosemite)

Adjacent Yosemite National Park, 42 acres, Main Lodge, 30 3 bedroom cabins, conference facilities, retail facilities, spa, recreational facilities employee housing. Entitlements complete.



HOSPITALITY EXPERIENCE

AHT ARCHITECTS

Continued

Stallion Springs Resort Complex, Tehachapi, CA, *Full Service for Renovation and Expansion to 22,000 Acre Ranch with Golf Course, Lodge, Motor Hotel, Recreation Facilities and Home Sites.*



Thousand Oaks Hotel, Thousand Oaks, CA, *325 Room Hotel Feasibility Study. And Concept Design.*

Vacation Village Princess Hotel, San Diego, CA, *Facilities Analysis Study for 400 rooms, Public Space and 200 Room Addition.*



HOSPITALITY EXPERIENCE

AHT ARCHITECTS

Continued

Additional Experience (as Principals in Charge)

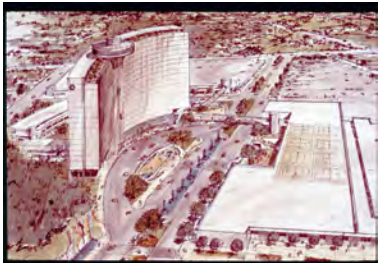
Hilton Hotel & Casino, (Now Trump Marina), Atlantic City, NJ *Full Architectural Services.*



Hyatt Regency Hotel & Conference Center, San Diego, CA. *Programming/Planning/Conceptual Design Services for Pritzker Family Holdings.*



Hyatt Regency Hotel & Conference Center, Anaheim, CA. *Programming/Planning/Conceptual Design Services for Pritzker Family Holdings.*



Sheraton Hotel, Rome, Italy. *Programming, Planning, Conceptual Design and Contract Documents.*



RESTAURANT/FOOD SERVICE

AHT ARCHITECTS

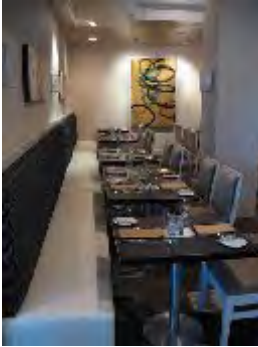
Candy Cane Inn, Anaheim, CA, Cafe.

Century Supper Club, Los Angeles, CA, *Renovation of shell, kitchen, bar/ lounge, tenant improvements, Code Upgrades, for a 250 seat Dinner Theatre/ Club.*

ElPueblo Antique Block Master Plan, Los Angeles, CA, *outdoor cafes, "old towne" style restaurants.*

Empress Restaurant, Los Angeles, CA, *Tenant Improvements, including lounge/ bar, kitchen, etc for 560 Seat facility.*

Hyatt Grand Champions Brassrie, Indian Wells, CA, *Restaurant & Kitchen Renovation*



Morton's of Chicago, Beverly Hills/Los Angeles, CA, *Building Shell and Tenant Improvements, including bar, kitchen, etc.*

Neiman Marcus "Zodiac" Restaurants, Beverly Hills, San Francisco, Chicago/Northbrook, White Plains, St. Louis, Bal Harbor FL, North Dallas, Ft. Worth, Washington DC, Newport Beach. *Planning, design and tenant improvements. for stores in*

Nikko Hotel at Beverly Hills, Los Angeles, CA, *Building shell and tenant improvements for Restaurant, Bar, Meeting & Conference Rooms, Junior Ball Room.*

Palm Springs Riviera (formerly Radisson) Resort, Palm Springs, CA, *Restaurants, Bar, Meeting Rooms total renovation.*

Pavilion at Harman International Business Campus, Northridge, CA.

Princess Restaurant, Los Angeles, CA, *Renovation of shell, kitchen and tenant improvements.*

Micro-Brewery/Pub, Aruba, Dutch West Indies. *Prototype for Utopian Brewing Systems.*

Stallion Springs Resort, Tehachapi, CA, *22,000 Acre Ranch with Golf Course, Lodge/ Restaurant/ Kitchen/ Bar, Motor Hotel, Recreation Facilities and Home Sites.*

RETAIL FACILITIES EXPERIENCE **AHT ARCHITECTS**

Anaheim West Shopping Center, Anaheim, CA. *Total Renovation.*

Blockbuster Music Center, LaVerne, CA, *Repair & Remodel after fire damage..*

Central Shopping Center, Ventura, CA, *Remodel/Expansion.*

Century Supper Club, Los Angeles, CA, *Renovation, Code Upgrades, create Dinner Theatre/ Club.*

Circuit City Store, Santa Barbara, CA, *Master Plan & Conceptual Design, 100,000 sf*

Clauset Center Retail Facilities, Santa Ana, CA, *30,000+ SF.*

El Pueblo Antique Block Development, Los Angeles, CA, *5 Buildings, Ground Floor Retail with office above.*

Empress Restaurant, Los Angeles, CA, *Tenant Improvements, 560 Seats.*

Foogert's Tire & Auto Service, Culver City, CA

4th & Broadway Center, Los Angeles, CA, *Retail/Parking Center, Design.*

Harbor/Garry Retail Center, Santa Ana, CA, *40,000 SF, Study.*

Hyatt House Retail Facilities, USC Health Sciences, Los Angeles, CA, *In Design*

L'Occitane (Cosmetic Stores Tenant Improvement/Facade Design)

Beverly Hills CA

Malibu CA

Santa Monica CA

Tucson AZ

Montgomery Ward Stores

Arrowhead Mall, Glendale, AZ, *New Construction*

Westridge Mall, Phoenix, AZ, *New Construction*

Paradise Valley Mall, Phoenix, AZ, *New Construction.*

Neiman Marcus Stores

Beverly Hills, CA, *Renovations 1988, 1992, 1993, 1996, 1997*

Honolulu, HI, *New Store Design Studies*

Palo Alto, CA, *Renovations*

San Diego, CA, *Renovation Studies*

San Francisco, CA, *Renovations*

Retail Automotive Facilities (partial list)

BMW /MINI of Monrovia, Monrovia, CA, *Renovations, new Service Center*

Beverly Hills BMW, Los Angeles, CA. *Total new facility, 300,000+ sf*

Beverly Hills BMW, Beverly Hills, CA. *Renovation of existing facilities.*

Carson Honda, Carson, CA. *Complete new dealership.*

Center BMW, Sherman Oaks, CA *New Showroom*

Massey Cadillac, Downey, CA *Showroom & Front End Remodel (Design only)*

Martin Cadillac, Los Angeles, CA. *New Showroom, Service Waiting, etc.*

Martin Cadillac, Santa Monica, CA *Mixed Use Study, 400,000 SF.*

Mission Hills Nissan, Mission Hills (LA) CA. *Total new dealership.*

San Bernardino Nissan, San Bernardino, CA. *New Front End incl. Showroom*

Team Ford, Las Vegas, NV, *Total new facility including 51 Car Service Dept.*

Valencia Nissan, Santa Clarita, CA. *Remodel of Showroom*

RETAIL FACILITIES EXPERIENCE Continued

Robert Scott Face & Body Day Spa, Danville, CA, *Design & Tenant Improvements*

Simi Village Marketplace, Simi Valley, CA, *Design*.

United Bank Los Angeles Chinatown Branch, Los Angeles, CA, *Renovation*.

U.S. Bank 1401 Wilshire Branch (formerly Santa Monica Bank, Western Bank), Santa Monica, CA. *Major renovation, won environmental award from City of Santa Monica.*

Ventura Festival Shopping Center, Ventura, CA, *Renovation*.

Experience as Principals at prior Associations:

Bergdorf-Goodman Stores,
New York, NY
White Plains, NY.

Holt-Renfrew Stores, Toronto, Canada and Vancouver, Canada.

Mazza Gallerie Urban Shopping Center, Washington, DC.

Neiman Marcus Stores - Complete

Atlanta, GA
Beverly Hills, CA
Chicago (Northbrook), IL
Chicago - No. Michigan, IL (Interiors Only)
Ft. Worth, TX
Las Vegas, NV
Newport Beach, CA
North Dallas, TX
San Diego, CA
San Francisco, CA (Interiors Only)
St. Louis, MO
Washington, DC (Including entire center)
Westchester, NY.

PARTIAL CLIENT LIST

AHT ARCHITECTS

Acura of Beverly Hills
Beverly Hills BMW
Beverly Hills Hotel Company
Beverly Hills Unified School District
Biltmore Hotel Company
BMW of Monrovia (aka Assael BMW)
Budget Rent a Car of So. California
Center BMW
Cinderella Motels Inc.
City of Culver City.
City of Los Angeles
City of Santa Monica
Contextural Development Group
Crystal Cruises
Executive Car Leasing & Sales
First Professional Bank Corp.
Hilton Hotel Corporation
Holiday Inns Worldwide
HMDI, Inc.
Home Federal Savings & Loan
Honda of Carson
Honda of Santa Monica
Host Corporation
Hyatt Hotels Corporation
Hyundai of Santa Monica
IDS Real Estate Group
KCET Public Television
Kott Ford
Kott Mazda Kia
Kott Truck Center
Los Angeles Unified School District
Martin Automotive Group
Marriott Hotels (Host Marriott)
Massey Cadillac
Massey Chevrolet
Mercedes Benz of Calabasas
MINI of Monrovia
Mission Hills Nissan
Montgomery Ward Auto Centers
National Facilities Corporation
Neiman Marcus Group
Newporter Resort
New Century BMW
New Century Valley Development LLC
Nikko Hotels International
Nissan Of San Bernardino
Pasadena Playhouse
Pepsi Cola Corporation
Princess Enterprises (Princess Cruises)
Proficiency Capital Corporation
Real Estate Investment Trust of Calif.
Sage Automotive Group
Santa Monica Bank
Santa Monica College
Sauers Brothers Construction
Sonic Automotive, Inc.
SoPac Realty Services
South Bay Chrysler Jeep
Sovereign Hotel Company
Strategic Hotel Capital, Inc.
Stolte Construction
Superior Auto Group
Sunstone Hotel Investors, Inc.
Team Ford
Tenet Healthcare Corporation
Theatre Corporation of America
Tilden Study Center
Tishman Construction Corporation
Tishman West Corp.
Titan Development
Trammell Crow Company
Tustin Lexus
United Savings Bank
United States Postal Service
University of California Los Angeles
Valencia Nissan
Walther Wilshire Building
Warner Cable
Walt Disney Imagineering
West Coast Spine Institute
Western Bank
WISE Senior Services
Woodbine Development Corporation
Wynmark Development Company

EMILIO ARECHAEDERRA, NCARB

Chairman Emeritus

Mr. Arechaederra, founder of AHT Architects, and Chairman Emeritus of the firm, participating on select projects on behalf of the firm.

REGISTRATION

Registered Architect: California, Nevada
NCARB Certified

EDUCATION

Bachelor of Architecture, Villanova University
Post Graduate Studies, University of Madrid, Spain

CIVIC ACTIVITIES/SUPPORT ORGANIZATIONS

Saint John's Health Center Foundation
WISE Senior Services

PROJECT ASSIGNMENTS

Project Resource - Design, Planning and Technical Detailing

RELEVANT EXPERIENCE

Mr. Arechaederra is experienced in the planning and design of a variety of projects for clients in both the private and public sectors. These projects include large scale master plans, commercial office buildings, mixed-use developments, hotels and resorts, multi-family residential structures, retail facilities, R&D/light industrial facilities, high-tech TV/video studios, and institutional/governmental projects. Some of the firm's recent projects include: The 163-acre master plan for Park Place (formerly Fluor Properties), a mixed-use development in Irvine, CA; Hazard Center Office Tower, a 15-story commercial office structure in San Diego; renovations to the Neiman Marcus Stores in Beverly Hills and San Francisco; the 304-room Hotel Nikko at Beverly Hills in Los Angeles; the renovation and expansion of the Ram's Hill Country Club Golf Clubhouse in Borrego Springs; Sunshine Pacific Centre, a 32-story mixed-use development located in the Little Tokyo area of downtown Los Angeles; Pershing Square Center mixed-use development in Los Angeles; and the Playhouse Square master plan, incorporating an entire city block in an historic area of Pasadena.

Prior to the formation of AHT Architects, Mr. Arechaederra served as the managing principal with the international architectural and planning firm of John Carl Warnecke & Associates. During his 16 year tenure at the firm, Mr. Arechaederra was involved in numerous projects such as: The Russian Embassy in Washington, D.C.; the AT&T Long Lines Headquarters Building in Bedminster, NY; AT&T Operations Tower in New York; the Ventura County Government Center in Ventura; 14 Neiman Marcus stores throughout the United States; the Thomas-Mack Special Events Sports Arena for the University of Nevada, Las Vegas; the Los Angeles Harbor Department Administrative Office Building in San Pedro; the Rhode Island Trust Bank Tower in Providence, RI; 650 Fifth Avenue in New York City; and the Hilton Hotel and Casino in Atlantic City, NJ.

Some of Mr. Arechaederra's international experience includes: the design of the Kun Lun Hotel in Beijing, China for the Chinese Government's Tourist Bureau; hotel design and negotiations for Princess Cruises in Acapulco, Mexico; the American Hospital in Paris; the Sheraton Hotel in Rome; the King Abdul Assis Medical Center in Saudi Arabia; and the master planning for the Canary Islands Resort in Spain.

Continued

Mr. Arechaederra has over 45 years of experience in the development of large real estate projects. Throughout his professional career he has been involved in projects from the time of land acquisition, through negotiations and planning, to project completion. He is knowledgeable in planning, zoning, and entitlement and permit processing matters.

His community activities include support of the Saint John's Health Center Foundation, Catholic Big Brothers of Los Angeles and the advisory committee for WISE Senior Services. Mr. Arechaederra is fluent in English, Spanish and Italian.

PARTIAL LIST OF EXPERIENCE-Hospitality

- Beverly Hills Hotel Renovation/Master Plan, Beverly Hills, CA
- Biltmore Hotel Renovation, Los Angeles, CA
- Cabrillo Hotel Feasibility/Entitlements, Santa Barbara, CA
- Colorado Place Hotel Design/Const. Documents, Santa Monica, CA
- Hyatt Regency Guest Tower Renovations, Long Beach, CA
- Hyatt Westlake Plaza Renovations, Westlake Village, CA
- Hyatt Regency Concepts - Anaheim, CA
- Hyatt Regency Concepts - San Diego, CA
- Mandalay Beach Princess Resort, Oxnard, CA
- Marriott Resort Master Plan, Renovation Plans, Manhattan Bch, CA
- Mission Inn Renovation Study, Riverside, CA
- Newporter Resort Hotel Expansion Design, Newport Beach, CA
- Oasis Hotel Renovation/Expansion Study, Palm Springs, CA
- Park Hyatt Hotel Renovations, Los Angeles, CA
- Park Plaza Hilton Master Plan and Design, Monterey Park, CA
- Riviera Resort Renovation/Expansion, Palm Springs, CA
- SilverTip Resort Village (in design/entitlements), Yosemite, CA
- SLS Hotel (aka Nikko), Los Angeles, CA
- Sheraton-Miramar Renovation Study, Santa Monica, CA
- Hyatt Place, Metropolis Concept Study, Downtown Los Angeles, CA
- Hyatt Place/Hyatt House USC/HSC - In concept Design (Assoc Arch), Los Angeles, CA
- Hyatt Place El Segundo - Schematics, El Segundo, CA

Prior Experience as Partner

- Statler Hilton Hotel Renovations - Boston, MA
- Sheraton Hotel - Rome, Italy
- Trump Marina Hotel (formerly Hilton), Atlantic City, NJ

DONALD TREIMAN, AIA
Principal/President

Mr. Treiman is a Founding Principal of AHT Architects and responsibilities include both Project and Administration efforts. In addition to his personal involvement with selected projects, Mr. Treiman maintains responsibility for the day-to-day operations of the firm, and is involved with the firm's computer management and marketing programs.

PROFESSIONAL ORGANIZATIONS

American Institute of Architects, Los Angeles Chapter
National Trust for Historic Preservation
University of Southern California Architectural Guild

REGISTRATION

Registered Architect: California, Arizona
NCARB Certified

EDUCATION

Bachelor of Science in Architecture, University of Southern California
Master of Architecture, University of Southern California

CIVIC ACTIVITIES

Pacific Palisades Civic League Member, Board of Governors
Co- Chair, Plan Review Committee
Las Pulgas Canyon, Inc., Member, Executive Committee

PROJECT ASSIGNMENTS

Firm Principal

RELEVANT EXPERIENCE - Hospitality

- Beverly Hills Hotel Renovation/Master Plan, Beverly Hills, CA
- Biltmore Hotel Renovation, Los Angeles, CA
- Cabrillo Hotel Feasibility/Entitlements, Santa Barbara, CA
- Candy Cane Inn Expansion/Renovation, Anaheim, CA
- Colorado Place Hotel Design/Const. Documents, Santa Monica, CA
- Hilton Hotel Owner's Rep, Burbank Airport, CA
- Holiday Inn Convention Center Renovation, Los Angeles, CA
- Holiday Inn Hotel Feasibility Study, Lompoc, CA
- Hyatt Grand Champions Restaurants, Villas, Indian Wells, CA
- Hyatt West Hollywood Major Renovations, West Hollywood, CA
- Hyatt Regency Guest Tower Renovations, Long Beach, CA
- Hyatt Regency Concepts - Anaheim, CA
- Hyatt Regency Concepts - San Diego, CA
- Hyatt Westlake Plaza Renovations, Westlake Village, CA
- Mandalay Beach Princess Resort, Oxnard, CA
- Marriott Resort Master Plan, Renovation Plans, Manhattan Bch, CA
- Mission Inn Renovation Study, Riverside, CA
- Newporter Resort Hotel Expansion Design, Newport Beach, CA
- Oasis Hotel Renovation/Expansion Study, Palm Springs, CA
- Pacific Shore Hotel Renovation (Viceroy), Santa Monica, CA
- Park Hyatt Hotel Renovations, Los Angeles, CA
- Hyatt Place Beverly Hills - Concepts (Current), Beverly Hills, CA
- Riviera Resort Renovation/Expansion, Palm Springs, CA
- SilverTip Resort Village (in design/entitlements), Yosemite, CA
- SLS Hotel (aka Nikko), Los Angeles, CA
- Sheraton-Miramar Renovation Study, Santa Monica, CA
- Hyatt Place, Metropolis - Concept Study, Downtown Los Angeles, CA

- Hyatt Place - West Valley/Westfield Topanga Feasibility, Woodland Hills, CA
- Hyatt House USC/HSC - In concept Design, Los Angeles, CA (In Design)
- Hyatt House, San Gabriel CA (In Design)

Mr. Wirz, a Principal and Project Director for AHT Architects, Inc. has been involved in the management and coordination of a number of projects since joining the firm in 1982. He is responsible for the overall manpower distribution, the coordination of methods, material and construction, and production quality control. Mr. Wirz also oversees all specifications writing at the firm.

Specifically regarding the accessibility aspects of the Architectural practice, Mr. Wirz has taken numerous courses and reviews every AHT project for compliance to the appropriate Local, State and Federal codes and laws.

PROFESSIONAL ORGANIZATIONS

American Institute of Architects, Los Angeles Chapter, Construction Specifications Institute, BOMA

REGISTRATION

Registered Architect: California, Arizona
NCARB Certified

EDUCATION

B.A. in Business, Superior School of Business, Lausanne, Switzerland, 1974
License In Social Science, University of Lausanne, Switzerland , 1979
Master of Architecture, University of California, Los Angeles, 1982

PROJECT ASSIGNMENT

Principal-in-Charge/Project Director

PROJECT RESPONSIBILITIES

As Project Director/Principal, Mr. Wirz is responsible for the design, management, technical coordination, time and cost control, programming and on-going client communications throughout all phases of the project.

