



HOSPITALITY • DESIGN • DEVELOP • BUILD

# STATEMENT OF QUALIFICATIONS

# COMPANY BACKGROUND

## Company Information

Vision GreenWave, Inc. (VGW) is a specialized professional development services corporation dedicated to the creation and management of sustainable high-end luxury hospitality developments. San Juan based VGW, specializes in the development of properties in Puerto Rico and the Spanish Virgin Islands.

VGW offers complete development services from concept to reality, with a spectrum of services that encompass Pre-Development, Program Management, Design, Construction Management, Startup, Operations, and Maintenance phases of a resort property.

VGW's capable executive team has more than 100 years combined expertise in land acquisition, development, design, construction, and financing for projects of varying complexities.

## Mission

Bringing the Owner's vision to reality through integrity, quality, and unsurpassed service by providing creative, cost efficient development services that lead to the creation of properties of exceptional beauty, superior quality, and enduring value and sustainability; designed to exist in harmony with their natural surroundings.

## Company Culture

VGW relies on a systematic approach to finding sound practical methods of reducing environmental impact. As a result, environmentally sensitive designs and proactive management practices help clients attain the best possible return on investment while benefiting the needs of the local government, community, tourism industry, and guests.



# DEVELOPMENT PROCESS

**The Development process can be subdivided into the following:**

- Pre-Development
- Development
- Project CloseOut
- Post-Development

## **Pre-Development**

Pre-Development comprises of all the work necessary to determine the economic and environmental feasibility of the project; consisting of consolidation of industry specialist, the development of the master plan/ concept, land studies and surveys, budget and schedule, marketing/sales plan, financing, and regulatory permitting process.

## **Development**

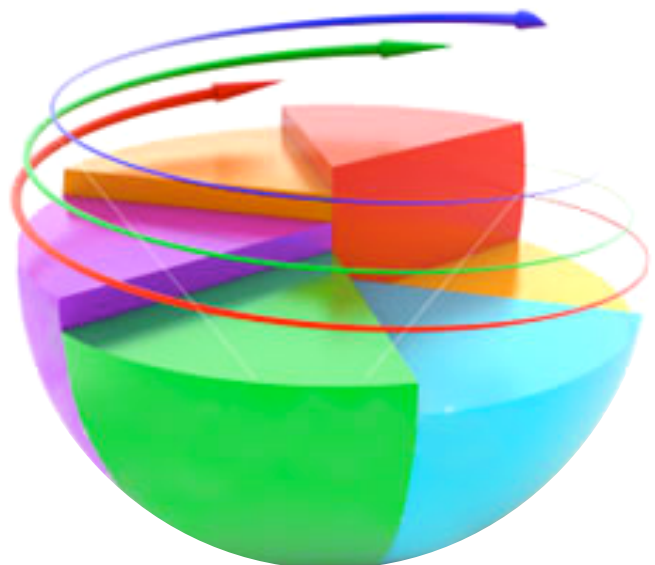
Development comprises the detailed design, physical construction, project marketing, and completion of the regulatory permitting processes with appropriate agencies.

## **Close-out**

Close-out comprises the completion of the project documentation and turn over to the Owner for intended use and/or transfer of individual units for occupancy. During this time, construction financing is paid and/or converted to long-term financing.

## **Post-Development**

Post-Development comprises of possible Operation Consulting for hotel startups. This time is devoted to resolving warranty, building maintenance issues, and/or operational audits.



# PROFESSIONAL RESOURCES

VGW is proud of our professional team and has set itself apart from its competition by assembling in house talent and expertise that is unsurpassed. Our expertise reflects our individual and collective knowledge and experience. The resources that our team provides include:

## **Program Management:**

Site Selection  
Due Diligence  
Master Planning Budgeting  
Feasibility Analysis Market Analysis  
Financial Planning  
Project Planning Construction  
Management Warranty  
Sales & Marketing

## **Construction Management:**

Design Management Permit  
Management Cost Estimating Project  
Scheduling Project Management Q/A  
& Q/C  
Project Inspection Cost Control  
Close-out

## **Operational Management:**

FF&E Training  
Marketing & Sales Budgeting  
Hotel Staffing  
Food & Beverage Consulting  
Maintenance Programming





# SERVICES

In the project life cycle, the most influential factors affecting the outcome of a project often reside at the early stages. At this point, decisions should be based on competent design and economic evaluation with due consideration for adequate financing, the prevalent social and regulatory environment, sustainability, and technological considerations.

It is during this time that VGW is able to develop the one to one relationship with the Owner that will be critical throughout the planning process.

Early project involvement by the VGW Team insures that the foundations are formed for the project's success.



# PROGRAM MANAGEMENT

VGW provides Program Management services for sustainable developments throughout Puerto Rico and the Spanish Virgin Islands through astute planning.

The greatest stumbling block to effective project management is the historic divisions among planners, designers, and constructors.

VGW's experience in all aspects of project development leads to the creation of the right Program Management structure to anticipate these divisions and allow for harmonious cooperation of key project professionals.

