

From: [Billy Litmer](#)
To: [Doug Bradshaw](#); [Captain Steve](#)
Subject: Blu Q and Board Meeting
Date: Tuesday, March 9, 2021 10:38:43 AM

Hi Doug,

I hope this message finds you well.

In preparation for the meeting and questions the board may have on Wednesday, I wanted to pass on my intent and a couple of data points that we can provide since Steve brought me on as his General Manager at the end of November.

Steve and I hope to grow the Blu Q trips that have provided a home on the water for the gay community in Key West for over 25 years, and Steve has decided that selling the business to me is the best way for us to accomplish that. I respect, admire and understand what Steve has built over the last 25 years and will work to continue the legacy of Blu Q. I also hope to increase the productivity of one of the most senior sailboats in the Key West Fleet and extend her longevity with sound maintenance schedules.

Since I have had the opportunity to manage the boat and business for Steve over the last 4 months, I can provide some information beyond intentions. In January and February of 2021, we have increased the guest count on our Men's trips by 40% when compared to the same period in 2020, and by 19% when compared to the same period in 2019. While this increase is probably a result of pent-up demand from the pandemic and Blu Q's conservative safety first reopening strategy, we also have not ramped our marketing efforts and have instead been focused on operational priorities such as hiring and training, and our management systems. For employment, we have created Four Full-Time Equivalent Positions and 75% of our crew, including captains, are from what might be considered non-traditional demographics for working on the water.

If you have any questions, please feel free to ask me or Steve.

Sincerely,
Billy



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