PARTIAL EXPERIENCE -Hospitality, Retail, Parking

- Beverly Hills Hotel Renovation/Master Plan, Beverly Hills, CA
- Biltmore Hotel Renovation, Los Angeles, CA
- Cal Expo Hotel Design, Sacramento, CA
- Cabrillo Hotel Feasibility/Entitlements, Santa Barbara, CA
- Candy Cane Inn Expansion/Renovation, Anaheim, CA
- Cape Colinas Hotel Design, Dallas, TX
- Colorado Place Hotel Design/Const. Documents, Santa Monica, CA
- Copacabana Resort Hotel Study, Acapulco, Mexico, 386 Rooms.
- Encinitas Hotel Entitlement Study, Encinitas, CA
- Hilton Hotel Owner's Rep, Burbank Airport, CA
- Holiday Inn Convention Center Renovation, Los Angeles, CA
- Holiday Inn Hotel Feasibility Study, Lompoc, CA
- Hotel La Jolla Due Diligence Study, La Jolla, CA
- Hyatt Grand Champions Restaurants, Villas, Indian Wells, CA
- Hyatt West Hollywood Major Renovations, West Hollywood, CA
- Hyatt Regency Guest Tower Renovations, Long Beach, CA
- Hyatt Westlake Plaza Renovations, Westlake Village, CA
- Hyatt House USC/HSC, Los Angeles, CA (in design)
- Hyatt House, San Gabriel, CA (in design)
- Kun Lun Hotel, Beijing, China

- Mandalay Beach Princess Resort, Oxnard, CA
- Marriott Resort Master Plan, Renovation Plans, Manhattan Bch, CA
- Rancho Las Palmas Resort -Owner's Rep, Palm Desert, CA
- Mission Inn Renovation Study, Riverside, CA
- Newporter Resort Hotel Expansion Design, Newport Beach, CA
- Oasis Hotel Renovation/Expansion Study, Palm Springs, CA
- Pacific Shore Hotel Renovation, Santa Monica, CA
- Park Hyatt Hotel Renovations, Los Angeles, CA
- Park Plaza Hilton Master Plan and Design, Monterey Park, CA
- Playhouse Plaza Suite Hotel Design, Pasadena, CA
- Ramada LAX Hotel Feasibility Study, Los Angeles, CA
- Redondo Beach Holiday Inn Renovations, Redondo Beach, CA
- Riviera Resort Renovation/Expansion, Palm Springs, CA
- SilverTip Resort Village (in design/entitlements), Yosemite, CA
- SLS Hotel (aka Nikko), Los Angeles, CA
- Royal Sands, Cancun, Mexico, Design, 310 Resort Suites, Timeshare, in four buildings.
- Sheraton-Miramar Renovation Study, Santa Monica, CA
- Vacation Village Princess Hotel Renovations, San Diego, CA

- Conejo Spectrum Parking Structure Design, Thousand Oaks, CA
- Fox Building Parking 4 levels subterranean, Los Angeles, CA
- KCET Public Television Campus Parking Structure, Los Angeles, CA
- SLS Hotel Parking Structure, Los Angeles, CA.
- San Pedro Elementary School Parking Structure, Los Angeles, CA
- Sunshine Pacific Center Parking Design, Los Angeles, CA
- 2300 East Imperial Highway Parking Structure Design, El Segundo, CA
- 2530 Wilshire Parking Structure, Santa Monica, CA
- Beverly Hills BMW Structured Parking, Los Angeles, CA

Gettys Portfolio
Newport Beach City Hall
Redevelopment

Asia Pacific Middle East Americas



GETTYS

ABOUT GETTYS

Founded in 1988, Gettys is an award-winning hospitality design, procurement and brand design firm headquartered in Chicago with offices throughout the United States, Asia and the Middle East. Our unique comprehension of the client perspective means that we are driven to create compelling design that generates visible results - both aesthetically and financially.

Successful Gettys projects can be seen throughout the Americas, the Caribbean, the Middle East and Asia Pacific; bringing distinctive experiences to sophisticated travelers in the world's most desirable destinations.

WHERE WE WORK



AMERICAS

Aruba
Bahamas
Bolivia
Colombia
Costa Rica
Dominican Republic
French West Indies
Jamaica
México
Puerto Rico
United States

MIDDLE EAST

Egypt
Saudi Arabia
United Arab Emirates

ASIA PACIFIC

China
India
Korea
Macau
Philippines

SERVICES

INTERIOR DESIGN

Gettys' multidisciplinary team brings together the elements of exceptional hospitality design: spaces that are beautiful, functional, and experiential, whether it's a city hotel or a destination resort location.

DESIGN ARCHITECTURE

Our team of licensed architects brings their extensive hospitality expertise to plan and program, creatively shaping even the most complex spaces.

PROCUREMENT

Let us use our buying power, management expertise, and vendor relationships to your benefit. Gettys is considered among the most powerful buyers of hospitality FF&E and OS&E.

BRAND STRATEGY

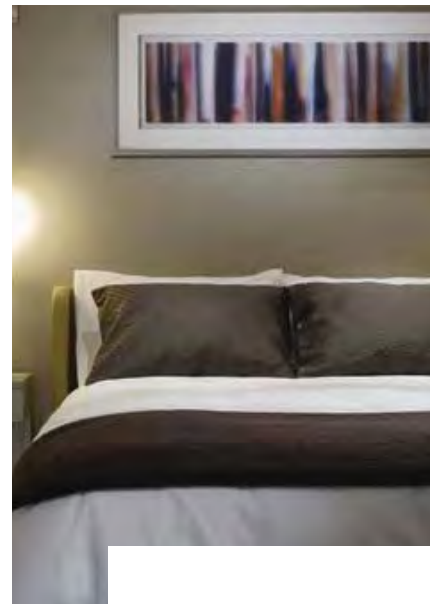
We generate transformative solutions for our clients which result in the creation of a unique brand experience that leaves a lasting impression.

CONSULTING

We provide a range of consulting services at various stages of a project lifecycle to aid our clients in achieving their objectives such as: review of current brand standards, evaluate conditions of current FF&E/OS&E and develop Capital Expenditures budget/strategy.

DEVELOPMENT

Gettys also acts as a developer on various projects. We are experts in acquisition and due diligence as well as hospitality advisory services. Being a developer ourselves, we understand the true value of Return on Investment.



DESIGN PROCESS & PHILOSOPHY

Gettys DNA Process

Enduring design is built upon a solid, articulated concept that is echoed throughout each space. The guest experience is emotional, visual, and tactile. And having a strong sense of design direction is paramount to ensuring that the end result reflects the initial vision.

Gettys has fervently embraced the importance of the conceptual design process, and we've created fun and interactive tools to make it a truly collaborative experience for our clients, true to our values.

By exploring and defining each project's Differentiators, Nuances, and Attributes - or DNA - we identify sources of inspiration, the unique history of the building or site, and the personality of the project that tells its own exceptional story. And we probe beyond the surface to discover independent and valuable opportunities for differentiation and investment return.

We capture all of this critical information through multimedia and print to create a framework and touchstone for the design process that guides and inspires both our designers and our clients throughout.



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Email: andrew.goh@rwsentosa.com

The background features several grey geometric shapes of varying sizes and orientations, including rectangles and L-shaped blocks, scattered across a white field. A solid blue horizontal bar spans the width of the image, positioned centrally. The text "Select Personnel" is written in white, sans-serif font within this bar.

Select Personnel



HOSPITALITY DESIGN | PROCUREMENT | DEVELOPMENT
WWW.GETTYS.COM

Daniel A. Welborn, AIA, LEED® AP

Principal



PROFESSIONAL SUMMARY

As Principal of Gettys' Southern California operations, in addition to his facilitating projects in China, Dan makes possible Gettys' global practice by managing diverse teams on local, national and international levels. It is in this role which allows Dan to extend his passion for great and sustainable design to the hospitality industry.

Working in close collaboration with his clients, Dan forms a strategic vision bringing together the disciplines of planning, architecture and interior design. Coupling this with integrated business objectives, Dan has created a formula where he consistently achieves functional and financial success.

An engaged industry leader, Dan is frequently invited to speak at conferences across the United States including at the Americas Lodging Investment Summit (ALIS) and for the Urban Land Institute (ULI). Sharing his expertise and knowledge, Dan has taught Interior Design studios at Philadelphia University and was part of the International Association of Conference Centers' (IACC) thought Leader Summit in Toronto.

Dan received his Master of Architecture from the Georgia Institute of Technology and has lent his talents to the major brands including Hyatt, Marriott, Starwood among numerous Asian properties.

The background features several large, grey, L-shaped geometric blocks of varying sizes and orientations. A solid blue horizontal bar spans across the middle of the page, containing the text "Select Portfolio" in white. The overall aesthetic is clean and modern.

Select Portfolio



THE BLACKSTONE, A RENAISSANCE HOTEL
Chicago, Illinois, United States





THE BLACKSTONE, A RENAISSANCE HOTEL
Chicago, Illinois, United States





THE BLACKSTONE, A RENAISSANCE HOTEL
Chicago, Illinois, United States





THE HENRY, AN AUTOGRAPH COLLECTION HOTEL
Dearborn, Michigan, United States



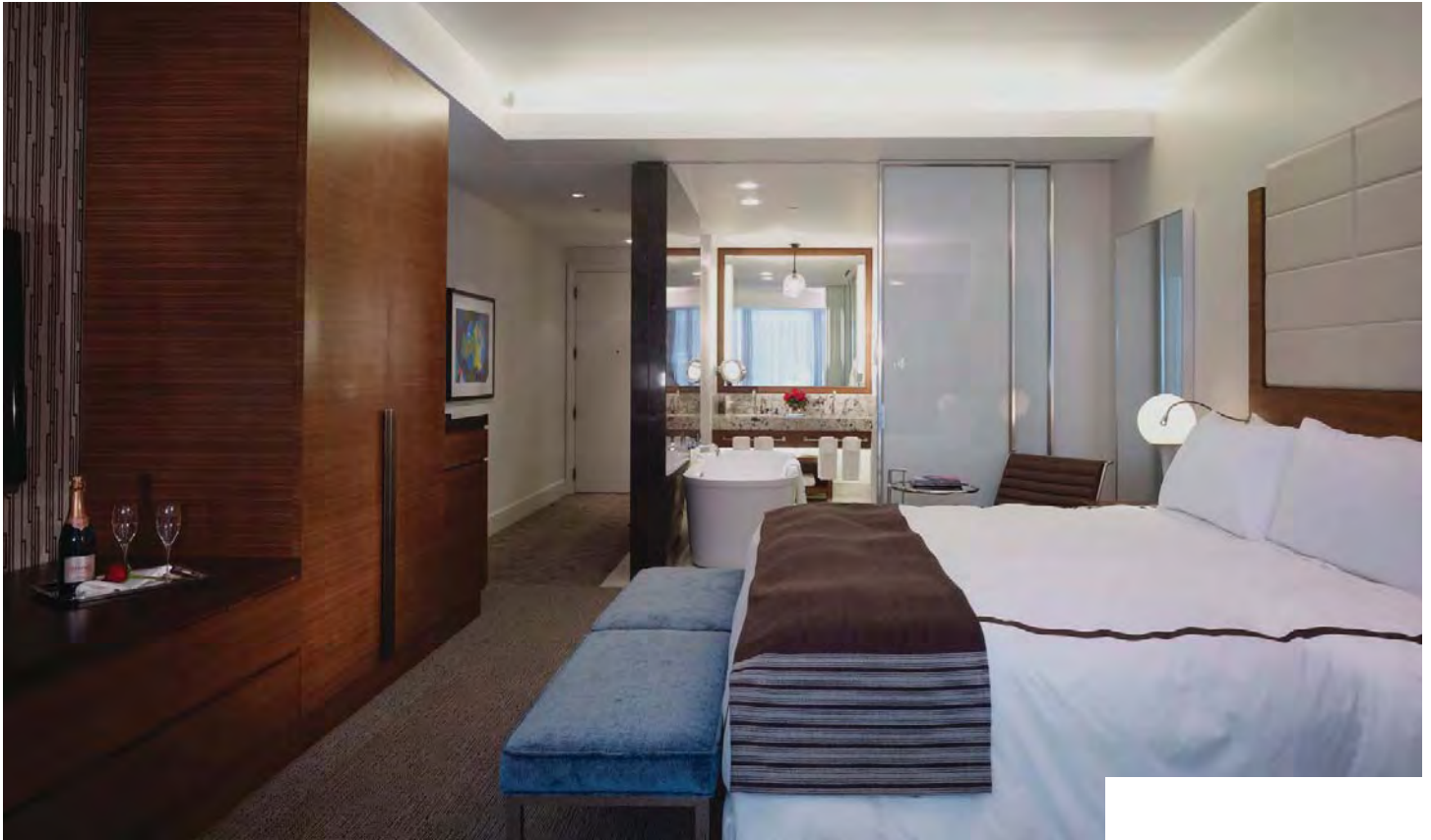
WWW.GETTYS.COM



THE HENRY, AN AUTOGRAPH COLLECTION HOTEL
Dearborn, Michigan, United States

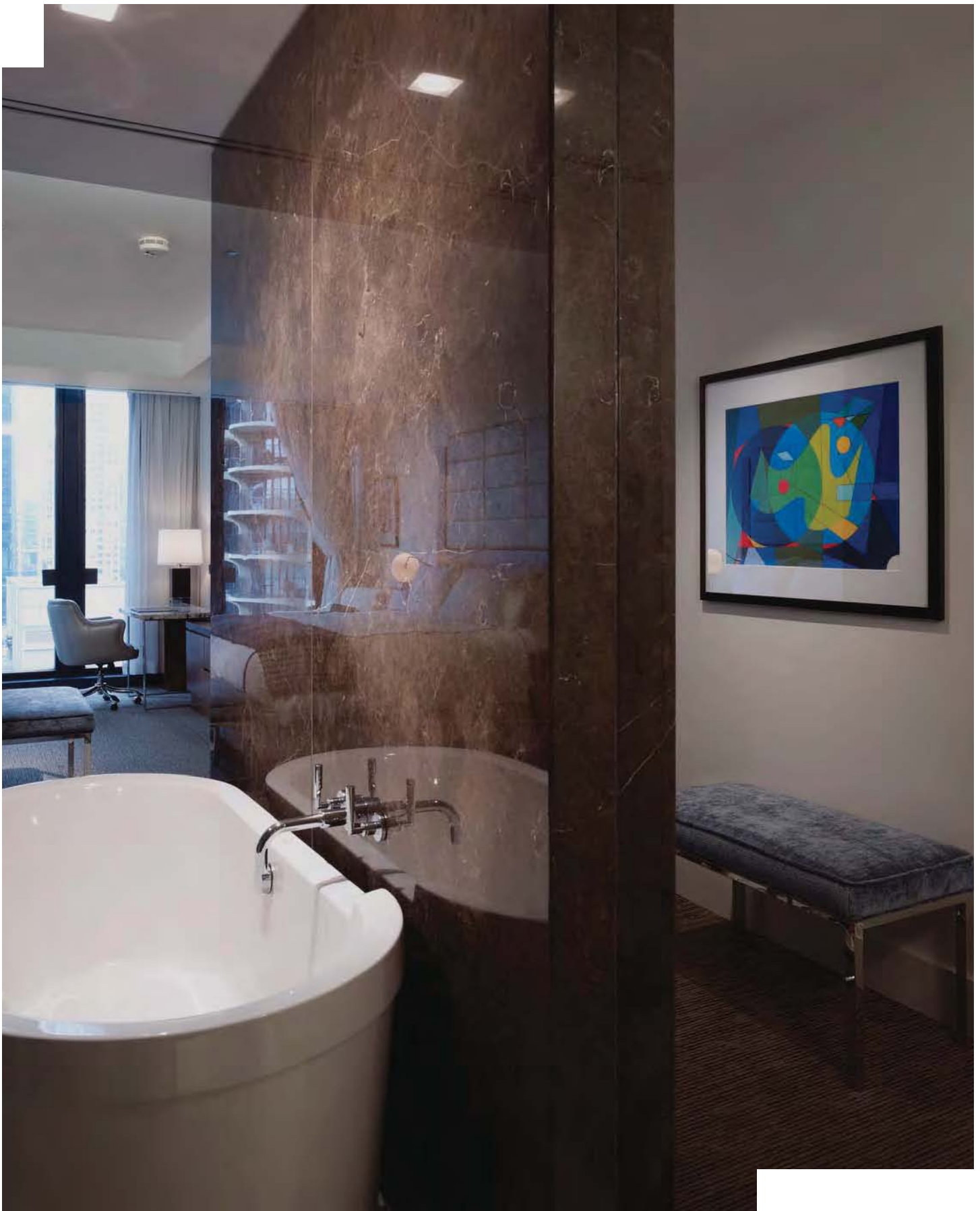
WWW.GETTYS.COM





THE MODERN
Chicago, Illinois, United States





THE MODERN
Chicago, Illinois, United States





HOTEL FELIX
Chicago, Illinois, United States





HOTEL FELIX
Chicago, Illinois, United States





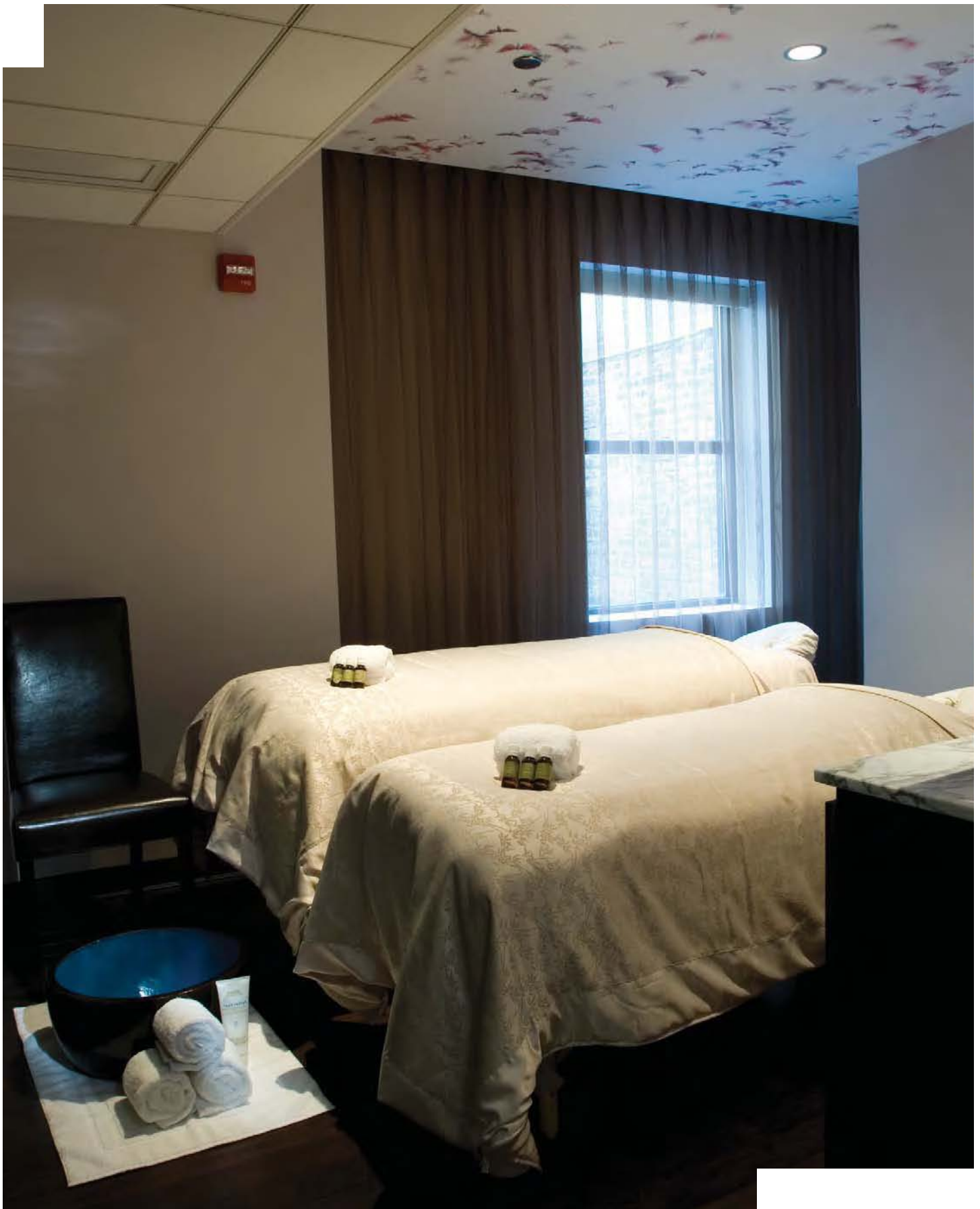
HOTEL FELIX
Chicago, Illinois, United States