Program Management can be adapted to the needs of the Owner; from those with minimal development experience and limited resources to seasoned development professionals. Vision GreenWave becomes an extension of an Owner's existing staff.

Program Management services provided by VGW during the development process include:

## **Due Diligence**

- Site Selection, Evaluation & Analysis
- Environmental & Sustainability Reviews
- Regulatory Agency and Permit Evaluation
- Master Planning
- Conceptual Project Budget
- Technical Assessment
- Preliminary Market Study
- Legal Review
- Land Use Recommendations

## **Pre-Development**

- Strategic Planning
- Feasibility Study
- Value Engineering
- Design Management/Progress Monitoring
- Engineering Review
- Consultant Management
- Constructibility Review
- Budget Development & Management
- Conceptual Estimating & Scheduling Management
- Sales & Marketing Strategies
- Financing
- Permitting Assistance & Management

## Development

- Design Management/Progress Monitoring
- Construction Management
- Inspection
- Cost & Schedule Control
- Procurement
- FF&E Management
- Drawing & Document Close-out
- Sales & Marketing Management
- Regulatory Agency and Permit Evaluation
- Monthly Reporting

## Close-out

- Project turnover
- Warranties
- Title Transfers
- Contractor Close-out

## Sustainability

The as-built environment has a profound impact on our natural environment, economy, health, and productivity. In the United States alone, buildings account for:

- 65% of electricity consumption,
- 36% of energy use,
- 30% of greenhouse gas emissions,
- 30% of raw materials use,
- 30% of waste output (136 million tons annually), and
- 12% of potable water consumption.

As a member of the United States Green Building Council (USGBC), Vision GreenWave is committed to the environment and a sustainable future. It is VGW's goal to incorporate sustainability into EVERY development utilizing the LEED format and the Green Building mindset.

## Benefits of Green Building

### Environmental benefits:

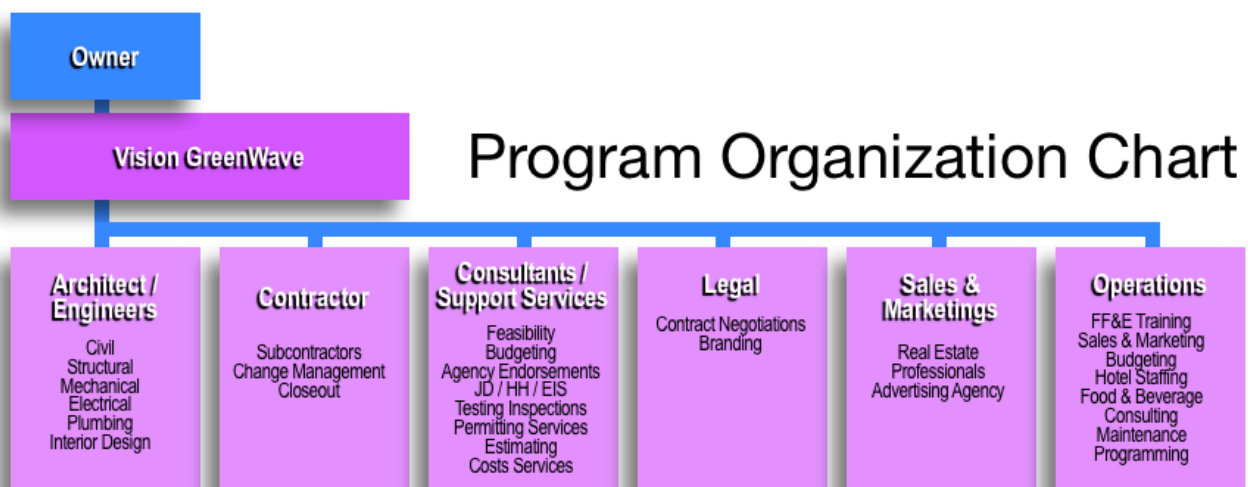
- Enhance and protect ecosystems and biodiversity
- Improve air and water quality
- Reduce solid waste
- Conserve natural resources

### Economic benefits:

- Reduce operating costs
- Enhance asset value and profits
- Improve employee productivity and satisfaction
- Optimize life-cycle economic performance

### Health and community benefits:

- Improve air, thermal, and acoustic environments
- Enhance occupant comfort and health
- Minimize strain on local infrastructure
- Contribute to overall quality of life



# CONSTRUCTION MANAGEMENT



After the scope of a project is clearly defined, detailed architectural/engineering design will be done, along with a preparation of a definitive cost estimate that will serve as the baseline for cost control. It is here where VGW's Construction Management services will provide a seamless transition to the procurement and construction stages of the project. Again, an early involvement by VGW increases the Owner's ability to control to the key factors that influence the outcome of a project.