HOTEL FELIX
Chicago, Illinois, United States





HOTEL FELIX
Chicago, Illinois, United States





FOUR SEASONS HOTEL
Chicago, Illinois, United States





FOUR SEASONS HOTEL
Chicago, Illinois, United States





LUXURY RESORT
Hainan, China



WWW.GETTYS.COM



LUXURY RESORT
Hainan, China

WWW.GETTYS.COM





PARK HYATT BEAVER CREEK RESORT & SPA
Avon, Colorado, United States





PARK HYATT BEAVER CREEK RESORT & SPA
Avon, Colorado, United States





HYATT REGENCY ORANGE COUNTY
Garden Grove, California, United States





HYATT REGENCY ORANGE COUNTY
Garden Grove, California, United States





QUAIL LODGE RESORT AND GOLF CLUB
Carmel, California, United States





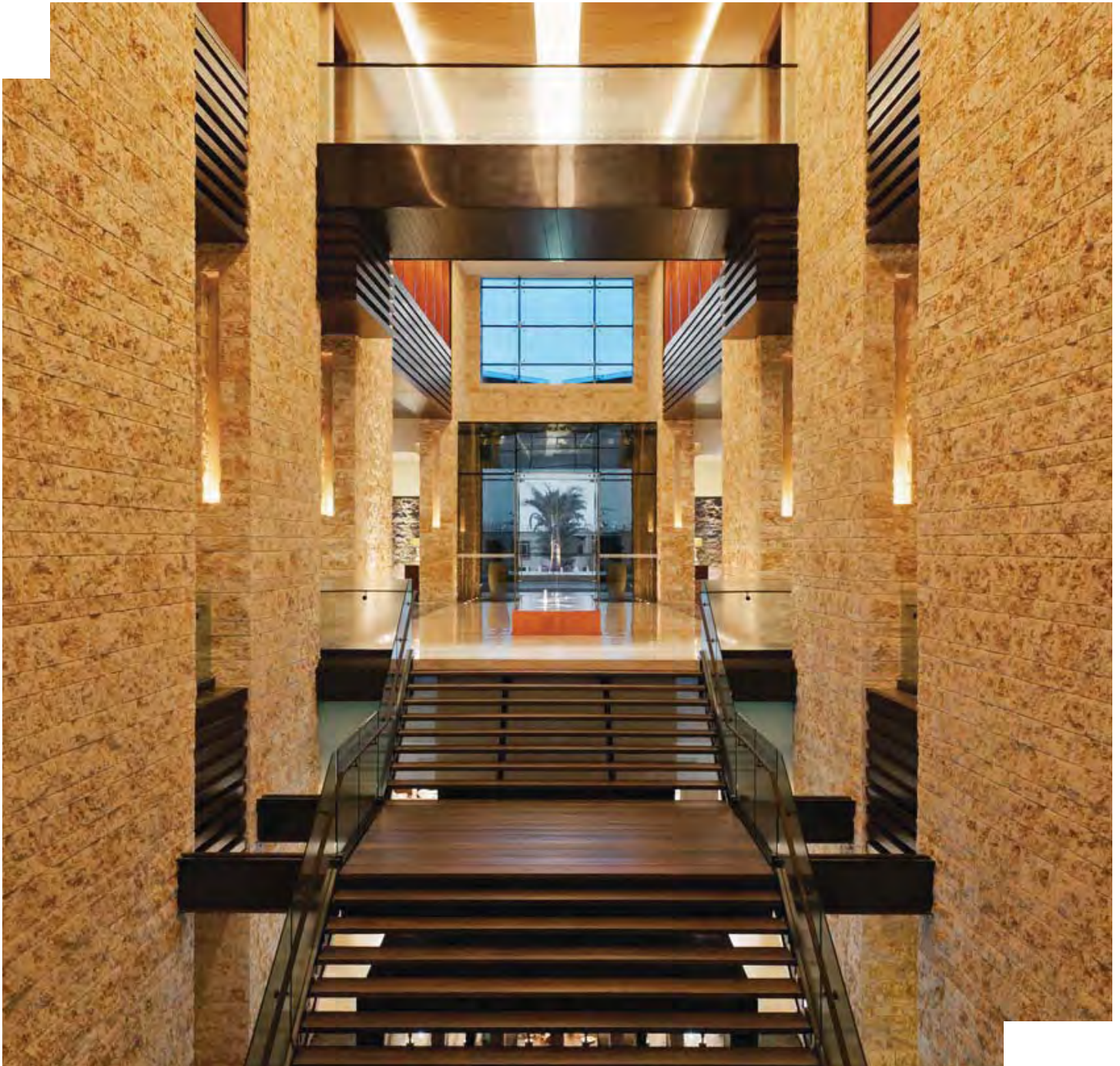
QUAIL LODGE RESORT AND GOLF CLUB
Carmel, California, United States





THE PENINSULA NEW YORK
New York, New York, United States





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RITZ-CARLTON
Chicago, Illinois, United States





RITZ-CARLTON
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China

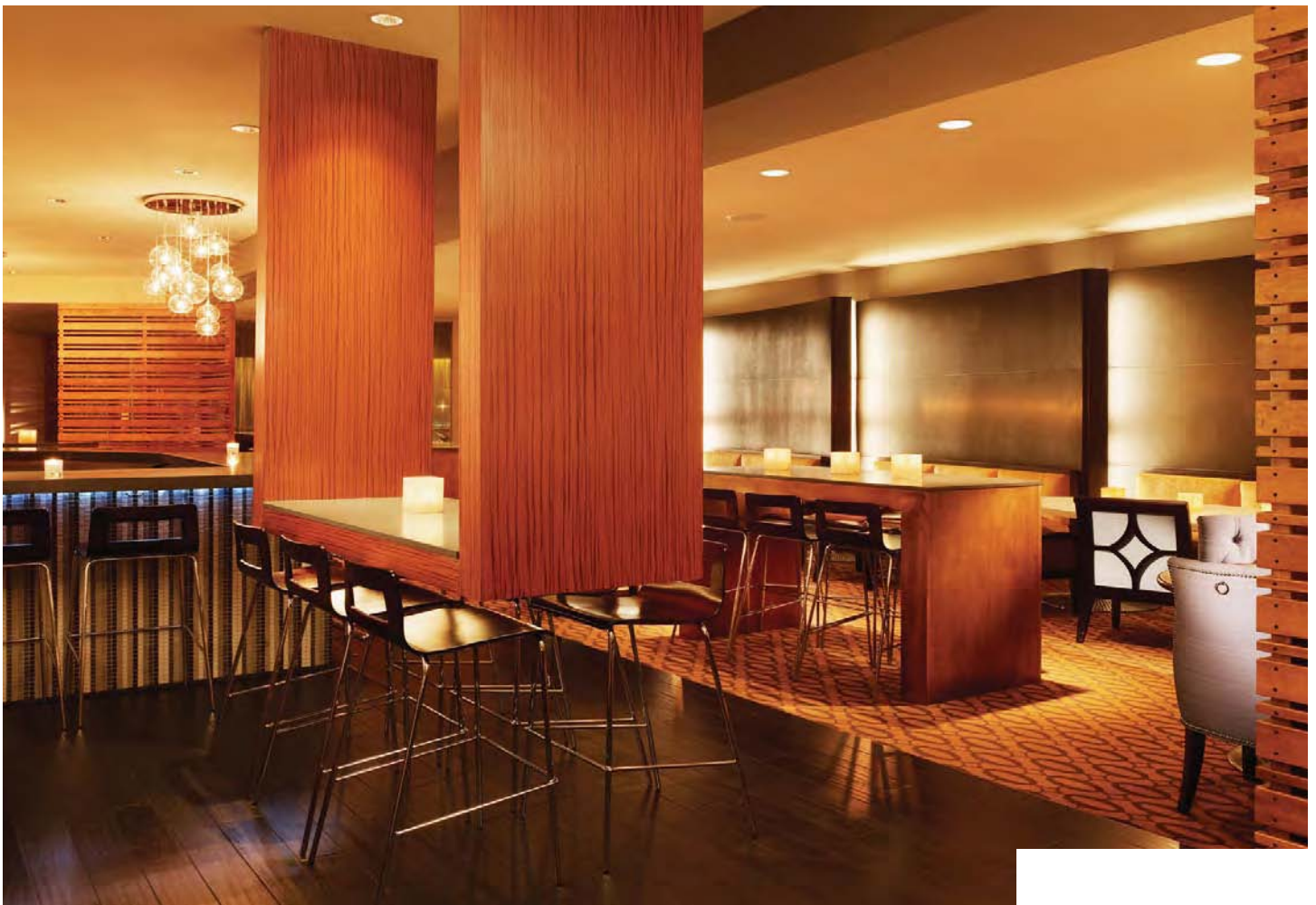
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THE BELAMAR HOTEL
Manhattan Beach, California, United States





THE BELAMAR HOTEL
Manhattan Beach, California, United States





THE BELMAR HOTEL
Manhattan Beach, California, United States





SONNENBLICK DEVELOPMENT LLC
CITY OF NEWPORT BEACH
CITY HALL RE-USE PROJECT
Statement of Qualifications
November 2, 2012



Landscape Architect
ima



Firm Profile

ima creates exceptional spaces that give form and character to the landscape, providing distinctive artistry and economic value for our clients. We consult, collaborate, imagine and define a project's scope and character – from retail and mixed-use destination to office developments and large scale master planning – to create exciting people-oriented environments.

We have built our business on pushing the boundaries to create the right solution. We thrive in collaboration and believe that the right design is a balance between vision and reality. We strive to find this balance in a design that can transcend the value for our client to enrich the community experience.

We bring a depth of experience and discipline to every commission, taking a holistic view of a project from consulting on land planning and urban design to landscape architecture. Our work, whether it is new construction or updates of existing properties, often becomes the heart of a project, providing a sanctuary where residents, workers and visitors gather.

ima's varied experience enables us to work with clients in defining and promoting a mix of real estate elements within a single development. We lend our expertise on determining the appropriate combination of uses, from large scale communities to smaller, urban infill sites. Once an anchor element is established, we can suggest and accommodate complementary uses including restaurant, retail, theater, residential or resort. By understanding the unique needs of these users, we can design appealing common areas that encourage pedestrian flow and community appeal.

Resort destinations are a specialty of *ima*. We welcome the opportunity to design transformative experiences that captivate and refresh travelers. From the moment of entry intercept, we use native landscape and hardscape to introduce a resort's aesthetic character. Large-scale international resorts such as Tokyo Disneyland Resort, Disneyland Paris and the Hotel Nikko Bali as well as smaller premier destination hotels including the Hotel Bel Air and the Hotel Hana in Maui demonstrate our work's profound impact on the guest experience. Our designs ensure guests feel immediately welcomed and soothed. Meandering walkways pass through gardens of native flowers, trees and shrubs, enticing guests with pockets of beauty and discovery. We highlight each site's natural features – shoreline, desert or urban views—to create a distinctive design plan that provides a beautiful backdrop for the entire resort.

Lido Village Conceptual Land Plan, Newport Beach, CA

LAX Gateway Enhancement, Los Angeles, CA

Los Angeles Convention Center, Los Angeles, CA

Disneyland Hotel Courtyard Renovation 2010, Anaheim, CA

Disneyland Hotel Tokyo, Tokyo, Japan

Disney's Aulani Vacation Village Renovation, Oahu, HI

Newport Beach Marriott, Newport Beach CA

Ritz Carlton Seoul, Seoul, South Korea

Bel Air Hotel, Beverly Hills, CA

Nikko Bali Hotel, Bali, Indonesia

W Hotel, Palm Desert, CA

Ritz Carlton Seoul, Seoul, South Korea

Nikko Bali Hotel, Bali, Indonesia

Cabo Del Sol, Los Cabos, Baja CA

Pamilla Resorts, Los Cabos, Baja CA

San Manuel Indian Casino, Highland, CA

Havasus Landing, Havasu, CA

Anaheim Hotel, Anaheim, CA

River Rock Hotel and Casino, Alexander Valley, CA

Hamilo Resort Community Master Plan, Philippines

NICE Hotel, Lishui, China

Harrab's Rincon Hotel and Casino, San Diego, CA

Hotel Hana Maui Renovation, Maui, HI

Sheraton Maui, Maui, HI



*Lido Village Conceptual Land
Plan, Newport Beach, CA*

*Harrab's Rincon Hotel and Casino,
Rincon, CA*

*Disney's Aulani Vacation Village
Renovation, Oahu, HI*

Sheraton Maui, Maui, HI

Anaheim Hotel, Anaheim, CA

W Hotel, Palm Desert, CA

*River Rock Hotel and Casino,
Alexander Valley, CA*

*Erdos Entertainment Resort,
China*

NICE Hotel, Lisbui, China

*An Khanb Resort Community,
Vietnam*

Resort Cove Master Plan, KSA

Nansha, City of Nansha, China

*Golden Valley New Community,
Kingman, AZ*

*District at Tustin Legacy,
Tustin, CA*

Robert is a Senior Associate of *ima*, a landscape architecture firm specializing in quality design and sustainable development for leading national and international resorts, cities, and real estate developers.

ima strategically integrates multiple components into cohesive and dynamic destinations. As a senior designer with over 12 years experience, Moffat has contributed to the design of some of the firm's highest profile projects in the United States, Asia and the Middle East. His experience includes the design and project supervision of more than \$5 million of new and updated construction, including resorts, visitor destinations, theme parks, new communities, and mixed-use residential and corporate developments.

Nearly every *ima* project uses hardscape and landscape to build an identity for its users, for commercial and retail clients, resort and golf destinations, hospitality and recreation/visitor facilities. Robert can create the critical links, plazas and passages necessary for the vitality of visitor attractions and retail uses, and he carefully integrates them with complementary uses such as hotels, office and public arenas.

Sustainable design is a guiding principle of the firm. Currently, Robert is working with the World Wildlife Fund on a master planned resort development in Hamilo Bay, Philippines and is also leading the GIS effort at *ima*

Prior to joining *ima* in 2002, Robert was on staff as an intern with the Walt Disney Company. The Urban Land Institute's Young Leaders Group / Orange County featured him in their Spotlight Feature in 2008.



AWARDS

27th International Design & Development Awards
Winning Shopping Center Designs
Desertridge Marketplace

2010 CalRecycle Waste Reduction Award
The District @ Tustin

Urban Land Institute
Featured Young Leader

EDUCATION

B.S. Landscape Architecture (I.P.)
Ohio State University

AFFILIATIONS

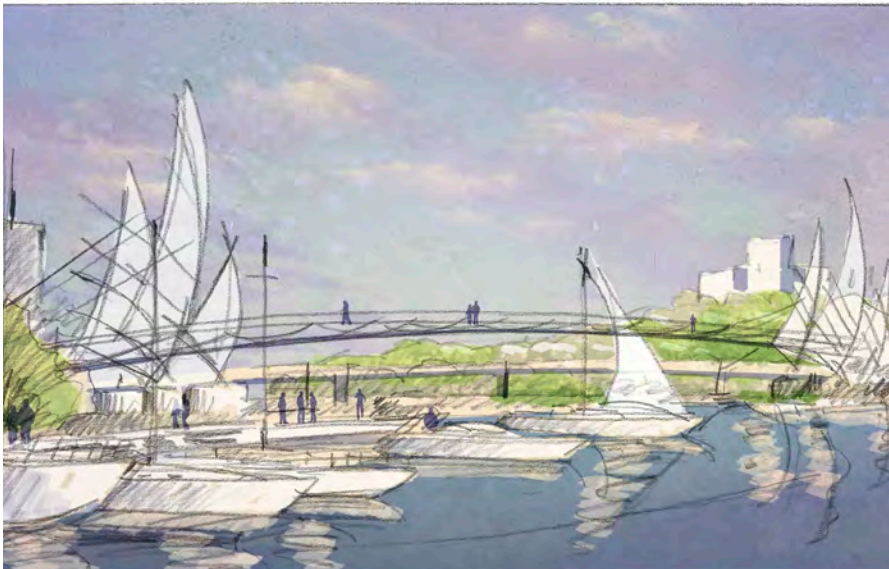
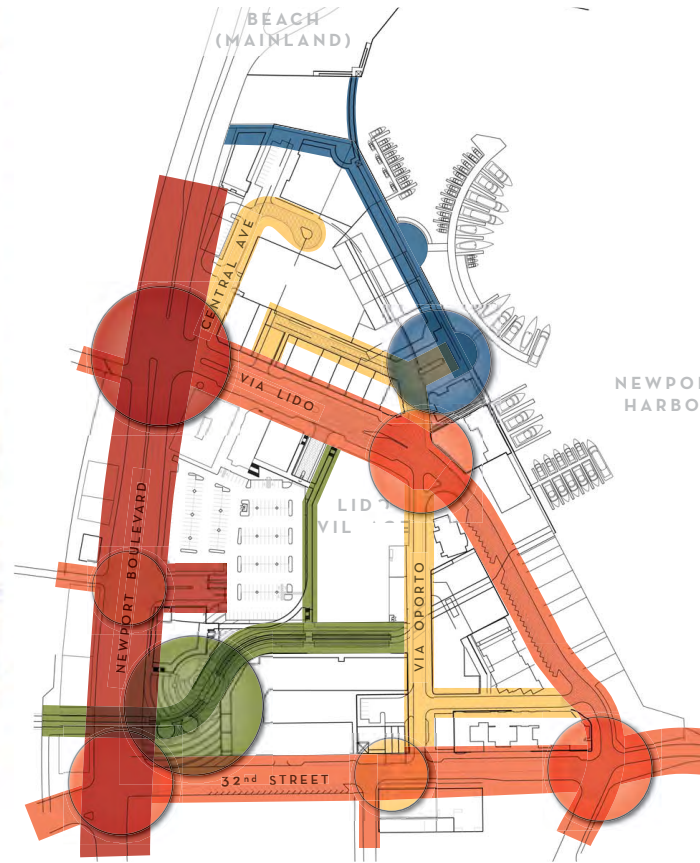
GIS Development Partnership with ESRI

Building Industry of America

Urban Land Institute

Adjunct Professor,
California Polytechnic University, Pomona

Lido Village Conceptual Land Plan



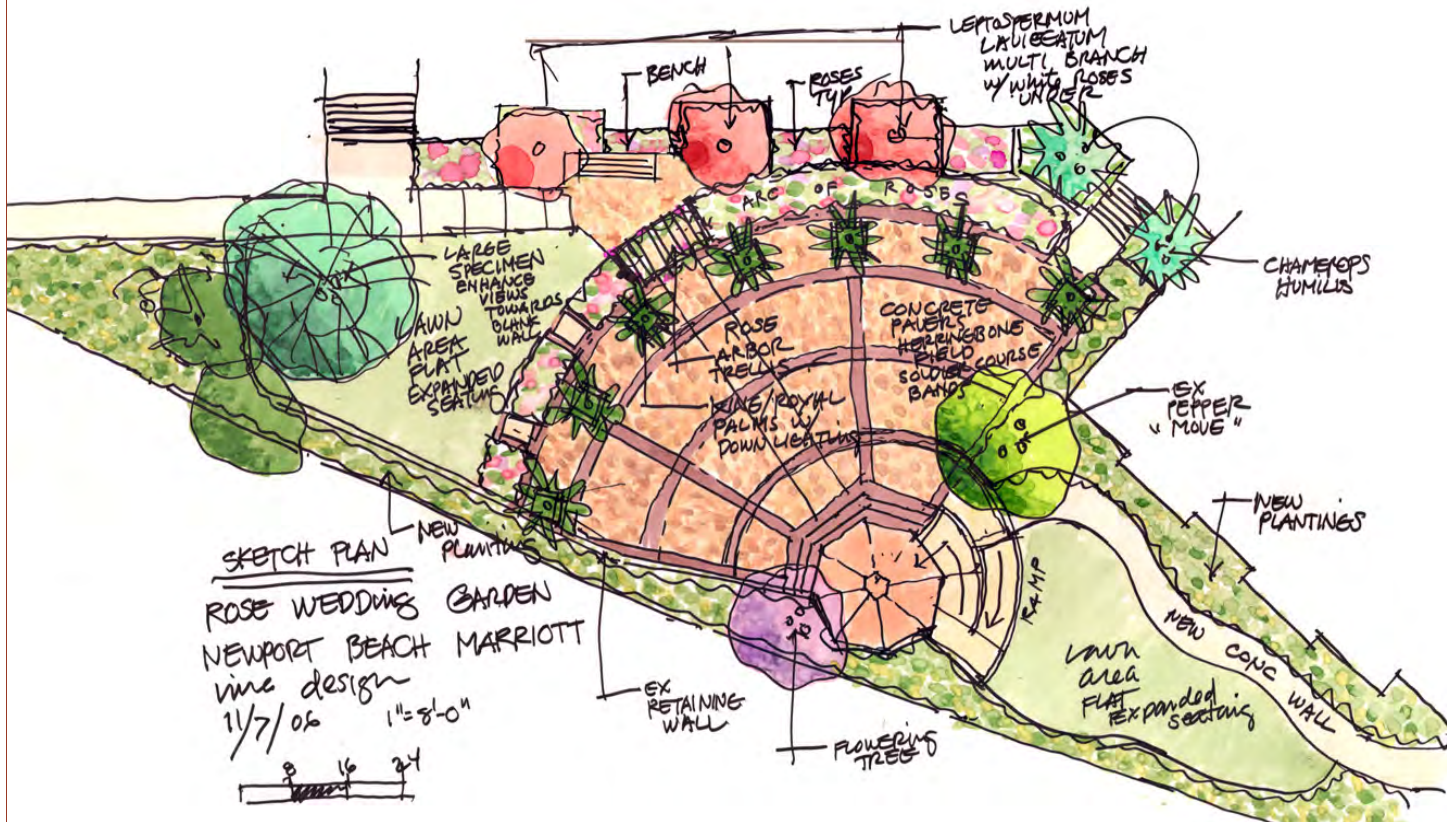
The Lido Village Conceptual Land Plan defined the market and physical potential for redeveloping the 17 acres (seven hectares) Lido Village. *ima* provided the landscape design direction for the site slated to be an integrated and economically successful urban mixed-use hub and gateway to the Balboa Peninsula. *ima* collaborated with the Land Plan team to create an exciting and integrated approach to rehabilitating the multiuse district, create a high value use for the existing areas and connections to surrounding areas. The direction created opportunities to impact surrounding businesses to increase the value of the site and adjacent properties.

client City of Newport Beach

location Newport Beach, California
U.S.A

ima

Newport Beach Marriott



ima provided landscape architectural design services consisting of design development, construction documents and construction observation for the renovation of the Porte Cochere. The project included landscape and hardscape reinvigorating the hotel's entry and the wedding rose garden.

The Rose Garden is poised at the edge of the property and overlooks the Newport Beach Country Club Golf Course. This partial oceanview location features a central path leading to an immense white-timbered gazebo. Guests are seated theater-style on a flagstone-and-grass "patio," surrounded by rose bushes and planters filled with colorful flowers.

client **Marriott Hotels**

location **Newport Beach, California U.S.A.**

ima

Bel Air Hotel



This project was completed under POD Inc., while Mr. Ronald Izumita served as the company's President and CEO.

The Bel Air Hotel added 30 rooms with the objective of having this addition feel like it was part of the original hotel. This meant having a matured landscape look with the Bel Air Feel. The firm worked closely with the hotel's gardener in order to be authentic and true to its style.

The positive reaction led ultimately to revitalizing other parts of the resort hotel. This year the Hotel Bel Air was rated the best resort hotel in California.

client Rosewood Hotels

location Beverly Hills, California
U.S.A.

ima

Disneyland Hotel Central Area Improvements 2010



The Never Land Pool will receive a complete cosmetic makeover but will retain its unique shape. A new, four-foot deep pool will be built between the Never Land Pool and the water play area. A footbridge will stretch over this new pool, connecting both sides of the courtyard area and giving easy access across the property. Six new cabanas will also be added.

“Disneyland” will be spelled out in familiar blocks atop a platform supporting two huge water slides (the larger slide will be 26 feet high and will stretch 187 feet before it plunges into a splash pool below). Reminiscent of the original Monorail station at the Disneyland Hotel, at each slide’s entrance will sit a replica Monorail Car that guests will glide through as they twist and turn their way to the pool below. The pool will also feature a third, two-lane mini slide, perfect for little ones, which is just three and a half feet high and is 19 feet long.

client the Walt Disney Company

location Anaheim, California
U.S.A.

ima

Los Angeles Convention Center



The I.M. Pei office was commissioned to remodel and expand the Los Angeles Convention Center. The landscape program demanded a rich pedestrian experience and a grand entry that reflects the spirit of the city. Stands of towering Canary Island Palms stand as sentinels along the Center's borders, visually pulling visitor attention to the Convention Center's front door. An outdoor exhibit area and generous multi-purpose plaza provide festive entertainment venues.

client City of Los Angeles

location Los Angeles, California
U.S.A

ima

LAX Gateway Enhancement



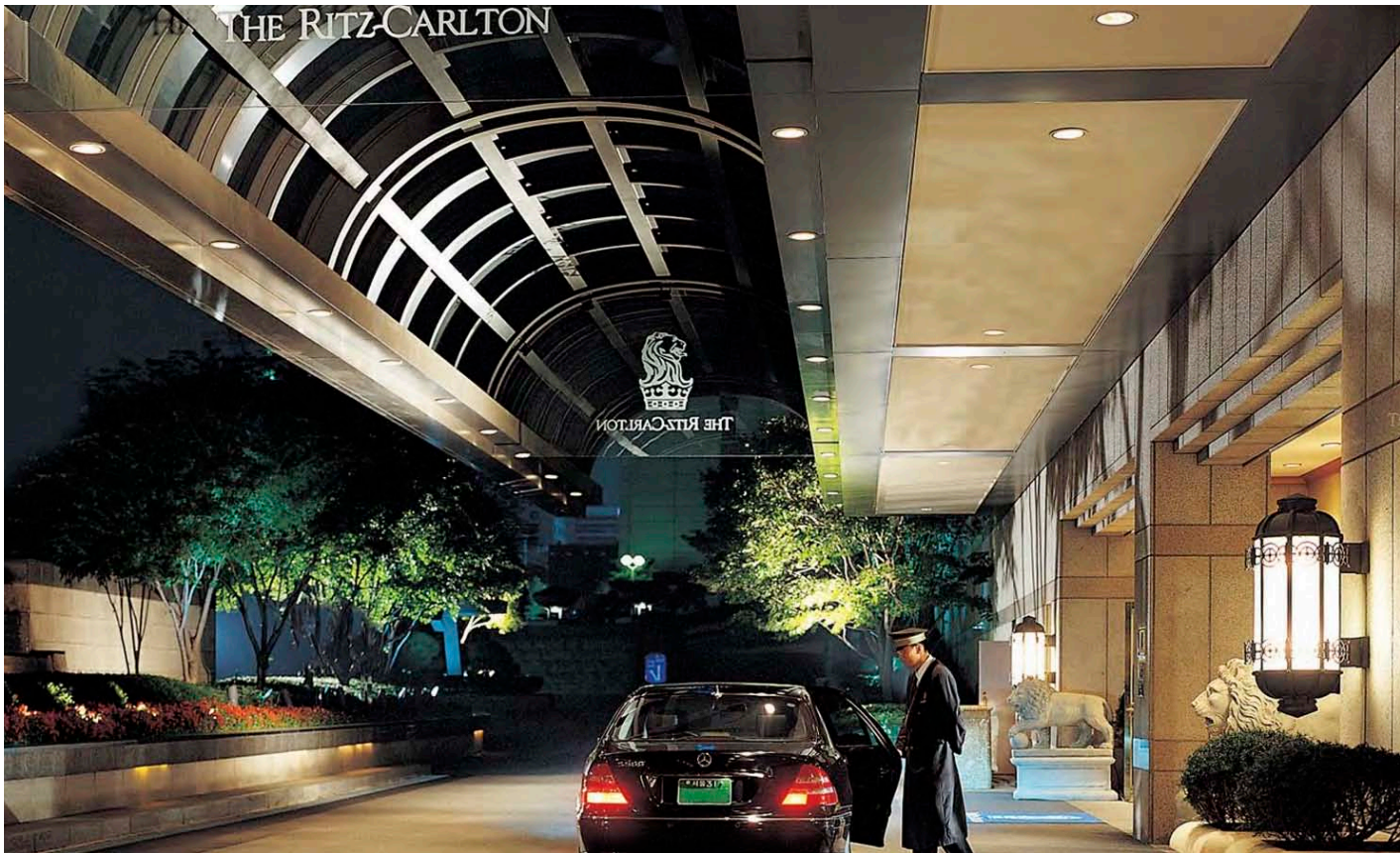
A dramatic gateway to the City of Los Angeles, LAX evokes Southern California's international reputation as a garden paradise. The updated airport is visually pleasing, comfortable for passengers and guests and allows smooth transit functions. Improvements included new streetscape along Century Boulevard, signage and a garden portal at the Sepulveda/Century interchange. Future improvements call for new streetscape along Sepulveda Boulevard and enhanced landscape throughout the Central Terminal.

client Los Angeles World Airports

location Los Angeles, California
U.S.A

ima

Ritz Carlton Seoul



The Ritz Carlton, Seoul is a 410 guest-room hotel, including 44 suites and 73 Club Level rooms. It is sited in a prime location in the capital city's most prominent business district, and just minutes from Olympic Stadium, the Korea Mall and Exhibition Center, Apgujung Rodeo Drive, the World Trade Center, and the Seoul Arts Center.

The property features six restaurants and a lounge; fitness club with heated indoor pool, whirlpool, steam and dry saunas, massage and personal training services; four ballrooms; sundry shop; and floral boutique.

client Ritz Carlton Hotels

location Seoul,
South Korea

ima

Nikko Bali Hotel



Located on a site 50 meters above the Pacific Ocean, the Hotel Nikko Bali represents the first Nikko Royal Series Hotel. Thus, it is Nikko's flagship resort. The hotel consists of 450 rooms and a full convention facility. This first class resort offers swimming, surfing, sail boards, diving, snorkeling, golf tennis, volleyball and many other activities within a lush tropical setting.

The design consulted with native artisans to help interpret the tradition of the Balinese in their layout, function and detail. Translations into a more contemporary setting provide an eclectic landscape that exercises the mind as well as the body. Water plays an important part of the landscape suggesting crashing mountain streams, cool mountain ponds, traditional rice paddy terraces and still water lotus ponds.

client Caterison Sukres

location Bali
Indonesia

ima

Disneyland Hotel Tokyo



The Walt Disney Company excels at integrating storyline into the architecture and landscape of its theme parks and resorts. Our work ensures the park's landscape design preserves and enhances the storyline, while providing guests with wonderful outdoor experiences.

The newest hotel at the Tokyo Disneyland Resort is reminiscent of a grand Victorian hotel. The Fantasia themed arrival court features Mickey as the Sorcerer's Apprentice, surrounded by his Bucket Brigade and serves as a major public, retail and overflow gathering place. The Court will be filled with traveling entertainers, vendor carts and visiting Disney characters, creating the ambiance of a vibrant marketplace.

client The Walt Disney Company

location Tokyo
Japan

ima



REFERENCES

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KANZLER
Public Affairs

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949-632-1535

Kanzler Public Affairs

Company Background

Kanzler Public Affairs combines extensive experience with high-touch, individual service. We successfully bring together the interests of our clients, the community and the government in a way that builds consensus and achieves our clients' goals. Kanzler Public Affairs specializes in developing and implementing strategic community outreach and media relations programs for our clients. We work to build consensus and ultimately advocate for complex community issues and development projects.

We work through a targeted and highly individualized community ascertainment process to build consensus and influence public opinion. Kanzler Public Affairs spends time in each community, getting to know its community leaders and understanding their views on proposed issues and specific projects. By identifying key issues and motivators, we can craft highly effective plans for community outreach, media relations and government relations.

Corporate Biography

Jill Dufour Kanzler is committed to private property rights and has more than 18 years of experience in issues management. Kanzler's expertise includes working directly with the community to build relationships and ascertain public issues and concerns. Community ascertainments, a form of soliciting and influencing public opinion, are her specialty. With more than 15 years of experience in land use communications, she has served on teams that have gained numerous governmental approvals creating many outstanding new communities, resorts, retail centers, protected open space and public parks.

Kanzler has led many community outreach and public relations efforts throughout the Western United States. She works with teams to develop communications strategies that help mitigate issues and ultimately advocate specific projects or goals. She has served such prominent clients as: The Athens Group for the Montage Resort and Spa, The Irvine Company, Lennar, The Disneyland Resort, Boeing Realty Company, Hearthside Homes' and Koll Real Estate Group's Bolsa Chica Plan, Santa Fe Energy Resources and Lewis Homes Retail. Prior to starting her own firm, Kanzler served as Vice President at Gladstone International, a leading Orange County public relations firm.

Active in her community, Kanzler currently serves on the Board of Directors for the Orange County Public Affairs Association, Women in Leadership and the United Way's Women Looking Forward. She has served on the boards of

Republican Associates and Habitat for Humanity, and she is a founding director of Orangewood PALS, an auxiliary of Orangewood Children's Home. She also serves on the Orange County Business Council's Tourism Committee and is a member of Orange County Taxpayers Association. She participated in Leadership Tomorrow, an organization committed to community involvement. She earned her bachelor's degree from the University of Southern California in Political Science and International Relations.

Kanzler works individually or in conjunction with members of your team to support strategic plans and development teams. Her high-touch methods help build relationships and achieve her clients' objectives.

Description of Services

Our goal is to successfully bring the interests of the client, the community and the government together in a consensus that achieves the client's objectives. Kanzler Public Affairs uses a strategic approach to plan and develop outreach programs that stimulate positive, grassroots support, thus minimizing controversy and costly damage control efforts. Kanzler Public Affairs has extensive expertise in implementing community outreach programs by using the following elements:

Strategic Community Ascertainment to determine the best methodology for garnering support for an issue or project, and the best strategies for effectively mitigating public and government concerns. We are one of the few companies to offer this extremely effective, high-touch service.

Community Outreach to identify potential supporters and opponents, stimulate and facilitate the formation of support groups, develop positioning message strategies and community education materials, generate support letters and mobilize community support at local and state public hearings

Media Relations including media kit preparation, media training for project spokespeople, organizing briefings with reporters and editors, managing media inquiries and developing proactive programs to secure positive coverage

Case Studies

Montage Resort and Spa

Laguna Beach, CA

In partnership with Gladstone International, Kanzler provided community relations services to the owners of the former Treasure Island mobile home park, a 30-acre site in Laguna Beach, one of the most no-growth oriented communities in California. Plans called for redeveloping the site to feature a resort hotel, luxury residential community and open space. We developed strong community support, which contributed to approvals by the Laguna Beach Planning Commission,

City Council and California Coastal Commission. We conducted a community assessment, met with residents one-on-one and in groups, sponsored a speakers' bureau, conducted community workshops and briefing sessions, prepared and disseminated educational materials and served as the client's liaison to the news media. The project was approved in June 2000. The Montage Resort & Spa opened to worldwide acclaim in February 2003.

Bolsa Chica

Huntington Beach, CA

While at Gladstone International, Kanzler worked on the community relations component of the public relations team providing services to Koll Real Estate Group, now Hearthside Homes, on the Bolsa Chica project, a highly controversial, 1,700-acre wetlands restoration/development project near Huntington Beach. The team built an extensive community support base that actively supported the project through the city, county, state and federal entitlement process. In 1997, the national Public Relations Society of America bestowed its highest honor, a Silver Anvil award, to Gladstone International for public relations work on behalf of Bolsa Chica.

Tonner Hills

Brea, CA

Nuevo Energy Company, an independent oil company, contracted Kanzler Public Affairs to provide a comprehensive program to bolster entitlement efforts to develop a master planned community on a 789-acre operating oilfield in Brea's Sphere of Influence. After defeating a controversial slow growth measure focused on the Tonner Hills proposal, we conducted critical community research that helped the team revise the proposal to reflect the environmental and aesthetic concerns of the community. By directly addressing community concerns and highlighting the environmental benefits, we gained unanimous approval from the Orange County Board of Supervisors.

SOAR (Save Our Anaheim Resort)

Anaheim, CA

Kanzler Public Affairs provided public outreach and a coordinated opposition effort to combat a proposal allowing high density housing within the Anaheim Resort District. Jill Dufour Kanzler worked with a team that successfully gathered more than 20,000 signatures to place a referendum on the Anaheim ballot to overturn the council's decision. At the same time, we gathered signatures for an initiative that places Anaheim Resort District zoning decisions with the citizens of Anaheim. Working with key community leaders and a highly targeted educational outreach campaign, we recruited more than 10,000 Anaheim residents to join SOAR, the Save Our Anaheim Resort coalition. With a comprehensive government and media relations strategy and the power of the SOAR coalition, the Anaheim City Council reversed its position, rejected the housing project and adopted the terms of the initiative. Kanzler continues to serve as the Executive Director of SOAR, a coalition dedicated to educating the community and protecting the interests of Anaheim's Resort District.

Lennar/University Community Plan at UC, Merced

Merced, CA

As a contractor to Gladstone International, Kanzler conducted a comprehensive community ascertainment in the County of Merced to determine community attitudes about growth and development for the new University of California, Merced campus and a proposed master planned community. In less than one month, specific issues surrounding agriculture, the environment, infrastructure, the local economy and the potential for lawsuits needed to be assessed. A detailed but succinct report outlining potential strengths, weaknesses, opportunities and threats was completed. Based upon this information, and other reports, Lennar was able to determine their plans and level of investment in the 2,100 acre University Community Plan at UC, Merced.

Newport Beach/Resort Experience

The Irvine Company: Provided community outreach and entitlement assistance throughout Newport Coast to support the ongoing operation as well as the renovation of The Pelican Hill Golf Club and the development of The Inn at Pelican Hill.

Kanzler also supported outreach efforts for Corporate Plaza West Phase II, the Balboa Marina relocation effort and renovation of the Eastbluff Shopping Center.

Corona del Mar High School Foundation: Kanzler developed and implemented a public relations and fundraising program for Bill Taormina to raise funds for Corona del Mar High School Foundation.

St. Andrew's Presbyterian Church Expansion: Provided community outreach and entitlement support to build a Youth and Family Center for St. Andrew's Presbyterian Church.

Newport Gatehouse: Developed a public relations and community outreach plan for a private homeowner to entitle and build a private gatehouse for Harbor Island.