Construction Management services provided by VGW during the development process include:

## **Pre-Construction**

- Constructability Review
  - Consistency, clarity and completeness of the construction drawings and specifications.
  - Consistency, applicability, enforceability, and comprehensiveness of the general condition (—front end|| documents)
  - Applicability of construction installation technology, methodology or materials

- Identification of project-specific issues, their probable consequences and proposed mitigation recommendation

## **Value Engineering**

- Creative solutions to meeting the basic needs or function
- Developing the costs for the various alternative solutions
- Evaluation and ranking of the various solutions based on project criteria, feasibility of implementation and cost
- Selection of the optimum solution and implementation

## **Scheduling**

- Master Schedule
- Design Schedule
- Preliminary Construction Schedule
- Construction Master Schedule
- Contract Schedule
- Look-Ahead (Short Interval) Scheduling o As Built Schedule

## **Cost Estimating**

- Cost Model & Estimate
- Conceptual Estimate
- Schematic Design Estimate
- Design Development Estimate
- Construction Documents Estimate



# UTILITY COORDINATION

## Construction

- Construction Management
- Cost Control
- Schedule Control
- Change Order Management
- Development of FF&E
- Key Item Procurement (KIP) Management
- Contractor Bid/Selection/Negotiation
- Supplier Bid/Selection/Negotiation
- Monitoring of Testing/Inspection
- Insurance/Bonding Management
- Safety Program Adherence
- As-Built Documentation
- Operational & Maintenance Manuals/Training
- Dispute/Claims Control
- Punch-list Preparation
- Project Close-out and Document Turnover
- Q/A & Q/C



# OPERATIONAL MANAGEMENT

## **Operations**

The VGW Team is comprised of some very passionate and creative people with over 50 (combined) years of boutique hotel operational experience. Our company approach is all about research, evaluation and applying our leadership and management expertise in leading a (LUXE) project down the right path for success.

VGW will lead the effort in:

### **FF & E Training**

- Concept design with conscious efforts to incorporate and preserve the historic elements of the local region.
- Assist in all FF & E selections including proper care to ensure products of enduring value and the use of superior design and finishes to satisfy the needs of our discriminating customers.
- Villa, guest room and public area appointments, décor and ambiance are thoroughly filtered and screened leaving no detail to chance. Our goal is to provide the guest an experience that gives them a sense of home and

to feel as though this is the residence of their dreams.

### **Marketing & Sales**

- Complete and comprehensive hotel/resort marketing opportunity and analysis of critical revenue components

- Marketing plan strategy and development including pre-opening and pre-launch time lines

### **Competitor profiles**

- Web site development and access/exposure to premium travel websites including initial use of intermediaries
- Internet marketing and E-commerce programs
- Reservations and booking services
- Seamless connectivity to GDS
- Private label services including dedicated 800 toll free reservations
- Print advertising programs and print collateral
- Revenue/yield management as well as rate and inventory strategy management
- Comprehensive umbrella plan to support advertising, promotion, partnership marketing, media and special events

### **Budgeting and Financial Services**

- Feasibility studies
- Market assessments
- Project pro forma
- Due diligence
- Operating and capital budgets
- Monthly operational cash forecasting
- Asset management
- Disposition services

### **Hotel Staffing**

- Labor management and department/team needs including:
  - Human resource processes, training programs and methods
  - Labor resources
  - High performance hiring and retention practices that stimulate a 'Loyalty Value Strategy'
- Wage surveys
- Payroll control system
- Motivational programs to support company culture and core values
- Staffing guide lines and organizational structure
- Support resources

### **Food & Beverage Consulting**

- Provide all Food and Beverage outlet concepts/themes including but not limited to:
  - Specialty chef selection and programs
  - Restaurant design
  - Kitchen equipment and dining materials
  - Inventive dining and drinking including signature cocktails and critically acclaimed menus
- Recipes

- Staffing and uniforms
- Employee procedures and training
- In room/villa dining and carry out services
- Beverage/bar and wine concepts
- Maximizing F & B profits
- Inventory control
- Developing sustainable resources and practices

### **Facility Maintenance**

As a logical extension for obtaining the most economical services throughout the life cycle of a property, it is important to add strategic and facility maintenance planning at the beginning of a project. This involves developing corporate facilities policy, sustainable utility forecasts and ROI's, space inventories, building operation and maintenance plans, and FF&E inventories.

Through VGW's extensive experience with boutique hotel operations, this planning can be incorporated into the overall design and construction phases of a project; thus reducing possibilities of omission of key operational elements and costly future modifications.



# PROFESSIONAL QUALIFICATIONS



## John Bartholomew Dennis Brull

Principal/President & Chief  
Operation Officer



"My Vision of a project comes from the philosophy that thought is creative. From conception to physical reality one work of art will come to fruition and breathe.

The creation is a journey that tells a story of how concepts lead to design, how they develop and bring a project to life.

Unifying the diversity of talents into one team, having mature, environmental sound building practices with altruistic motives as guidelines combined with overall "green" values, pervasive in all aspects of design and development set the stage.

Present also is the ecology and community that indeed originate a tone in the underlying story. Intertwined in this relationship is the land and what she says, together they bring forth the culture and heritage which I view as a foundation for the project to build on.