References:

Dan Miller, Sr. Vice President, Entitlement & Public Affairs, The Irvine Company
949-720-2609

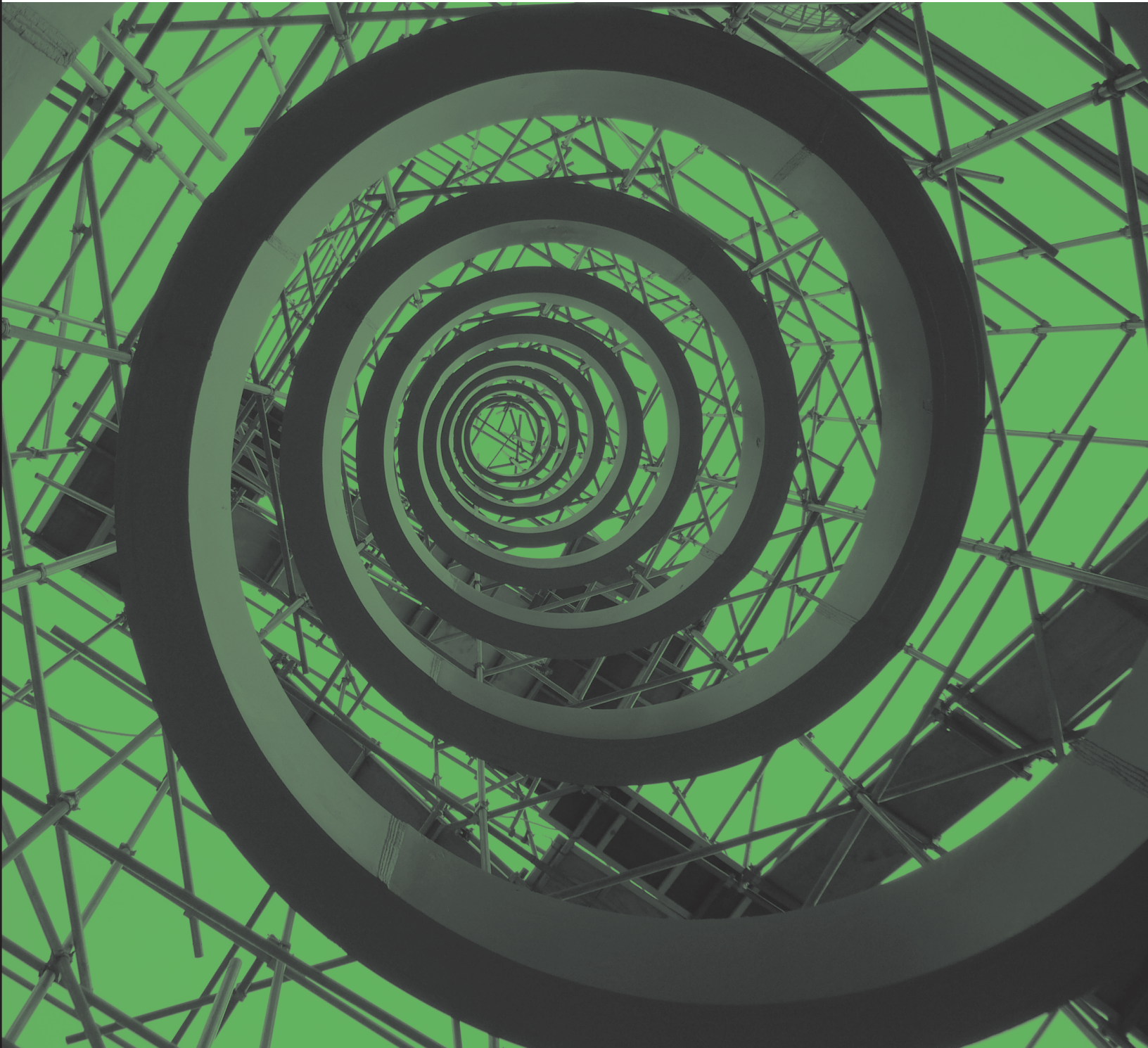
Paul Hernandez, Government Relations, The Irvine Company
949-720-2461

Carrie Nocella, Manager, Government Relations, The Disneyland Resort
714-781-1788

Todd Ament, President & CEO, The Anaheim Chamber of Commerce
714-758-0222

Bob Odle, Odle & Associates
714-401-9231

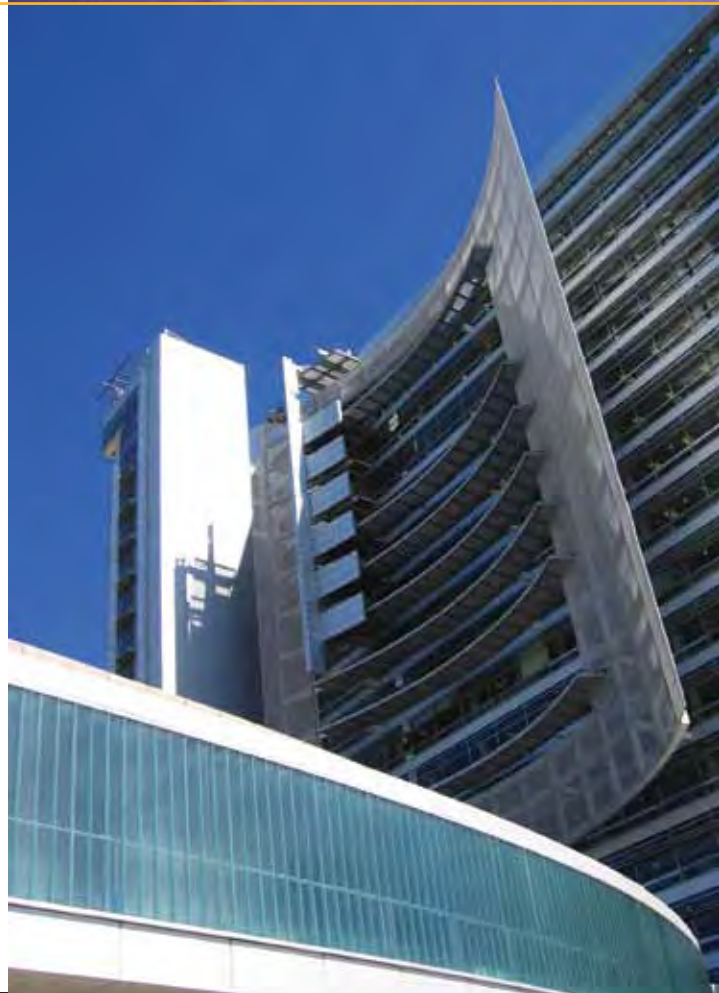
Englekirk



Englekirk

As it has since 1969, the Englekirk name continues to stand for innovation and teams of structural engineers completely dedicated to achieving project goals. Our project experience is broad: from single family residences to 1.5 million square foot museum campuses, from 10 stories below grade to 60 stories above grade, from simple wood frame construction to innovative seismic isolation and hybrid precast systems, and from brand new construction to delicate historical restoration.

Our decades of practical experience, advanced technical knowledge, and spirit of teamwork combine to achieve budgets and schedules demanded by the most rigorous projects.





Englekirk fields two structural engineering firms specifically tailored to meet the challenges of the commercial and institutional market sectors. **Englekirk Structural Engineers** concentrates on commercial projects where return on investment demands speed and economical design. **Englekirk Institutional**, a minority business enterprise, serves the institutional sector where rigorous performance criteria and complex project delivery methods require careful attention to detail. Both firms share a highly educated and experienced staff of structural engineers, analysts and BIM developers bringing innovation and insight to fashion creative structural solutions.



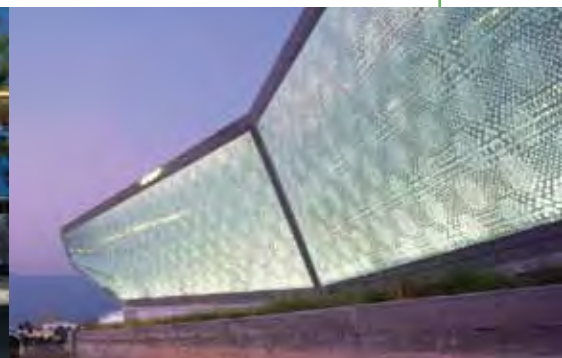


Englekirk Structural Engineers

Englekirk Structural Engineers focuses on the commercial market sector including office, hospitality, residential, parking structure, high-rise and mixed-use projects. Our expertise in performance-based engineering and innovative structural system integration resulted in the construction of the tallest all-precast concrete building in an area of high seismicity. Careful attention to detail and engineering imagination ensured the success of architecturally daring beachfront residences scattered along the Malibu coast. Special areas of expertise include design-build projects, fabricator connection design and theme park attraction design.

Englekirk Institutional

Englekirk Institutional, a minority business enterprise, serves the institutional market sector including laboratory, education, government, healthcare and museum projects. We used our hillside construction expertise to ensure the success of the 1.5 million square foot Getty Center constructed along a mountaintop ridge in Los Angeles. Our advanced planning and application of mechanism-based design resulted in successful construction of a three-story auditorium/classroom building atop a 5 million gallon thermal energy storage tank. Special areas of expertise include seismic retrofit, historic preservation, progressive collapse and wind engineering.





Market Sectors

- Adaptive Reuse
- Community Colleges
- Education K-12
- Government
- Healthcare
- Historic Rehabilitation
- Hospitality
- Libraries
- Justice Facilities
- Mixed Use
- Movie Theaters
- Museums
- Office - Low/Mid/High
- Parking Structures
- Performing Arts/Auditoriums
- Police/EOC/Fire
- Religious
- Research
- Residential
- Retail
- Science & Technology
- Seismic Retrofit
- Showrooms/Dealerships
- Sports
- Theme Parks
- Universities
- Wind Engineering





www.englekirk.com

Los Angeles

Orange County

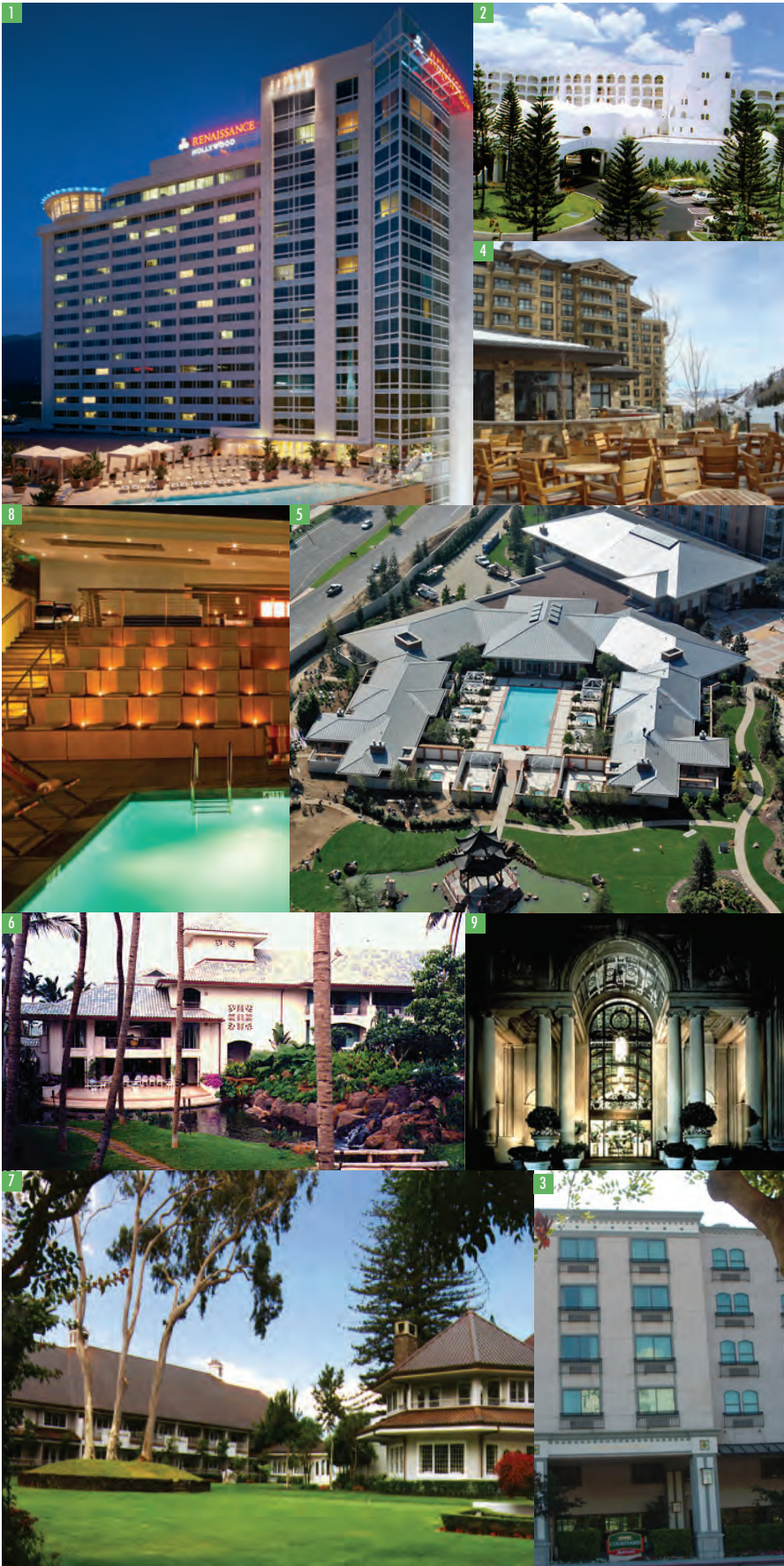
San Diego

Honolulu

Gunn

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As structural engineer of record for over 20 million square feet of development, Englekirk understands the unique and challenging aspects of the hospitality sector. This service industry commands specific design features that include repetitive floor plans above ground level common areas and back of house functions. Accordingly, the structural design must accommodate the multiple end users and adapt to their individual requirements while balancing cost effectiveness. We address these needs by developing alternative structural solutions that allow us to effectively contribute to the project success. It is through this process that tailored structural solutions are developed that meet the owner and architect’s design criteria.

- 1** Loews Hollywood Hotel
Hollywood, CA 640 Rooms, 500,000 sf
- 2** The Fairmont Kea Lani
Wailea, HI 480 Rooms, 628,940 sf
- 3** Courtyard by Marriott
Pasadena, CA 314 Rooms, 168,000 sf
- 4** St. Regis Hotel & Residences, Deer Valley Resort
Deer Valley, UT 274 Rooms, 650,000 sf
- 5** Four Seasons Westlake Village California Health & Longevity Institute
Westlake Village, CA 267 Rooms, 465,167 sf
- 6** Four Seasons Resort Lana'i at Manele Bay
Lana'i, HI 236 Rooms, 400,000 sf
- James Hotel Project**
West Hollywood, CA 200 Rooms, 275,000 sf
- 7** Four Seasons Resort Lana'i The Lodge at Koele
Lana'i, HI 100 Rooms, 150,000 sf
- 8** Custom Hotel.Bistrotek.Hopscotch Pool Bar & Stadium
Los Angeles, CA 8,000 sf
- 9** Millennium Biltmore Hotel Expansion & Seismic Retrofit
Los Angeles, CA

Hospitality

Hilton Hotel Rainbow Tower
Honolulu, HI 30 Stories

Beachcomber Hotel (AMFAC)
Honolulu, HI 26 Stories

Wyndham Emerald Plaza
San Diego, CA 25 Stories

Radisson Hotel
San Diego, CA 24 Stories

Holiday Inn
Honolulu, HI 24 Stories

Renaissance Hollywood Hotel & Spa
Hollywood, CA 22 Stories

Ramada Inn
San Diego, CA 21 Stories

Hilton Hotel
Atlanta, GA 20 Stories

The Island Hotel
Newport Beach, CA 18 Stories

Sheraton
Long Beach, CA 17 Stories

Hotel Paso del Norte
El Paso, TX 17 Stories

Omni Hotel Horton Plaza
San Diego, CA 15 Stories

Hollywood Park (LAX)
Los Angeles, CA 15 Stories

Airport Marina (AMFAC)
Albuquerque, NM 15 Stories

Warner Center Hilton
Woodland Hills, CA 15 Stories

Noumea Hotel
Noumea, New Caledonia 12 Stories

Holiday Inn (LAX)
Los Angeles, CA 12 Stories

Waterfront Hilton
Huntington Beach, CA 12 Stories

**St. Regis Hotel Resort & Residences
Deer Valley Resort Gap**
Deer Valley, UT 11 & 7 Stories

AMFAC Dallas/Ft Worth Airport
Dallas, TX 11 Stories

Nansay Resort
Saipan 11 Stories

Hilton Suites
Orange, CA 10 Stories

Guest Quarters Suites
Santa Monica, CA 10 Stories

Theme Park Hotel Renovation
Anaheim, CA 10 Stories

Courtyard by Marriott Renovation
Los Angeles, CA 10 Stories

Hotel Sofitel
Redwood City, CA 9 Stories

Resort at Squaw Creek
Olympic Valley, CA 9 Stories

National City Hotel
National City, CA 9 Stories

Kealani Hotel
Wailea, HI 9 Stories

Moorea Hotel
Moorea, French Polynesia 8 Stories

Marriott Residence Inn
Los Angeles, CA 8 Stories

University Gardens Hotel
San Diego, CA 7 Stories

Kawela Bay Resort H-1
Kahuku, HI 7 Stories

Kawela Bay Resort H-2
Kahuku, HI 7 Stories

Crescent Hotel
Phoenix, AZ 7 Stories

Four Seasons Westlake Village
Westlake, CA 7 Stories

Courtyard by Marriott
Pasadena, CA 6 Stories

Hilton Hotel
New Orleans, LA 6 Stories

Heavenly Valley Hotel
Lake Tahoe, NV 6 Stories

Kona Hilton Hotel
Kona, HI 6 Stories

Kaanapali Hotel (AMFAC)
Maui, HI 6 Stories

King Kamehameha Hotel
Kona, HI 6 Stories

Marriott Hotel
Marina del Rey, CA 6 Stories

Hyatt Fisherman's Wharf
San Francisco, CA 5 Stories

Sheraton
Kauai, HI 4 Stories

Keonelo Bay Villas Resort
Kauai, HI 4 Stories

Four Seasons Resort Lana'i at Manele Bay
Lana'i, HI 4 Stories

Four Seasons Hotel
Kaupulehu, HI 4 Stories

Grand Champions Resort
Indian Wells, CA 4 Stories

Loews Coronado Resort
San Diego, CA 4 Stories

Marriott's Tenaya Lodge
Yosemite, CA 3 Stories

Coco Palms (AMFAC)
Wailua, HI 3 Stories

Ritz Carlton
Rancho Mirage, CA 3 Stories

The Lodge at Koele
Lana'i, HI 3 Stories

Hilton Garden Suites
Los Angeles, CA 3 Stories

Newport Beach



*The Island Hotel Newport Beach
Newport Beach, CA*

***The Island Hotel Newport Beach
(Four Seasons Hotel)***

Newport Beach, CA 18 Stories

Fashion Island

Newport Beach, CA 450,000 sf

Fashion Island Shopping Center Parking Structure

Newport Beach, CA 690 Spaces

***Newport Lido Medical Center
Outpatient Surgery Medical Building***

Newport Beach, CA 4 Stories

Fashion Island Renaissance

Wind Engineering

Newport Beach, CA

United States 27 Central Avenue Bridge

Wind Engineering

Newport Beach, CA

***Sue & Bill Gross Women's Pavilion at
Hoag Memorial Hospital Presbyterian
Peer Review***

Newport Beach, CA 10 Stories

Hoag Memorial Hospital

Water Feature

Newport Beach, CA

***D.I.S.C. Sports and Spine Center
Medical Equipment Installation***

Newport Beach, CA 21,757 sf



consulting
engineers

STATEMENT OF QUALIFICATIONS

November 9, 2012



ORANGE COUNTY ADVISORS

phone: 1.949.419.3030

fax: 1.949.419.3040

36 Technology Drive,

Suite 200

Irvine, CA 92618

www.jbace.com

Worldwide Trusted Advisors™





COMPANY PROFILE

Founded in 1966 and based in Las Vegas, JBA Consulting Engineers initially focused on regional projects and quickly grew to become an engineering leader in the Western United States. Five decades later, JBA has expanded our expertise by embracing cutting edge technology, mastering sustainable design and international design standards while deploying a team of Trusted Advisors™ to deliver these state-of-the-art designs and master plan consulting services throughout the world.

OUR TRUSTED ADVISORS™ SPECIALIZE IN:

- Acoustical Engineering and Noise Control
- Advanced Audiovisual and Control Systems
- Code Consulting
- Central Utility Plants
- Electrical Engineering
- Data Center Planning
- Fire Protection Engineering
- Master Planning
- Mechanical / Plumbing Engineering
- Revit / BIM Design
- Security and Surveillance
- Sustainable Design in Building Infrastructure
- Telecommunications Infrastructure



WHY JBA?

THE JBA DIFFERENCE

- Client relationships dating back to 1966
- Over 46 years of providing innovative engineering solutions
- In excess of 300 MW of generation facilities that have been commissioned
- Over 30 years of providing services for premier US and International developers
- Master, Master Planners™ for major resorts around the globe for over 40 years
- Worked on major theatre projects in Las Vegas and Asia for over 18 years
- Senior personnel on staff who were involved in projects dating back to 1970
- Designed over 100,000 guest rooms globally
- Over 15 million Sq. Ft of installed public, gaming and convention space
- More than 300 Central Utility Plants deployed
- Provided services for 89% of the Las Vegas Casino and Resorts
- Designed 75% of the Mega Resorts on the Las Vegas Strip
- Provides services for 5 of the 6 major casino resort operators for Macau
- Created the 1st operational synchronized generation system for Macau
- International strength, local focus

RELEVANT EXPERIENCE

HILTON SAN DIEGO BAYFRONT HOTEL AND CONVENTION CENTER

Location

San Diego, CA

Owner's Name

Hilton Hotels

Project Size

1 Million Sq. Ft.

Approximate Cost

\$348 Million

Year Complete

2008



Hilton San Diego Bayfront Hotel and Convention Center is the West Coast's newest waterfront hotel located adjacent to the San Diego Convention Center, across the street from PETCO Park and a short walk from downtown San Diego's Gaslamp Quarter. The thirty-story waterfront hotel features 1,190 guest rooms, 30 luxury suites, 5,500 square foot waterfront bar, 2,000 square foot Executive's lounge, 6,500 square foot restaurant, heated saltwater swimming pool, whirlpool and health club.

Services Performed

- ✓ Mechanical
- ✓ Electrical
- ✓ Plumbing
- ✓ Telecommunications
- ✓ Acoustical Engineering
- ✓ Audiovisual
- ✓ Security and Surveillance

RELEVANT EXPERIENCE

MANCHESTER GRAND HYATT

SAN DIEGO

Location

San Diego, CA

Owner's Name

Host Hotels & Resorts

Project Size

700,000 Sq. Ft.

Approximate Cost

\$16 Million

Year Complete

2013



Manchester Grand Hyatt San Diego is a waterfront hotel property located near the downtown Gaslamp Quarter. The property consists of two hotel towers consisting of a total of 1,625 guestrooms, 125,000 square feet of venue space and over 25,000 square feet of recreational facilities. JBA's Trusted Advisors were involved with the renovation of the guestrooms for the Harbor and Seaport Towers, remodel of existing executive offices into guestrooms, and renovation of the existing Concierge Lounge on the 33rd floor.

Services Performed

- ✓ Mechanical
- ✓ Electrical
- ✓ Plumbing

RELEVANT EXPERIENCE

“THEhotel” AT MANDALAY BAY

Location

Las Vegas, NV

Owner’s Name

MGM Resorts International

Project Size

1.2 Million Sq. Ft.

Approximate Cost

\$230 Million

Year Complete

2004



THEhotel at Mandalay Bay ushered in a new model of luxury, affording guests a haven of sophistication and service on par with the best boutique hotels in the world. JBA’s Trusted Advisors™ implemented the Master Plan in the design and development to add more than 1100 all suite guest rooms, Bathhouse Spa, THEgym, Billiards lounge, bars and a café.

Services Performed

- ✓ Mechanical
- ✓ Electrical
- ✓ Fire Protection
- ✓ Telecommunications

Master Planning

- ✓ Mandalay Bay Hotel
- ✓ THEHotel
- ✓ Four Seasons
- ✓ Pool and Beach Club
- ✓ Aquarium
- ✓ Arena
- ✓ Convention Center
- ✓ Executive Offices
- ✓ House of Blues
- ✓ Greenhouse
- ✓ Theater
- ✓ Tram Station
- ✓ Casino
- ✓ Race and Sports Book
- ✓ Retail
- ✓ Event Center BTS Power

RELEVANT EXPERIENCE

MARRIOTT GRAND CHATEAU

PHASE I,II & III

Location

Las Vegas, NV

Owner's Name

Hard Carbon, LCC

Project Size

500,000 Sq. Ft.

Approximate Cost

\$73 Million

Year Complete

2007



The initial phase of the Marriott Grand Chateau consists of a single 34 storey high rise tower located above three levels of above ground open valet parking garage for a total of 37 levels. Included in the 37 levels is a ground level lobby/entry drive, guest services and back-of-house support areas. Several tower levels are used for sales and administrative functions. The roof levels house the boiler plants, electrical rooms and swimming pool. Approximately 210 timeshare units are included in this initial phase of the project.

Services Performed

- ✓ Mechanical
- ✓ Electrical
- ✓ Plumbing
- ✓ Fire Protection
- ✓ Acoustical Engineering
- ✓ Audiovisual
- ✓ Security and Surveillance
- ✓ Master Planning

RELEVANT EXPERIENCE

MARRIOTT RENAISSANCE

Location

Las Vegas, NV

Owner's Name

Jackson Shaw/Paradise LV Ltd. Partners

Project Size

391,000 Sq. Ft.

Approximate Cost

\$100 Million

Year Complete

2004



Marriott Renaissance Las Vegas is a 15-storey, \$100 million dollar non-gaming hotel. It has 548 spacious guest rooms and 30 exquisitely appointed suites, the award-winning ENVY The Steakhouse and Lounge, pool and workout facilities, superb meeting and catering resources and concierge services.

Services Performed

- ✓ Mechanical
- ✓ Electrical
- ✓ Plumbing
- ✓ Audiovisual
- ✓ Telecommunications
- ✓ Fire Protection
- ✓ QAA

RELEVANT EXPERIENCE

BLACK OAK CASINO

Location

Tuolumne, CA

Owner's Name

The Tuolumne Band of Me-Wuk Indians

Project Size

167,000 Sq. Ft.

Approximate Cost

\$50 Million

Year Complete

2006



Black Oak Casino, owned and operated by the Tuolumne Band of Me-Wuk Indians, is located in Tuolumne, California in the beautiful Sierra Foothills eight miles east of Sonora. The casino encompasses 164,000+ square feet of gaming and entertainment options for everyone. Visitors can choose from 1,200 of today's most popular reel and video slot machines, 24 table games, poker tables, five bars, four restaurants, a players club, gift shop, an arcade and a 24 Lane Brunswick bowling center.

Services Performed

- ✓ Mechanical
- ✓ Electrical
- ✓ Plumbing
- ✓ Acoustical Engineering
- ✓ Audiovisual
- ✓ Telecommunications
- ✓ Security and Surveillance

RELEVANT EXPERIENCE

SAN MANUEL INDIAN BINGO AND CASINO

Location

Highland, CA

Owner's Name

San Manuel Band of Serrano Mission Indians

Project Size

450,000 Sq. Ft.

Approximate Cost

\$135 Million

Year Complete

2004



San Manuel Indian Bingo and Casino is a two-storey casino building with 450,000 square feet of total floor area built adjacent to an existing suburban community. The project includes a casino, restaurants, retail, offices, lounges, central plant/power generation facility and bingo/concert hall capable of seating 2,000 people.

JBA's Trusted Advisors™ provided services in multipurpose performance venue acoustics, room-to-room noise mitigation, reverberation mitigation, HVAC noise and vibration mitigation, power generator noise and vibration mitigation, and power transformer noise and vibration mitigation. We provided analyses and recommendations for interior design, interior partition design, room sound absorption, HVAC noise criteria, air-handling unit selection, ductwork design, vibration isolation specifications and pipe design.

The primary challenges for the acoustical design were maintaining community noise levels at risk from the diesel generator plant and the multi-function concert hall acoustics. We designed the diesel generator plant building to maintain near ambient noise levels in a residential area that was at the property line. The concert hall has successfully hosted a number of performances.

Services Performed

- ✓ Mechanical
- ✓ Electrical
- ✓ Plumbing



REFERENCES

Mr. Rex Evans
Friedmutter Group Architecture and Design Studios
4022 Dean Martin Drive
Las Vegas, NV 89103
Phone: 702.736.7477

Mr. DeRuyter Butler
Wynn Design and Development
680 Pilot Road, Suite I
Las Vegas, NV 89119
Phone: 702.770.5110
E-mail: dbutler@wynndevelopment.com

Mr. Lee Norsworthy
KGA Architecture
4495 South Polaris Avenue
Las Vegas, NV 89103
Phone: 702.367.6900
E-mail: lnorsworthy@kgaarchitecture.com

Mr. Randy Kuiper
Marnell Corrao Associates
222 Via Marnell Way
Las Vegas, NV 89119
Phone: 702.739.2000
E-mail: kuiper@marnellcorrao.com

PROJECT EXPERIENCE

Education:

Old Dominion University

Experience:

Over 21 years

Professional Registrations:

Mechanical Engineer

AL	AZ	CA	CO	GA
HI	ID	IL	IN	MI
NV	NJ	NM	OK	OR
TX	VA	WA	WI	

Professional Affiliations:

Member American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE)

American Society of Plumbing Engineers (ASPE)

Certified by the National Council of Examiners for Engineering and Surveying

University of Nevada Las Vegas School of Engineering Advisory Board

Nevada State Board of Engineers Recurring Board Member and Proctor

Member of Emirates Green Building Council

VIC A SIBILLA, PE DIRECTOR OF OPERATIONS

Mechanical Engineer

Irvine, California, USA

As Director of JBA Orange County, Vic Sibilla is responsible for providing practical but creative design engineering solutions to its world-class clients; Vic has had over 21 years of experience dealing with almost every aspect of retail, office, mixed use, high rise hotel, resort and gaming design and construction.

Specializing in technical and complex designs including:

- Mechanical and Plumbing system design and integration
- Mechanical control systems programming and specifications
- Central plant design for large scale hospitality and gaming properties
- Complex retrofit systems for process and warehouse facilities
- Feasibility studies and recommendations
- Energy analysis and central plant optimization
- Indoor air quality assessment

DESIGN EXPERIENCE:

Hospitality: Hotel

- Beau Rivage Hotel and Casino – Biloxi MS
- Gaylord Palms – Orlando, FL
- Greektown Casino – Detroit, MI
- Hakkasan – Los Angeles, CA
- Hakkasan – San Francisco, CA
- Hard Rock Hotel and Casino – Biloxi, MS
- Hard Rock Hotel and Casino – Catoosa, OK
- Hard Rock Hotel and Casino – Las Vegas, NV
- Horseshoe Casino – Hammond, IN
- JW Marriott Las Vegas – Las Vegas, NV
- Lake Las Vegas Ritz Carlton – Las Vegas, NV
- MGM Casino – Detroit, MI
- MGM Grand – Las Vegas, NV
- Ogden House Las Vegas – Las Vegas, NV
- Westin Beale Street – Memphis, TN
- Westin Las Vegas – Las Vegas, NV
- World Market Center, Buildings 2, 3, and 4 – Las Vegas, NV

Gaming: Casino

- California Hotel and Casino – Las Vegas, NV
- Desert Inn Hotel and Casino – Las Vegas, NV
- Green Valley Ranch Resort and Casino – Las Vegas, NV
- JW Marriot Casino – Las Vegas, NV
- Lady Luck Hotel and Casino, Remodel – Las Vegas, NV
- MGM Hotel and Casino – Las Vegas, NV
- Monte Carlo Hotel and Casino – Las Vegas, NV
- Monte Lago at Lake Las Vegas – Las Vegas, NV
- Riviera Hotel and Casino – Las Vegas, NV
- Sahara Hotel and Casino – Las Vegas, NV
- South Point Hotel and Casino – Las Vegas, NV
- Stratosphere Hotel and Casino – Las Vegas, NV
- Sunset Station Casino – Las Vegas, NV
- Texas Station Hotel and Casino – Las Vegas, NV
- TI Hotel and Casino – Las Vegas, NV
- Westin Las Vegas – Las Vegas, NV

PROJECT EXPERIENCE

Education:

Bachelor of Science
Electrical Engineering
Colorado School of Mines, CO

Experience:

Over 8 years

Professional Registrations:

Electrical Engineer
CA NV

Professional Affiliations:

National Council of Examiners for
Engineering and Surveying (NCEES)

Institute of Electrical and Electronics
Engineers (IEEE)

Leadership in Energy and
Environmental Design (LEED)

Registered Communications
Distribution Designer (RCDD)

Building Industry Consulting
Services International (BICSI)

Estidama PVRs Professional

RYAN ISHINO, PE, RCDD, LEED AP SR. PROJECT ENGINEER

Electrical

Irvine, California, USA

As an electrical engineer and project manager, Ryan Ishino is responsible for design and engineering for electrical systems including lighting, power distribution, site distribution, power design for the multitude of building system equipment and coordination with the various disciplines involved in building projects. His project management skills are vital to the overall success of projects. Mr. Ishino's project management experience includes coordination of project design teams for integration and coordination of design and engineering efforts across multiple disciplines.

Specializing in technical and complex designs including:

- Hospitality
- Commercial
- Educational
- Health Care
- High-Rise
- Central Plant

DESIGN EXPERIENCE:

Hospitality: Hotel

- Aliante Station – Las Vegas, NV
- Durango Station – Las Vegas, NV
- Echelon – Las Vegas, NV
- Encore at Wynn Las Vegas – Las Vegas, NV
- Fontainebleau – Las Vegas, NV
- Golden Nugget Hotel Resort – Las Vegas, NV
- Island Hotel – Newport Beach, CA
- M Resort – Las Vegas, NV
- Manchester Grand Hyatt – San Diego, CA
- Palms Hotel Resort – Las Vegas, NV
- Red Rock Resort – Las Vegas, NV
- Rio All-Suites Resort – Las Vegas, NV
- Silverton Hotel – Las Vegas, NV
- Wynn Resort – Las Vegas, NV

Gaming: Tribal

- San Manuel Indian Bingo and Casino – Highland, CA

Gaming: Casino/Hotel

- Aliante Station – Las Vegas, NV
- Durango Station – Las Vegas, NV
- Echelon – Las Vegas, NV
- Encore at Wynn Las Vegas – Las Vegas, NV
- Fontainebleau – Las Vegas, NV
- Golden Nugget Hotel Resort – Las Vegas, NV
- M Resort – Las Vegas, NV
- Palms Hotel Resort – Las Vegas, NV
- Red Rock Resort – Las Vegas, NV
- Rio All-Suites Resort – Las Vegas, NV
- Silverton Hotel – Las Vegas, NV
- Wynn Resort – Las Vegas, NV

PROJECT EXPERIENCE

Education:

Bachelor of Science-
Electrical Engineering
San Jose State University

Experience:

Over 35 years

Professional Registrations:

Mechanical Engineer
CA NV NJ

Professional Affiliations:

American Society of Heating,
Refrigerating and Air Conditioning
Engineers (ASHRAE)

Society of Fire Protection Engineers
(SFPE)

EDWARD P BUTERA, PE CHAIRMAN OF THE BOARD Mechanical Engineer Las Vegas, Nevada, USA

Edward Butera was among the first mechanical engineers in the United States to initiate and develop the procedures for testing and verifying the performance of mechanical smoke control systems in high rise and specialty structures. Since 1994, JBA Consulting Engineers, under Mr. Butera's leadership, has performed such testing and performance verification for some of the largest resort and multi-use facilities in the country. Today, Mr. Butera provides continued corporate leadership and direction leveraging his more than 35 years of expertise on some of the world's best of class projects.

Mr. Butera specializes in technical and complex designs including:

- Large multi-use facilities
- Specialty theater venues
- High-rise smoke management systems
- Facility conceptual design master planning
- Complex building system infrastructure planning
- Central utility plant design

DESIGN EXPERIENCE:

Hospitality: Hotel

- Hilton San Diego Bayfront Hotel and Convention Center, - San Diego, CA
- Marriott Renaissance Inn – Las Vegas, NV

Hospitality: Convention

- Hilton San Diego Bayfront Hotel and Convention Center – San Diego, CA
- Las Vegas Convention Center – Las Vegas, NV
- Marriott Renaissance Inn – Las Vegas, NV
- Mirage Hotel and Casino, Convention Center – Las Vegas, NV
- Rio All-Suite Hotel and Casino, Convention Center – Las Vegas, NV

Technology

- City of Dreams, Data Center – Macau, China
- Long Beach Memorial Medical Center, Data Center – Long Beach, CA
- Qualcomm Data Center – San Diego, CA
- Verizon, Telecommunications Room and Power Plant Upgrade – Long Beach, CA
- Wynn Las Vegas, Data Center – Las Vegas, NV

Gaming

- Bellagio Resort Casino – Las Vegas, NV
- Borgata Hotel, Casino and Spa – Atlantic City, NJ
- Caesars Boardwalk Regency – Atlantic City, NJ
- Diamond Jo Casino – Dubuque, IA
- Echelon – Las Vegas, NV
- Harrah's Shreveport Casino – Shreveport, LA
- Kansas Star Casino – Mulvane, KS
- Mandalay Bay Resort and Casino – Las Vegas, NV
- Mirage Hotel and Casino – Las Vegas, NV
- New York, New York Hotel and Casino – Las Vegas, NV
- Paris Hotel Casino – Las Vegas, NV
- Planet Hollywood Resort and Casino – Las Vegas, NV
- Silver Nugget Casino – Las Vegas, NV
- The Aladdin Hotel and Casino – Las Vegas, NV
- The Cannery Casino Hotel – Las Vegas, NV
- The Silverton Casino Hotel – Las Vegas, NV
- Treasure Island Hotel Casino – Las Vegas, NV
- Wynn Las Vegas – Las Vegas, NV

PROJECT EXPERIENCE

Education:

The Art Institute of Las Vegas
Henderson, Nevada

Experience:

4 years

Professional Affiliations:

Registered Communications
Distributor Designer (RCDD)

Building Industry Consulting
Services International (BICSI)

Certification Training:

Cooper B-Line Flextray/Thermal
Management
2009

Belden IBDN Installation
Copper/Fiber
2008

BISCI ITS Installer 2
2008

Systemax Structured Connectivity
Solutions
2007

SARAH A HAINES, RCDD TELECOMMUNICATIONS DESIGNER

Technology Services
Irvine, California, USA

Mrs. Haines' responsibility on projects has been to develop and provide design criteria for a constructible telecommunications and low voltage infrastructures. Mrs. Haines established an immense portion of her experience by working on a number of various projects that ranged from government buildings, educational facilities and airports, all the way to large scale mega resorts.

She specializes in technical and complex designs including:

- New construction related to low voltage systems
- Tenant improvements related to low voltage systems
- Telecommunications/data distribution and infrastructure
- Nurse Call Systems
- Telecommunications/Low Voltage IDF/TR spaces

The experience that Mrs. Haines has gained over the years has given her the opportunity to better understand the different cabling schemes and how to utilize and execute them properly based on the task at hand.

DESIGN EXPERIENCE:

Hospitality: Hotel

- Cannery Hotel and Casino – Las Vegas, NV
- Encore at Wynn Las Vegas – Las Vegas, NV
- Fontainebleau Casino Resort – Las Vegas, NV
- Gun Lake – Wayland, MI
- Thunder Valley – Lincoln, CA
- Tropicana Hotel and Casino, Various Remodels – Las Vegas, NV
- Westin Desert Willow – Palm Desert, CA
- Wildhorse Casino – Pendleton, OR
- Wynn Las Vegas, Various Remodels – Las Vegas, NV

Gaming: Tribal

- Gun Lake – Wayland, MI
- Thunder Valley – Lincoln, CA
- Wildhorse Casino – Pendleton, OR

Gaming: Casino/Hotel

- Cannery Hotel and Casino – Las Vegas, NV
- Encore at Wynn Las Vegas – Las Vegas, NV
- Fontainebleau Casino Resort – Las Vegas, NV
- Garden City Casino – San Jose, CA
- Tropicana Hotel and Casino, Various Remodels – Las Vegas, NV
- Wynn Las Vegas, Various Remodels – Las Vegas, NV

PROJECT EXPERIENCE

MICHAEL A SCHWOB, PE, INCE, LEED AP MANAGER OF ACOUSTICAL ENGINEERING

Senior Acoustical Engineer
Las Vegas, Nevada, USA

Michael Schwob has over 16 years of experience and is responsible for the design of large, complex, multi-use facilities. Mr. Schwob is responsible for acoustical analyses, coordination and design of building sound insulation, noise and vibration mitigation and room acoustics.