Our business is high-end hospitality, to innovate exceptional resorts by bringing forth the narrative, cultivating it and having it relate to the guest's intimate perceptions.

An exclusive LUXE resort will be defined by a top/leading hotel brand and its parameters or a one-of-a kind resort which communicates the owner's exquisite taste

and style through the selectivity of products and materials which reach out to our senses and awaken them. Imparting real meaning to the major elements of the resort and the connectivity to the community alike decidedly allow Life style and guest experience to be maximized.

Health, well-being, timelessness, serenity, and aliveness of spirit are integral and must be married with over the top service criteria spurred by the initial guidelines and woven into the fabric of the development.

These endeavors show genuine sensitivity and are the keys to creating a sustainable resort. Masterminding this journey and holding this vision along with the creation and fellowship of the VGW team is my joy and passion. For this I am grateful"

### BACKGROUND

Entrepreneur in the hospitality industry with more than 20 years of experience.

Owns and operates 5 successful Boutique Hotels in PR (four in Condado, San Juan and one in Vieques) and three restaurants. In addition to a successful Jeep Rental Service.

Credited with the creation of two major hospitality developments.  
One on the west side of the island



with an investment budget of \$310 million with 655 keys and the other in Vieques with an investment budget of \$220 million with 228 keys. Both master plans with their own characteristics in target market and personality.

Member of well know Hospitality Organization as;

- Puerto Rico Hotel & Tourism Association
- Puerto Rico Tourism Company
- Triple AAA
- Caribbean Hotel Association
- Puerto Rico Convention Bureau
- Caribbean Alliance For Sustainable Tourism
- San Juan Rotary
- Quality Control Committee Member (Diamond Hospitality &PRTC)
- SKAL International
- Puerto Rico Small Inns
- Sits on the Board of Directors of the (CHTA) Caribbean Hotel Tourism Association representing 35 countries
- Sits on the Board of the marketing committee for the PRHTA Puerto Rico Hotel and Tourism Association

### ACADEMIC

Raised overseas as the son of US Diplomat & an Fine Artist. Educated In Private, Public And International Schools Abroad. HS Ankara Turkey, AA University of Maryland, Munich Germany, BA University of Maryland College Park, MBA continued education, Inter American University. Puerto Rico





# Bayard M. Irwin, III



Principal/Chief  
Executive Officer

“There are several key elements that will pave the way for a successful project: Teamwork, Passion & Honesty.

Everyone should work together to achieve a common goal and have a clear understanding of exactly what that goal is. You have to love what you’re doing with a passion. Integrity is key. You should not only be honest, but be perceived as honest.

Most importantly, say what you’ll do, and then do what you say.”

Bayard Irwin is a seasoned development and construction professional with more than 20 years of expertise in the industry.

Prior to his co-founding of Vision GreenWave, he held the position of Construction Manager for Hardin Construction Group of Tampa, Florida, for which Bayard led the charge for not only the construction expansion of the stunning Ritz Carlton Palm Beach Hotel, but also the new state-of-the-art Puerto Rico Convention Center, which is credited with being the only major government project in PR completed on time and within budget.

He was also led the Due Diligence effort for the procurement and renovation of the 300+room Cayo Largo Resort in Fajardo, Puerto Rico, and the negotiations and pre-construction of the new 200-room Westin Airport Hotel in Tampa, Florida. Through the course of his professional career, Bayard has also gleaned essential experience with many other positions in project management, cost/schedule control, and overall contract administration.

## HOSPITALITY PROJECT EXPERIENCE:

- Ritz Carlton Palm Beach Hotel – Manalapan, Florida – (Program Manager) - Additions consisting of 30K sf Spa, 24 Suite Tower, Ritz Kids Club, Meeting Spaces, Presidential Suite (Approx. \$40MM).
- Westin Airport Hotel – Tampa, Florida – (General Contractor) – Construction of new 200+rm hotel (Approx. \$40MM).
- Intercontinental Cayo Largo Resort – Fajardo, Puerto Rico – (Construction Manager) - Renovation of 300+rm hotel and conference center. (Approx. \$75MM).
- Puerto Rico Convention Center – San Juan, Puerto Rico (Construction Manager) Construction Manager for the Convention Center District Authority for a 580,000sf Convention Center and supporting infrastructure for development of 110 acre convention district. (Approx. \$250MM).
- Orlando International Airport – Orlando, Florida (Prime Contract with Greater Orlando Airport Authority (GOAA) Installation of Fiber Optic Network for Airfield Lighting Control System (ALCS).
- Orange County Convention Center – Orlando, Florida (Prime Contract with County of Orange) Miscellaneous electrical upgrades.

## INDUSTRIAL & COMMERCIAL PROJECT EXPERIENCE:

- Cement Plant for Florida Rock Industries. Facility was first —grass roots|| cement plant built in U.S. in twelve years.
- Signal Mountain Cement Plant, Production line for RC Cement Company, A.G. Rhodes Nursing Home Care, Department of Aviation Hartsfield International Airport, and Southeast Public Service Authority (SPSA).
- Department of the Navy - Building Z312 Steam Plant, Automated People Mover (APM) - Newark International Airport, Paper Mill Optimization - Texarkana, TX.