Mr. Schwob specializes in technical and complex designs including:

- Partition Design Optimization for sound insulation
- High-rise Façade and Curtain-wall sound insulation
- Auditorium Acoustics
- Vehicular Traffic noise mitigation
- Large Central Utility Plant noise mitigation
- Diesel Engine Power Generator noise mitigation
- Complex and High-rise HVAC system noise & vibration mitigation
- Custom sound attenuator design

Mr. Schwob's experience as a cross-discipline project manager has provided him with broad based knowledge of building services, system integration and the associated impact to building architecture and occupant experience

DESIGN EXPERIENCE:

Hospitality: Hotel

- Al Obeikan Tower (Hilton) – Riyadh, Saudi Arabia
- Grand Chateau Marriott – Las Vegas, NV
- Hilton San Diego Bayfront – San Diego, CA
- St. Regis Hotel – Amman, Jordan
- Hard Rock Hotel – Abu Dhabi, UAE
- Value Place Hotel – North Las Vegas, NV
- Valley View Casino, Hotel Addition – Valley Center, CA
- The Orleans Hotel & Casino, East and West Hotel Expansions – Las Vegas, NV
- Jumeirah Beach Hotel Remodel – Dubai, UAE

Gaming: Tribal

- San Manuel Indian Bingo & Casino., multiple projects – Highland, CA
- Thunder Valley Casino Resort – Lincoln, CA
- Valley View Casino – Valley Center, CA
- Valley View Casino, Hotel Addition – Valley Center, CA
- Wildhorse Resort & Casino – Pendleton, OR
- Graton Rancheria Casino – Rohnert Park, CA

Gaming: Casino/Hotel Resort

- Fontainebleau Casino Resort – Las Vegas, NV
- New York, New York Hotel & Casino Casino Remodel – Las Vegas, NV
- Manila Bay Casino – Manila, Philippines
- Garden City Casino – San Jose, CA
- Kansas Star Casino – Wichita, KS
- The Orleans Hotel & Casino, East and West Hotel Expansions – Las Vegas, NV
- Planet Hollywood – Las Vegas, NV
- Silverton Casino Lodge, Casino Addition – Las Vegas, NV
- Aliante Station Hotel & Casino – North Las Vegas, NV
- Diamond Jo – Dubuque, IA
- M Resort – Henderson, NV
- Par-A-Dice Casino Hotel & Casino(Riverboat) – East Peoria, IL
- Horseshoe Casino – Cleveland, OH
- Tropicana Race & Sports Book – Las Vegas, NV
- Cosmopolitan Race & Sports Book – Las Vegas, NV

Education:

University of Nevada, Las Vegas
M.S. Mechanical/Acoustical
Engineering

Experience:

Over 16 years

Professional Registrations:

Mechanical Engineer

CA NV OR WA

Professional Affiliations:

Institute of Noise Control Engineers
(INCE)

Acoustical Society of America (ASA)

National Council of Acoustical
Consultants (NCAC)

American Society of Heating,
Refrigeration and Air Conditioning
Engineers (ASHRAE)

ASHRAE TC 2.6 Technical
Committee – Noise & Vibration

National Council of Examiners for
Engineering and Surveying (NCEES)

Awards & Publications:

2007 ASHRAE Handbook
HVAC Applications, Chapter 47,
Sound and Vibration Control,
Contributing Author

The Acoustics of Security for
Gaming Enterprises,
Indian Gaming Magazine

PROJECT EXPERIENCE

Education:

Ogden-Weber Applied Technology
College, Ogden UT

Experience:

Over 14 years

Certifications:

DD200 Course Completion, 2004

Certification Training:

T.E. Connectivity Certified
Networking Solutions

Corning Fiber Optic Certified

Systemax Certification Training
Systemax Structural Connectivity
Solutions

Professional Affiliations:

Building Industry Consulting
Services International (BICSI)

American Society for Industrial
Security (ASIS)

Telecommunications Industry
Association (TIA)

Registered Communications
Distribution Designer (RCDD)

DAVID G WELLS, RCDD TECHNOLOGY SERVICES MANAGER

Technology Services

Las Vegas, Nevada, USA

David Wells has over 14 years of design experience in the Technology Service Industry and is responsible for leading the technology service team. He is involved in each phase of the project to ensure quality and technical support is provided through each project. Mr. Wells is responsible for the development and the design criteria for the telecommunications and low voltage infrastructures including POS, Security/Surveillance and CATV.

Mr. Wells specializes in technical and complex designs including:

- Educational
- Commercial
- High Rise
- Mega Resorts
- Hospitality & Gaming
- Governmental
- Healthcare

DESIGN EXPERIENCE:

Hospitality: Hotel

- Aliante Station Resort – Las Vegas, NV
- Bally's Resort – Las Vegas, NV
- Durango Resort – Las Vegas, NV
- Echelon Resort – Las Vegas, NV
- Fontainebleau Resort – Las Vegas, NV
- Golden Nugget Resort – Las Vegas, NV
- Kansas Star – Mulvane, KS
- Mandalay Bay Hotel & Resort – Las Vegas, NV
- MGM Grand – Las Vegas, NV
- Rio All Suites Resort – Las Vegas, NV
- Treasure Island Hotel & Resort – Las Vegas, NV
- Tropicana – Las Vegas, NV
- Wynn Las Vegas Resort – Las Vegas, NV

Gaming: Tribal

- Graton Rancheria – Rohnert Park, CA
- Gun Lake – Wayland, MI
- Thunder Valley – Lincoln, CA
- Wildhorse Casino – Pendleton, OR

Gaming: Casino/Hotel

- Cannery 2 Casino/Hotel – Las Vegas, NV
- Caesars Palace Hotel and Casino – Las Vegas, NV
- Echelon Mega Resort Hotel/Casino – Las Vegas, NV
- Encore at Wynn Las Vegas – Las Vegas, NV
- Excalibur Hotel and Casino – Las Vegas, NV
- Fontainebleau Casino Resort – Las Vegas, NV
- Garden City Casino – San Jose, CA
- MGM, Ho-Tram – Ho Chi Minh City, Vietnam
- Planet Hollywood Resort and Casino – Las Vegas, NV
- Quechan Casino Resort – Winterhaven, CA
- Rio All-Suite Hotel – Las Vegas, NV
- Tropicana Hotel and Casino, Various Remodels – Las Vegas, NV
- Wynn Las Vegas, Various Remodels – Las Vegas, NV
- Venetian Resort & Casino – Las Vegas, NV

SERVICING THE GLOBE



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N o v e m b e r 1 2 , 2 0 1 2



**TAIT &
ASSOCIATES INC.**

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K. Richard Tait

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**Hotel and Hospitality Related
Development Services
Statement of Qualifications**

Company Background

TAIT began as a consulting engineering firm dedicated to quality over four decades ago, offering design services throughout the Western U.S. As each project presented new challenges, we took each one as an opportunity to learn something new and applied that knowledge to future projects. Whether it was a new technical approach, a better management system, or simply improving our communication with clients, the end result was improved service while strengthening our existing relationships with our clients.



Today, we are a full-service, multi-disciplined firm that offers a complete array of services in Land Development, National Retail Development Programs, Environmental Services, and Public Projects. More specifically, we offer civil engineering, surveying, architecture, planning, entitlement, environmental investigation and remediation, fuel system design, compliance and management, as well as construction-related services. We offer a comprehensive, solutions-oriented approach to our client's needs.

With offices across the country, our network of professionals can work on your projects, nationwide. TAIT is routinely recognized as an ENR™ Top 500 Design Firm and an ENR™ Top 200 Environmental Firm.

We have specific expertise in multi-site and multi-acre project development, design work, environmental compliance, and program management for national and international clients. We also understand the tight time constraints under which our clients frequently operate and provide unique solutions to complete projects on time and within budget. The bottom line is that few firms can match our combination of services, in-house talent and industry knowledge. Our expertise enables us to overcome our clients' toughest challenges and has earned us a very high repeat business rating.



Company Facts

- Founded on August 12, 1964 by Kenneth E. Tait, PE, Ph.D. in Anaheim, California.
- Multi-disciplined design, engineering and environmental firm employing over 170 employees in 8 states with 13 offices.
- Multi-disciplined firm with licenses in civil, structural and environmental engineering, as well as land surveying, architecture, geology, hydrology, general contracting, lead and asbestos consulting, environmental assessment, industrial hygiene, and LEED/green building professional design.
- Has experienced professionals holding civil engineering licenses in all 50 states.
- Family owned and operated. Richard Tait is President.
- Organized in California as a "C" Corporation
- DUNS #: 049914302
- Tax-ID #: 952395818

Corporate Headquarters:
701 N. Parkcenter Drive
Santa Ana, CA 92705
714-560-8200
Contact: Rich Tait, richtait@tait.com

Small Business Designation

TAIT is registered with the Federal Central Contractor Registration (CCR) as a Small Business Enterprise (SBE) under the following NAICS Codes:

- 236220*** - Commercial and Institutional Building Construction
- 237110*** - Water and Sewer Line and Related Structures Construction
- 237120*** - Oil and Gas Pipeline and Related Structures Construction
- 238290 - Other Building Equipment Contractors
- 238990 - All Other Specialty Trade Contractors
- 541310 - Architectural Services
- 541330 - Engineering Services
- 541370 - Surveying and Mapping (except Geophysical) Services
- 541620 - Environmental Consulting Services
- 561611 - Investigation Services
- 562910*** - Remediation Services
- 611710 - Educational Support Services

* TAIT is certified as a Small Business Enterprise under Federal Guidelines.



Financial Information

- TAIT has stood on solid financial footing since 1964. Specific financial information is available upon request.
- TAIT is currently using the BST Enterprise Accounting and Timekeeping System which fully satisfies the Cost Accounting Standards of the Federal Accounting Regulations (FAR) and meets the standards of cost/schedule status reporting.
- Chief Financial Officer: James D. Streitz, MBA
- Insurance Details:
 - General Liability - \$5 Million
 - Professional Liability - \$5 Million
 - Pollution Liability - \$5 Million
 - Automobile Liability - \$5 Million
 - Worker's Compensation – Statutory

Professionally Staffed

TAIT employs hundreds of professionals in offices across the United States. Maintaining a diverse base of Professional Civil Engineers, Architects, Land Surveyors, Licensed Geologists, Hydrogeologists, Registered Environmental Assessors, Lead and Asbestos Consultants, Health & Safety Professionals, Certified Industrial Hygienists, and regulatory experts on staff continues to be a trademark of the firm. Our unique combination of talent, scientific understanding and design philosophy has enabled TAIT to steadily grow and prosper.

TAIT has experienced professionals holding Civil Engineering licenses in all 50 U.S. States. In addition, the following is a matrix of all our active professional licenses across the United States:

Licenses	AL	AZ	CA	CO	HI	ID	KS	MD	MT	NV	NJ	NM	ND	OR	PA	SD	TX	UT	VA	WY
Architecture		X	X	X	X	X			X	X		X		X	X		X	X	X	X
Civil Engineering	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Land Surveying			X	X		X					X									
Erosion & Sediment Geologist			X																	
Hydrogeologist			X																	X
Environmental Manager			X																	
Environmental Assessor			X																	
Asbestos Consultant Lead Assessor	X	X	X			X	X	X				X		X		X			X	X
Industrial Hygienist			X																	
Safety Professional			X																	
UST Contractor		X	X							X							X			
LEED AP	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
CDP- ICSC Certification	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Design Approach

Our company owes its success to our understanding that for a project to be truly successful, all parties involved must come together as a team, confident in each other's abilities and commitment to the success of the entire project.

We maintain vigilant focus on the quality of service to our client's projects. We pride ourselves in being both adept and efficient in managing design work for our clients. Some of our clients include: Hilton, Marriott, Embassy Suites, Crown Plaza, Doubletree Hotel, Hampton Inn, Homeward Suites, and Country Inn & Suites.

These, and all our clients, have come to rely on our abilities and willingness to roll up our sleeves to meet their objectives. The pride we take in our work is shared by every TAIT team member throughout the life of each project we undertake. Our clients keep coming back because this philosophy makes TAIT a valued member of the overall project team.

At TAIT, each team member is an active participant in the success of the entire project, providing comprehensive involvement from the initial concept through final occupancy. Ultimately, quality and speed to take action are our highest priorities.



Our Services

We are a multi-disciplined firm that offers a complete array of services in Land Development, National Retail Development Programs, Environmental Services, and Public Projects. More specifically, we offer civil engineering, surveying, architecture,

planning, entitlement, environmental investigation and remediation, fuel system design, compliance and management, as well as construction-related services.

Land Development Services

TAIT's land development services combine a unique mix of core strengths with a decades-long history of accomplishments in property development. We are able to take on the toughest jobs from urban in-fill to green-field projects, and everything in between. We routinely work with our clients, project teams, and a multitude of regulatory agencies to determine and pursue the critical path towards the most expedient permitting process possible.



Retail Development Programs

TAIT has designed thousands of retail-commercial facilities. From remodeling small corner gas stations to comprehensive design and management of multi-tenant shopping malls, there is very little in the range of retail-commercial development we have not experienced or have not mastered. We know what's important for retail development programs – maintaining brand identity, easy customer access, and visibility - delivered within budget and time schedules. We're very good at maintaining these critical components throughout multi-site "roll out" programs. Simply put, we are experts at navigating the critical path in retail development projects.

Environmental Services

TAIT has developed remarkable expertise in environmental projects as a natural extension of our pioneering work in the petroleum industry. We have an excellent in-house team that can readily handle environmental document reviews and environmental site assessments routinely required of our retail, land development, utilities, and other industry clients. We also offer training services covering the latest environmental regulations. Our clients depend on us to keep them up to date with the complex and ever-changing demands of multiple local, state, and federal agencies.



Public Projects

From street rehabilitation and widening projects to new government buildings, we know how to satisfy public works' clients. Our experience in planning and design helps streamline the entire process. We apply many of the same high efficiency practices and go-getting philosophies that our private development clients value. We have provided engineering and environmental services on a large variety of public projects to service our local municipal clients, as well as state and federal agency clients.



Hospitality Development Services



Our expertise in the hospitality industry started over a decade ago and continues today as we continue to provide professional surveying and engineering services to hotel and resort clients. As a recent example, TAIT was a member of the design team for a major development that substantially transformed the 1,100-acre Anaheim Resort Area over a period of five years. The Walt Disney Company along with the cities of Anaheim and Garden Grove transformed the 1,100-acre Anaheim Resort Area. The master plan consisted of an unparalleled \$1.4 Billion Disney Resort and Entertainment Complex, and a major \$550 Million Anaheim Resort Revitalization Program, which included the Harbor Corridor Hotel & Entertainment District.

We have developed a solid reputation in the hospitality industry by offering civil engineering, land surveying, planning & permitting, and environmental management services to major clients. Some of our past clients include: Hilton, Marriott, Embassy Suites, Crown Plaza, Doubletree Hotel, Hampton Inn, Homeward Suites, and Country Inn & Suites.

Over the past 10 years, we have provided civil engineering, surveying, and entitlement services on several quality hotel and resort projects. In designing resorts and hotels, it is often the things that go unnoticed that bring the greatest value. Well-shaded parking lots, smooth grade transitions, and well-drained walkways are the little things that enhance the guests' experience – and keep them coming back.

Successfully completing dozens of hospitality development projects over the last decade has sharpened our team's skills to effectively share our keen understanding of these project's unique complexities with the entire team.

- Safety is always of paramount importance to every team. Our vast experience enhancing circulation is critical to the design of each facility. We safely channel operational, support and guest traffic to efficiently segregate clients, staff, and suppliers. We further understand the need to provide this separation while respecting the whole experience of each traveler. This applies to pedestrian traffic as well as vehicular.
- Utilities for hospitality projects also require special attention. Uninterrupted

power and communication infrastructure is essential. We are leaders in the design, installation and inspection of emergency generator system components. Accommodating emergency system in the initial design presents abundantly more opportunities for value engineering. The water and waste water systems need specific attention too. Beyond distribution of safe drinking water and ample fire flow, sanitary sewage must be identified separately to be collected and treated appropriately.

- Structural requirements are significantly greater for hospitality facilities. We have Professional Structural Engineers specifically trained in seismic analysis and experienced with hospitality projects.

Technical Disciplines

Civil Engineering

Our Civil Engineering Department has extensive experience in medical, institutional, industrial, residential, and commercial development, including site planning, design and preparation of civil construction documents for on-site and off-site public improvement plans. Utilizing state-of-the-art technology, our team of engineers, designers, AutoCAD and Micro Station technicians have delivered efficient designs on hundreds of projects throughout the Western U.S. for institutional campuses, medical plazas, regional malls, community facilities, neighborhood shopping centers, master planned communities, senior housing, and industrial developments.

Surveying

Our Surveying Department performs field and construction surveys with in-house survey crews and professional office surveyors. In addition to field survey services, our team of licensed surveyors, survey analysts and AutoCAD technicians are experts in ALTA / Topographic Surveys, Tentative and Final Subdivision Mapping, Condo Mapping, Lot Line Adjustments, Easements, Dedication Documents, Records of Surveys, and boundary analysis for all types of projects. From the initial research and encumbrance mapping, through final map recordation, construction staking and as-built certifications, the TAIT survey teams have the experience to ensure your survey and mapping needs are fulfilled to your complete satisfaction.

Architecture

Our Architectural Department provides a diverse range of architectural services. Our staff has extensive experience in the preparation of architectural renderings, construction documents for new construction, tenant improvements, and complex building remodels and expansions. TAIT has been instrumental in helping various clients develop prototypical criteria documents, and we have designed hundreds of facilities applying these strict standards.

Planning, Permitting, and Entitlements

Our Entitlements Department experience includes entitlement research, addressing zoning issues, tentative map processing, conditional use and other discretionary permit

processing, and construction permit expediting. Our planning activities have included due diligence/site feasibility studies, site investigations, site plans, property ownership research, public agency research and coordination, along with preliminary site planning and design services. Having provided development processing services for over four decades, we have a profound understanding of the value of time. TAIT will navigate the governing agency process to expedite permit approval with the sense of urgency required.

Fuel System Design and Compliance

TAIT has specialized in fuel storage and distribution systems and emergency generators since 1964. We have provided design, installation, construction, commissioning, monitoring, testing, and inspection services for underground and aboveground petroleum storage tanks regulated under various state and federal regulations. We have performed hundreds of projects and programs throughout the United States for an extensive variety of facilities, including: medical facilities, commercial and retail service stations, utility switching stations, corporate maintenance yards, and municipal and government fleet service facilities.

Environmental Management

TAIT is a recognized leader in the fields of environmental assessments, environmental engineering and remediation. Our Environmental Department understands the concern over the presence and potential impact to client properties from hazardous materials. In addition, state and federal regulatory agencies continue to implement new laws to address such concerns. The change in regulations and laws make compliance more and more difficult for our clients.

Our multi-disciplinary approach to each project enables us to evaluate and design complete mitigation approaches compatible with site-specific requirements. Success on such projects is not possible without our diverse team of chemists, geologists, hydrologists, lawyers, engineers, modelers, toxicologists, regulatory framework experts, public health professionals, and public policy experts. Our team of experienced professionals stays abreast of the rapidly changing field of hazardous materials management. This assures our clients receive a solution to problems that is as expedient and economical as possible.

Comprehensive UST/AST Construction

TAIT has managed construction projects and completed hundreds of removal, replacement and upgrade projects for underground and aboveground storage tanks. As a licensed general contractor in many U.S. states, TAIT has designed and built hundreds of tank, piping and dispenser removal, replacement, and upgrade projects.