**WESTIN**  
HOTELS & RESORTS

## ACADEMIC

Georgia Institute of Technology - Bachelor of Science in Building Construction - 1988



**Orange  
County  
Convention  
Center**



# Thomas David Rodriguez



Partner / Senior  
Creative Director  
Minister of Culture

“So much of our behavior is determined by our belief system that any true social change needs to draw it's inspiration from the collective objective”

Tom is a NYC School of Visual Arts Graduate, that possesses a history of strong business building and Marketing skills.

He has demonstrated his expertise and entrepreneurial skills as Creative Director with CLI for a music reality show called “Recreating a legend” which he sold to Fox Television / News Corp, Google and Warner records, with the team of Roy Sciacca & Helen Murphy and has applied his marketing and production talents to global markets.

He is presently in charge of all the creative communication and production for the Auberge Haven, chain of hotels and restaurants.

Tom created, produced and managed all Television marketing at Telemundo for 11 years and was invited to Manage creative at Lorimar Pictures in LA.

He has an uncanny ability to anticipate the pulse of the marketplace.

**BACKGROUND** Involved in Design-Process and/or the marketing of the following projects:

**Telemundo** / Puerto Rico

**Coca Cola** / Puerto Rico

**Mazda** Full Line / Puerto Rico

**Sears** / Puerto Rico

**Budweiser** / Puerto Rico

**Chase Manhattan Bank** / Puerto Rico

**Aegea World Resort** / USA

**Veres Sport & Education** / USA

**Recreating a Legend** / Worldwide

**Jose Feliciano** / WorldWide

**Avis Car Rental** / Puerto Rico

**Auberge Heaven** / Puerto Rico

**Young & Rubicam** / Puerto Rico

**McCann Erickson** / Puerto Rico

**Foot Cone & Belding** / USA

**Lorimar Pictures** / USA

**Warner Group** / Helen Murphy – USA

**CLI** / NewsCorp (Fox) WorldWide

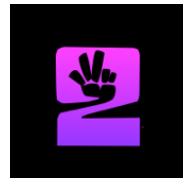
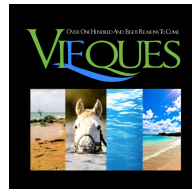
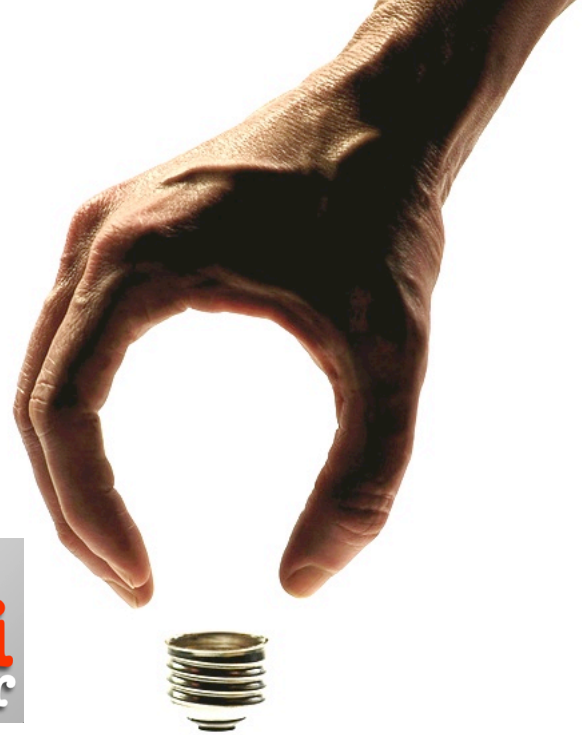


## EDUCATION

Art & Design / Miguel Such - Puerto Rico

Advanced Design / UPR - Puerto Rico  
Advertising /

School of Visual Arts / NYC







## Mayra I. Rivera

Partner/Corporate Secretary  
and Permit/  
Regulation  
Compliance Director



*"I believe in complete transparency and being prepared. Maintaining personal contacts within the agencies is my most valuable resource, but careful preparation and making sure everything is in order is really what keeps everything on track."*

Those who know her see her as a visionary person—she looks ahead, anticipates and prepares—essential qualities for success in the complex permitting process.

Mayra has significant experience in the hospitality industry having worked as administrator and human resource director for four successful boutique hotel properties. She also has amassed over a dozen years experience working for a major real estate developer in several key areas including administration, the permitting department and human resources.

She has expertise in the development of training policies and procedures and manuals. Mayra holds a Master Certificate in Essentials of Hospitality Management from Cornell University School of Hotel Administration, and a Master's degree in Business Administration, with a major in

### BACKGROUND

Three years in the hospitality business as Administrator & Director, Human Resources Department for four boutique hotel in Puerto Rico, twelve years of experience with major real estate developer with over \$100s millions investment budget in Puerto Rico various administrative position as human resources director, administrative and permitting department. Also for two years pursue careers as Human Resources Consultant for private companies in construction, healthcare and hospitality in Puerto Rico and New York.

### ACADEMIC

Mrs. Rivera holds Master Certificate in Essentials of Hospitality Management from Cornell University School of Hotel Administration - Ithaca, NY  
Master Degree in Business Administration, Major in Human Resources  
Universidad del Turabo – Gurabo, PR



## Thomas Darby

### Partner/Construction & Green Building Director

“Awareness and education is a start for a healthy mind set to blossom .Demand and encouragement for new technologies, sustainable practices, recycling, etc .along with affordability is a must that will carry us proudly from our dependence of fossil fuels. It is our duty to clean our water and air and protect precious resources .For this I carry a strong commitment to be as organic as possible in de sign while building as earth friendly/sustainable as possible.”

Since the 1970s, long before the term green building was even coined, Thomas Darby's emphasis as a master craftsman has been to use green building materials and organic designs to build earth-friendly sustainable projects.

He has vast experience in construction supervision, custom construction, antique restoration, artisan wood and concrete work and ecological construction.

His professional accomplishments include project management/design/build of the stunning Acacia Seaside Inn and Niche Restaurant in San Juan, as well as construction work on the state-of-the-art Puerto Rico Convention Center and Pan American Terminal B.

Thomas was at the helm of the restoration of the 200-year-old tall ship U.S. Frigate Constellation and is a master builder of



specialty timber frame homes, including Deck House, recipient of the House of the Year award by Better Homes and Gardens. Thomas studied Environmental Biology and Ecology at the York College of Pennsylvania and recently completed the U.S Green Building Council training, Eco-Build, in Washington, DC.

### BACKGROUND

Vast experience as construction superintendent, custom construction, antique restoration, artesian wood & concrete work, ecologic special design and site superintendent for major \$300 million development. Founder and Operator for Darby Construction, Inc.

### Typical Project List:

- Acacia Seaside Inn and Niche Restaurant, San Juan, Puerto Rico
- Puerto Rico Convention Center, San Juan, Puerto Rico
- Pan American Terminal B, San Juan, Puerto Rico
- Landing Restaurant, Rincón, Puerto Rico
- Restoration of 200 year old tall ship —U.S. Frigate Constellation||
- Kitchen Contractor from planning to installation of 240 kitchens of two (2) towers at the Druid Park Lake, Baltimore, Maryland.

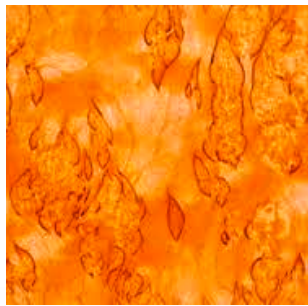


- Builder of specialty Timber Frame Houses, including Deck House Inc. (House of the year award from Better Homes and Garden), Yankee Barn, Habitat for Humanity

- David Taylor Research Center at the United States Naval Academy, Annapolis, MD.

## **ACADEMIC**

Catonsville Community College/York College  
of Pennsylvania Environmental Biology and  
Ecology



# Robert Kohler



## Partner/Vice President of Design

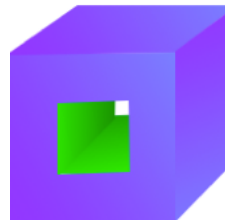
“What I strive to bring to a project is positive energy, as well as that special something that really makes it stand out from the rest. For me, creativity comes in all shapes, colors, textures and dimensions. Nothing is impossible. Personal contact is everything.”

An accomplished architect and engineer and , Robert Kohler has left his design mark on an impressive number of high-profile projects in the Netherlands including office buildings for Eurocard, Mastercard, ING Bank, Nissan, Dutch Railway, Deloitte & Touche and a host of other commercial spaces where his creative designs were used to build corporate identities.

Many of his signature commercial projects have been revered for their worker-friendly designs, while his restaurant and residential designs have drawn praise for their unique and creative uses of space.

On a personal level, his strengths lie in the areas of insight, leadership, strong communications skills and perfectionism. Robert holds degrees in business administration, architecture and engineering and has more than 20 years of experience in exterior and interior design.

Robert's approach to any project is built around three pillars, namely engagement with the client, exclusivity of design, and excellence in execution.



- In every project, a personal relationship with the client is pivotal: understanding wishes, requirements and philosophy within an entire environment is key to arriving at a design that will accurately reflect what the client has in mind.