List of Services

Civil Engineering

- Site Planning and Feasibility Analysis
- Cost Estimating
- Demolition Plans
- Dimensional Control Plans
- Grading and Drainage Plans
- Retaining Wall Design
- Hydrology, Hydraulic and Drainage Studies
- Stormwater Detention / Retention Design
- Floodplain Analysis
- Erosion Control Plans/NPDES
- Water Quality Reports
- SWPPP Preparation and Processing
- Utility Planning, Design and Coordination
- Reclaimed Water Systems and Pipelines
- Public Water System Design
- Public Sanitary Sewer Design
- Public Storm Drain Design
- On-Site Striping and Signage Plans
- Street Improvement Plans
- Urban and Rural Highway Design
- Emergency Fuel System Design
- Specifications and Estimating
- Construction Inspection



Surveying

- Encumbrance Maps & Title Reviews
- A.L.T.A. / A.C.S.M. Surveys
- Topographic / Design Surveys
- Boundary Surveys



- Records of Survey
- Condominium Plats
- Legal Descriptions & Exhibits
- G.P.S. & Control Surveys
- Aerial Mapping & Ground Control
- Lot Line Adjustments & Consolidations
- Tentative & Final Subdivision Maps
- A.D.A. Compliance Surveys
- Construction Staking
- “As-built” & Certification Surveys
- Peer Reviews
- Monitoring Well Surveys

Architecture

- Architectural Renderings
- Building Design

- Building ADA Surveys
- Bid and Construction Documents
- Construction Management
- Construction Specifications
- Cost Estimating
- Existing Building Modification Plans
- Interior Design
- Property Condition Assessment Reports
- Prototypical Designs
- Site Plans
- Tenant Improvement Plans



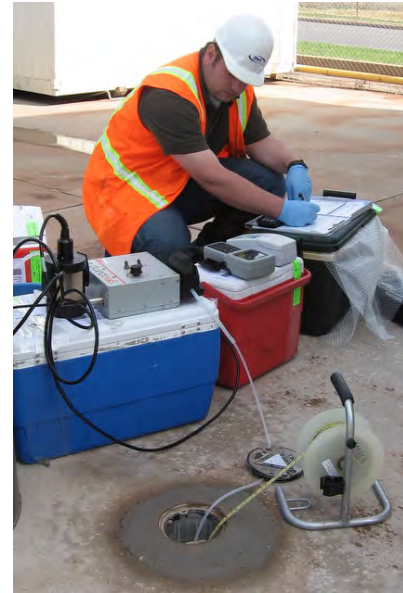
Planning, Permitting and Entitlements

- Site Feasibility Assessment
- Entitlement Research
- Community Outreach
- Design Review

- Expedited Permit Processing
- Project Presentation to Agencies
- Third Party Plan Check
- Construction Permit Expediting / Processing

Environmental Management

- Phase I Environmental Site Assessments
- Phase II Site Investigations
- Site Assessment and Remediation
- Soil Gas Surveys
- Lead and Asbestos
- Industrial Hygiene
- Subsurface Investigations / Site Characterizations
- Soil and Groundwater Remediation
- Operations and Maintenance
- Environmental Oversight of Construction Activities
- Hazardous Materials Abatement
- Fuel System Inspection Services
- Hazardous Materials Monitoring Installations, Repairs and Maintenance
- Tank System Installation (Including Pre-Installation Testing)
- Above-and Below-Ground Electrical Installation & Repair
- Tank System Upgrade (EVR, Secondary Containment, Etc.)
- Tank and Pipe Repair and Replacement
- Comprehensive Fuel System Compliance Services
- Underground Storage Tank Removal Oversight
- Monitoring and Sampling
- Closure Reports
- SPCC Plan Preparation
- Storm Water Monitoring
- Hazardous Materials Area Plan Preparation
- Hazardous Materials Business Plan (HMBP) Preparation
- HazMAP (Online HMBP Submission & Emergency Response Tool)



Comprehensive UST/AST Construction

- Tank System Installation (Including Pre-Installation Testing)
- Above-and Below-Ground Electrical
- Monitor System Installation
- Tank System Upgrade (EVR, Secondary Containment, etc.)
- Tank and Pipe Repair and Replacement
- Tank System Removal



Project Experience

Our projects demonstrate TAIT's expertise across a broad range of disciplines and our ability to provide end-to-end solutions. Many of the projects include examples of how our staff has exceeded client expectations, earning our reputation as reliable, innovative, and attentive to our clients' needs. Others illustrate our capacity to react effectively and quickly when new challenges arise; we are often the resource that our clients turn to when they have a problem or a challenge that others are not able to solve.

Ultimately, our clients are looking for a partner with experience that aligns with their needs, and our projects showcase that. We invite you to see for yourself how TAIT brings answers to the industry and solves problems for our many satisfied customers.

The following pages represent a cross-section of the projects we've completed. For additional projects, please visit our website at www.tait.com.





The Strand Project Huntington Beach, California

From March 2003 to present day, TAIT has provided engineering, surveying and environmental consulting services for the redevelopment of a 3-acre site near the Huntington Beach Pier. The project includes over 200,000 square feet of mixed-use development in a six-story structure that includes a 152-room hotel, restaurants, retail spaces and office spaces with a 2 level subterranean parking structure. The two-block downtown redevelopment along Pacific Coast Highway required extensive excavation in an area of historic oil drilling.

During the construction of the subterranean parking structure groundwater infiltrated into the footing excavations and needed to be removed. Based on a limited groundwater investigation performed by TAIT, dissolved hydrocarbons were discovered in the infiltrated water, which complicated dewatering activities.

TAIT researched potential dewatering options and worked with the Client and the City to determine the best course of action; TAIT then applied for and maintained a NPDES “de minimus discharges” permit that allowed for the monitored discharge of wastewater into the City storm drain system. Maintaining the permit required collecting discharge samples, laboratory analysis, and monthly reporting of discharge activities. TAIT maintained the NPDES permit through the completion of the parking structure, allowing for construction to continue unabated along with the protection of human health and the environment.



The Harbor Corridor Hotel & Entertainment District Garden Grove, California

TAIT provided professional engineering and surveying services for the City of Garden Grove's newest master-planned hotel and restaurant development.

The Walt Disney Company along with the cities of Anaheim and Garden Grove commenced major developments to transform the 1,100-acre Anaheim Resort Area. The master plan consisted of an unparalleled \$1.4 billion Disney Resort and Entertainment Complex, and a major \$550 million Anaheim Resort Revitalization Program, which included the Harbor Corridor Hotel & Entertainment District.

The \$69 million development is located less than a mile south of Disneyland at the intersection of Harbor Boulevard and Chapman Avenue, and leads to the District which encompasses two major areas of development: the hotel district and the entertainment area. The hotel resort district hosts over 28-acres of master-planned resort hotels and restaurants, including Embassy Suites Hotel, Hilton Garden Inn, Hampton Inn and Suites, Homewood Suites, and the Crowne Plaza Hotel, and restaurants such as Red Robin, Outback Steakhouse, and Joe's Crab Shack.

The project is a work in progress and when finished, the development will host a one-of-a-kind environment that allows visitors to take in the ambiance of a thematic entertainment village. The project's future plans include a pedestrian promenade linking together specialty retail stores, restaurants, and hotels.



Doubletree Hotel Santa Ana, California

TAIT provided civil engineering design services to Pacific Hospitality Group for the Doubletree Hotel in Santa Ana, California. The \$32 million project is located adjacent to the MacArthur Place development near the intersection of State Highway 55 and Interstate 405 near the John Wayne/Orange County Airport.

The 251-room Doubletree Santa Ana – Orange County Airport hotel features nine meeting rooms with more than 13,000 square feet of flexible meeting space. Meeting space includes two boardrooms and the 8,130 square foot Champagne Ballroom with a capacity of 10 to 550. All meeting rooms are equipped with T-1 lines for high-speed Internet access and independently controlled lighting and sound systems. A cogeneration plant is located onsite distributing power and heat to the surrounding neighborhood.

The hotel is part of the MacArthur Place Specific Development Plan. The City of Santa Ana adopted the plan to encourage development of this site as one of the last major development parcels in the city. The most challenging aspect of this project was grading the lot elevations to provide adequate access to the site. The project also required the combining of streets, grading the parking structure and providing utilities such as water and sewer to the Doubletree Hotel. TAIT coordinated with the City of Santa Ana for all permitting, processing and utilities. TAIT successfully designed the project to work within this constrained environment.



Marriott
Fort Collins, Colorado

TAIT provided surveying services to include an ALTA survey and title update for the Marriott – Fort Collins, Colorado site at the request of Everett Commercial Partners. The Marriott site has 229 newly renovated guest rooms, 16,154 square feet of meeting space, indoor/outdoor pool, and a fitness center; the Marriott is located on East Horsetooth Road on a site less than 5-acres. The work was done from June 2006 to November 2006.

The TAIT deadline to provide the ALTA survey and set property corners was very aggressive. TAIT was able to use the same personnel to do the field work and the drafting. Being on site while the surveying is in progress allows the draftsman to easily visualize the site improvements relative to the survey data and complete the drafting in a minimum amount of time.



The Galleria Redondo Beach, California

TAIT provided engineering services to Forest City Enterprises, Inc., a \$4 billion NYSE (FCEA) real estate company headquartered in Cleveland, Ohio, for the redevelopment of The Galleria at South Bay, in the City of Redondo Beach, California. The enclosed mall is located at the corner of Artesia Boulevard and Hawthorne Boulevard in Redondo Beach and offers a unique blend of 140 retail and entertainment merchants with over 5,500 parking spaces.

The Forest City Commercial Group is considered an innovative developer, best known for its retail and urban centers. Extensive experience with and knowledge of the public process enabled TAIT to build a strong public/private partnership, create the critical links and successfully negotiate several major conditions on behalf of the Commercial Group and its management team. TAIT also provided cost-benefit analyses for several options on this project, which is part of a portfolio of nearly 200 retail, residential, office and hotel properties.

The project required major infrastructure improvements, including the widening of Artesia Boulevard and major sewer mains along Hawthorne Boulevard. Remaining open throughout the duration of construction, TAIT enhanced traffic circulation around the mall, created airspace subdivisions above the mall for construction of a theatre and provided for the beautification of the major corridors.



City Place
Long Beach, California

TAIT provided civil engineering and surveying services for the \$75-million Long Beach CityPlace project for Developers Diversified Realty. The project entailed construction of an urban retail development of eight city blocks on the former Long Beach Mall site.

The shopping center extended the downtown Promenade, a pedestrian mall that is the site of a weekly Farmers Market. The project also reopened 4th and 5th streets, which were closed in the 1980s. Downtown has become more pedestrian friendly with better shopping opportunities beyond the small specialty stores already in place. The project involved design of new infrastructure including 2,700 linear feet of new streets, 5,000 feet of storm drain and 6,000 feet of water and 4,200 feet of sewer. In addition, grading, erosion control, horizontal control plans, and mapping were also provided. The most challenging portion of the design was compliance with the recently adopted Long Beach Standard Urban Stormwater Mitigation Plan (SUSMP). The SUSMP provides for new design and construction requirements to further protect water sources from pollutants and downstream damage. This project was the first large project in Long Beach to require compliance with the SUSMP.

The new center is designed to be a pedestrian-friendly, mixed-used mall similar to the Third Street Promenade in Santa Monica. The 450,000-square-foot mall includes a Nordstrom Rack, Ross Dress for Less, Wal-Mart, Albertsons, Sav-On, as well as many specialty stores. TAIT was also responsible for the creation of a vertical subdivision map for condominium lots and apartments over many of the retail structures. The first vertical map recorded in the city of Long Beach. The residential owners/tenants, retailers and shoppers will all utilize three separate parking structures which were redesigned and reconstructed as a city owned component of the development, adjacent to an MTA Blue Line rail station.



Additional Hospitality Projects

In recent years TAIT has worked with the following clients:



Hampton Inn, Garden Grove, CA



Hilton, Garden Grove, CA



Crown Plaza, Garden Grove, CA



Ayres Hotel, Seal Beach, CA



Marriott Residence Inn @ Gateway Village - Loveland, CO	2005-2007
Marriott Courtyard – Denver, CO Stonebridge Company	2007
Marriott Renaissance – Fort Collins, CO Everett Company	2006
Marriott Courtyard – Fort Collins, CO Everett Company	2006
Country Inn & Suites - Denver, CO Alliance Construction	2004
Marriott Renaissance - Garden Grove, CA Stonebridge Properties	2001
Embassy Suites - Garden Grove, CA Landmark Development	2001
Hilton Garden Inn - Garden Grove, CA McWhinney Enterprises	2000
Hampton Inn - Garden Grove, CA McWhinney Enterprises	2000
Homeward Suites - Garden Grove, CA McWhinney Enterprises	2000
Crown Plaza - Garden Grove, CA The Busch Firm	2000
Motel 6 - Valencia, CA AIG Baker	1999

References

Project	Location	Company / Organization Name	Reference	Contact Title	Reference Address	Contact Phone	Services Provided
The Strand Mix-Use Development	Huntington Beach, CA	CIM Group	John Givens	VP Development	6922 Hollywood Blvd # 900 Los Angeles, CA 90028-6129	323-860-4900	Civil Engineering, Land Surveying, and Environmental Consulting services.
The Strand Mix-Use Development	Huntington Beach, CA	City of Huntington Beach	Steve Bogat	Senior Civil Engineer	2000 Main Street Huntington Beach, CA 92648	714-374-1692	Civil Engineering, Land Surveying, and Environmental Consulting services.
Citadel Outlet Mall Expansion	Commerce, CA	City of Commerce	Victor San Lucas	City Engineer	2535 Commerce Way Commerce, CA 90040	323-722-4805	Civil Engineering and land surveying services.
Citadel Outlet Mall Expansion	Commerce, CA	Craig Realty Group	Bill Kelly	Development Manager	4100 MacArthur Blvd Suite 200 Newport Beach, CA 92660	949-224-4148	Civil Engineering and land surveying services.
Del Amo Fashion Center	Torrance, CA	City of Torrance	Ted Semaan	Mgr – Transportation, Planning, Engineering & Permit	3031 Torrance Blvd. Torrance, CA 90503	310-618-5990	Civil Engineering and land surveying services.
The Harbor Corridor Hotel & Entertainment District	Garden Grove, CA	McWinney	Chad McWinney	Project Manager	2725 Rocky Mountain Ave. Suite 200 Loveland, CO 80538	970-962-9990	Civil Engineering and land surveying services.
Sonoma Luxury Apartment Homes	Porter Ranch, CA	Shappell Homes	Eric Pfahler	Currently President of City West Ventures, Inc.	843 Enchanted Way, Pacific Palisades, CA 90272	310-864-3330	Civil Engineering and land surveying services.

Office Locations

TAIT has offices across the United States to provide services to our clients nationwide. The following is a list of our office locations with contacts, listed by major metro areas:

Corporate

701 North Parkcenter Drive
Santa Ana, California 92705
714.560.8200 • 714.560.8211 Fax

Anaheim

2131 S. Dupont Drive
Anaheim, California 92806
714.560.8222 • 714-978-2615 Fax

Bismarck

2718 Gateway Avenue, Suite 101
Bismarck, ND 58503
701.989.4401

San Bernardino County

12223 Highland Avenue, #106-615
Rancho Cucamonga, CA 91739
909.257.9336 • 714.560.8244 Fax
Mike Silvey, Vice President

Sacramento

11280 Trade Center Drive
Rancho Cordova, California 95742
916.635.2444 • 916.635.2606 Fax

Baltimore

1045 Saxon Hill Drive
Cockeysville, Maryland 21030
443.253.1388 • 410.667.1966 Fax

Las Vegas

7065 W. Ann Road, # 130-671
Las Vegas, Nevada 89130
702.622.0744 • 714-978-2615 Fax

Dallas

740 E. Campbell Road, # 900
Richardson, Texas 75081
972.680.5120 • 972.680.5121 Fax

Boise

345 Bobwhite Court, # 220
Boise, Idaho 83706
208.345.2428 • 208.345.3757 Fax

Denver

6163 E. County Road 16
Loveland, Colorado 80537
970.613.1447 • 970.613.1897 Fax

Atlanta

1741-O Newnan Crossing Blvd E.,
Newnan, Georgia 30265
800.426.2464 • 714.978.2615 Fax

Houston

1219 Morton League Rd.
Richmond, TX 77406
281.232.7107



8. EXCEPTIONS TO TERMS, CONDITIONS, ETC.



PRONGHORN - AN AUBERGE RESORT



SONNENBLICK
DEVELOPMENT

*RESPONSE TO
REQUEST FOR QUALIFICATIONS
CITY HALL COMPLEX RE-USE PROJECT
NEWPORT BEACH, CALIFORNIA*

EXCEPTIONS TO TERMS AND CONDITIONS

At this time, Sonnenblick Development, LLC does not have any exceptions to the proposed terms and conditions contained in the RFQ and/or supporting documents.

9. PROPOSER INFORMATION FORM



ATTACHMENT A: PROPOSER INFORMATION FORM

Instructions: Complete the form below and remit as part of your Proposal as Attachment A.

PROPOSER INFORMATION

PROPOSER/CONSULTANT/ NAME: SONNENBLICK DEVELOPMENT LLC

ADDRESS FOR NOTICES: 1422 CUESTA LINDA
PACIFIC PALISADES, CALIF
90272

MAIN CONTACT (NAME AND TITLE): MR. ROBERT SONNENBLICK, ^{LLC} MANAGER

CONTACT NUMBERS: TELEPHONE: 310.230.1200 FAX: 310.230.1263

E-MAIL ADDRESS: BOB@SONNDEV.COM

FIRM SIGNATURE AUTHORIZATION AND CERTIFICATION

Per the California Corporate Code, Business and Professions Code, the Consultant's Bylaws/Operating Agreement and/or the attached Board Resolution (if applicable), I/we hereby verify that I/we am/are (an) authorized signatory(ies) for the aforementioned Consultant and as such am/are authorized to sign and bind the Consultant in contract with the City of Newport Beach.

1. CONSULTANT AUTHORIZED SIGNATORY(IES): ROBERT SONNENBLICK

<u>Robert Sonnenblick</u>	<u>SONNENBLICK, LLC MANAGER</u>		
SIGNATURE	PRINT NAME	TITLE	DATE <u>11.19.12</u>

SIGNATURE	PRINT NAME	TITLE	DATE
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2. SIGNATURE AUTHORIZATION IS PROVIDED IN ACCORDANCE WITH:

- | | | |
|--|---------------|--|
| <input checked="" type="checkbox"/> Proposer's Bylaws/ Operating Agreement | Section _____ | <input type="checkbox"/> Copy Attached |
| <input type="checkbox"/> Board Resolution | | <input type="checkbox"/> Copy Attached |
| <input type="checkbox"/> Corporate or Business and Professions Code** | | |

**If Consultant is a corporation, two (2) authorized signatories will be required on all documents submitted, unless specified in the organization's Bylaws or corporate resolution. ✓

IMPORTANT NOTE: If the signature authorization status of any individual changes during the term of the contract, it is the responsibility of the Consultant to contact the City Administrator for the Consultant regarding the change and to complete and submit a new Signature Authorization Form. Incorrect information on file may delay the processing of any of the documents submitted.



10. CITY OF NEWPORT BEACH DISCLOSURE STATEMENTS

ATTACHMENT B: STATEMENT OF DISCLOSURE

Instructions: Each submittal must be accompanied by a signed Statement of Disclosure. This form must be completed, signed, dated and submitted by all persons proposed to serve as a Consultant Team Member.

Consultants and proposed Consultant Team Members must disclose any and all business activities, relationships and/or business positions currently or previously held with City employees, City Council members, City commissioners, or City advisory boards/committees within the last five (5) years.

The City has determined that all persons seeking to serve as a Consultant to the City shall complete truthfully, sign, date and submit this Disclosure Statement prior to performing any consultant work or services for the District.

I, SONNENBLICK DEVELOPMENT LLC [NAME OF PROPOSER], hereby certify the following:

- I have no reportable business activities, relationships and/or business positions with any City employees, City Council members, City commissioners, or City advisory boards/committees within the last five (5) years.
- My reportable business activities, relationships and/or business positions within the last five (5) years with City employees, City Council members, City commissioners, or City advisory boards/committees (please provide a description of the business activity, relationship or business position, relevant dates, job titles, positions held, etc.):

○

The foregoing certifications are true and correct. I make this certification under penalty of perjury under the laws of the State of California.

Signature of Consultant

Robert Sonnenblick, LLC Manager

Signature Date

11-19-12

Printed Name and Title

SONNENBLICK
LLC Manager

[If necessary, attach a separate sheet(s) detailing each instance]