- To preserve the exclusivity of interior designs, many products bearing Robert's hallmark are custom-made or personally selected from the most reputable suppliers from around the world

- To guarantee excellence in execution, the best professionals have to be selected to realize the ironwork of decorative materials

### BACKGROUND

Involved in DESIGN-PROCESS or the CONSTRUCTION of the following projects in the Netherlands:

- Eurocard office building for 250 employers  
Rotterdam
- Mastercard office building for 600 employers - Capelle aan de IJssel
- ABN-bank - Amsterdam
- ING-Bank - Amsterdam
- Dutch Railway – Amersfoort
- Nissan – Amsterdam
- Mc Kinsey & Company – Amsterdam
- Deloitte & Touche – Amsterdam



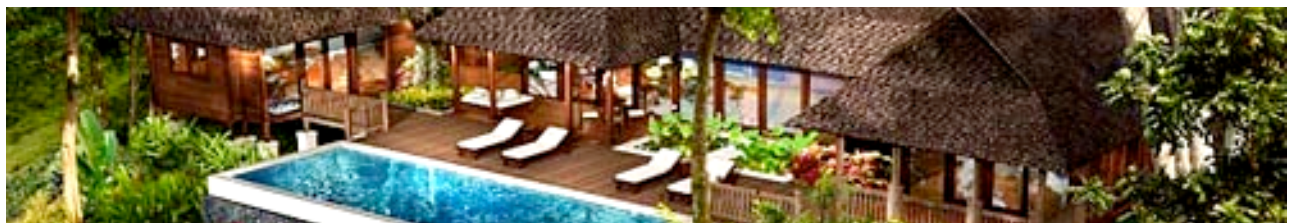
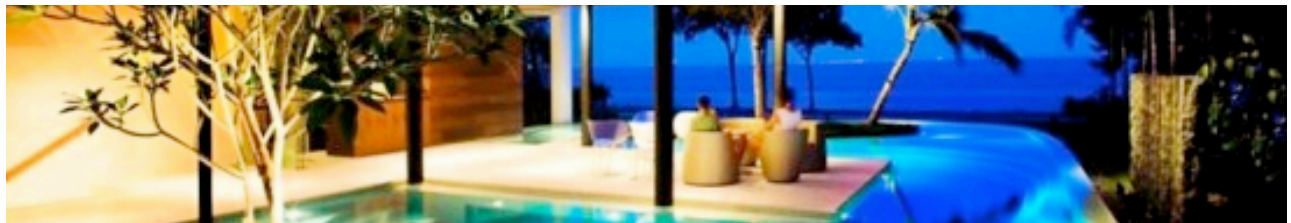
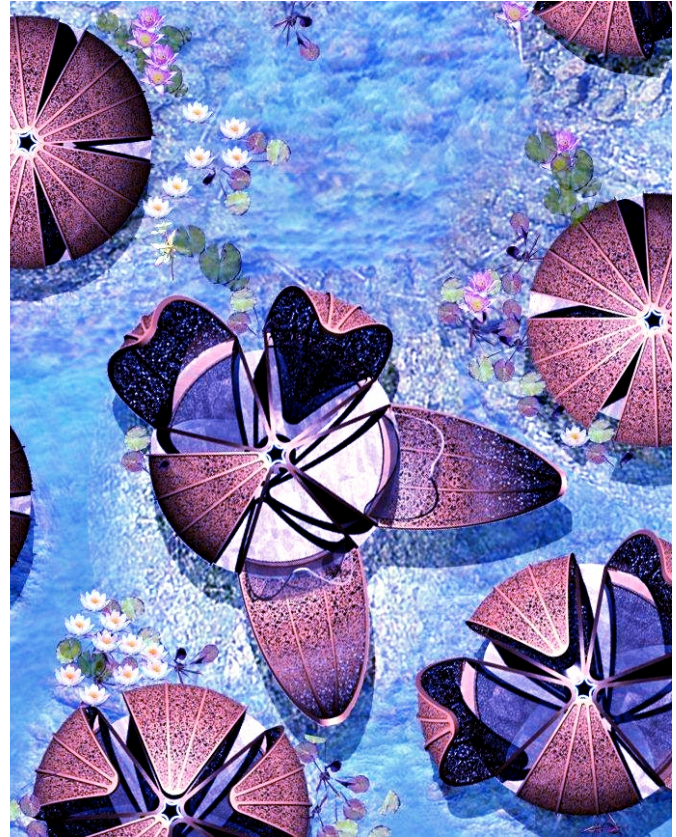
- Philips – Eindhoven
- Avis Car Rental – Amsterdam
- Schiphol Int. Airport, Muller Airfreight – Amsterdam
- Courthouse – IJmuiden
- Krasnapolsky Hotel – Amsterdam
- Teppanyaki Japanese Restaurant – Amsterdam
- Raden Mas Indonesian Restaurant – Den Haag – Utrecht – Amsterdam

## EDUCATION

HTS: Polytechnic/Architecture and Business administration Lieutenant in the Dutch army

HTS: Polytechnic/Engineering and Architecture

MTS: Intermediate Technical School



## Paul D. Mather



### Partner/Vice President of Hotel Operations

“Anytime is a great time to consider starting a new ( LUXE) resort project, as long as you have the right vision, confidence and resources. Each project is a unique, fascinating opportunity to (help) create something new for future generations of LUXE travelers.

Financial performance is no longer a sole measure of success and a healthy balance of environmental and social competencies are critical measure as well.

Our core asset (and key) is our people and that’s what hospitality is all about; attracting the most resourceful, dedicated employees by hiring based on attitude, work ethic and career aspirations.

Creating strong customer and employee Loyalty Value translates into Repeat Customers, Powerful Referrals and Testimonials.

Teaching and instill a positive attitude among all people on the team; loyal action and great service starts with employees who Radiate Possibilities. Compensation must be fair, however employee’s stay because the company culture and work environment give them what they need; “In people’s work, they need daily meaning as well as daily bread”.

At each property we strive for balance of nature and culture and together creates a soulful, spiritual presence of “Pure Vida” (Pure Life Experience). Our primary tasks as leaders of LUXE projects are to generate excitement, optimism and passion for the job ahead, as well as to cultivate an atmosphere of cooperation and trust. You live by your word and live up to your promises”

A result charged career with a wide range of leadership experience in both public and private hospitality groups, Paul is noted for his depth of management expertise including operation, marketing and financial strategy, research and data base markets and change management.

Paul is also a seasoned sales and marketing executive working with industry giants such as Marriott Hotels, Renaissance, Embassy Suites, Registry Hotels, Holiday Inn and Helmsley Spear Hospitality Group. His track record of successful openings and pre-launch planning includes the San Francisco Marriott Fisherman’s Wharf, multiple Florida locations for Embassy Suites (5 each), Holiday Inn on Biscayne Bay Brickell Point and the first of its kind Community Life Center in Indianapolis.



## BACKGROUND

Began his hospitality career as a trainee in food and beverage operations and rose through the ranks of operations and management. Paul is an extraordinarily well rounded professional due to the vast diversity of his property experiences which lead to a career proficient in property turnarounds, new openings culture change and performance improvements. He has served in a variety of senior management positions including Chairman Renaissance Hotels Marketing and Advertising Committee; Regional Director/Revenue Manager and General Manager with Key Management Group representing hotels and resorts in Aruba and Puerto Rico; Regional Director of Marketing and Sales of 6 properties for J.B. Hotels a division of W.B. Johnson Properties Atlanta, GA and Vice President and General Manager for Buchanan Group, Inc. representing the privately owned and luxury Community Life Center a state of the art, multi- purpose facility and first of its kind in the United States to be built on the grounds of a cemetery located in Indianapolis, IN.

## ACADEMIC

Bachelor of Science in Hotel, Food, & Travel Services - Florida International University – Miami, FL Associates Degree in Hotel and Restaurant Management - Manchester Community College - Manchester, CT. During this period he received the coveted Golden Plate Scholarship Award from the National Restaurant Association.

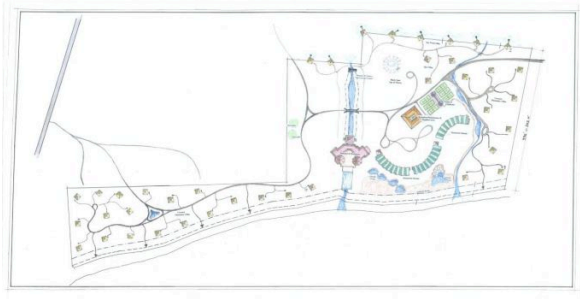
Specialized training and affiliations with: Wilson Learning Corporation; Renaissance Hotels Int'l; Miami Tourism Development Authority; American Society of Association Executives; Meeting Planner Int'l; Hotel Sales Management Association; International Society of Event Specialists; National Cemetery & Funeral Director Association; Puerto Rico Hotel & Tourism Association; Puerto Rico Tourism Company.



# COMPANY EXPERIENCE

## Program Management

### Palmas del Sur



Project Type: Location:  
Client:  
Scope of Services: Development Value:  
Description:

Inn on the Blue Horizon

Project Type: Location:  
Client:  
Scope of Services: Development Value:  
Description:

Luxury Resort  
Arroyo, Puerto Rico  
Palmas del Sur Development  
PreDevelopment Services  
\$150 million  
Mixed Use Resort consisting of 60 Room Full  
Service Boutique Hotel, 100 unit condo  
hotel, 48 single family residential units, & Spa



Upper Upscale Luxury Resort Vieques,  
Puerto Rico  
Green Horizon, Inc.  
Total Development Management \$220 million

Mixed Use Ultra Luxury Resort consisting of  
32 Key 6 Star Boutique Hotel, Wellness  
Center, & Spa with Retail Village & Pubic  
Assembly Area, & Resident Villas



## Costa Rojo



Project Type: Location:

Client:

Scope of Services: Development Value:

Description:

Upscale Luxury Resort

Puerto Real, Cabo Rojo, Puerto Rico Green  
Bay Cove, Inc.

Total Development Management

\$315 million

Mixed Use Luxury Resort consisting of 90  
Key 5 Star Boutique Hotel & Spa, 276 Key 4  
Star Hotel & Casino, Retail Center, Golf, &  
Resident Villas