

Strategic Planning Services- Request for Proposal

An agreement for Strategic Plan Development for the
City of Key West

Date

December 28, 2023

Services Performed By:

Wise Business Plans LLC
7251 W Lake Mead Blvd, Suite 300
Las Vegas, NV 89128
CAGE Code: 9LDC7
Women-Owned Small Business
Established 2010
702-583-6171
www.wisebusinessplans.com

Services Performed For:

City of Key West
Attn: Jessica Durocher, Central
Purchasing Agent

Letter of Intent

Dear City of Key West, Planning Department,

We are genuinely thrilled at the prospect of collaborating with the City of Key West. Wise Business Plans® has been dedicated to crafting strategic business plans across various sectors in the great state of Florida **for over a decade**. With our extensive experience, we possess a comprehensive understanding of the macro and microeconomics that influence the landscape of the **City of Key West**. We are eager to offer our expertise and assistance in fulfilling your strategic planning needs.

Enclosed is a detailed proposal outlining our understanding of the project's scope and a commitment that we have the necessary resources to meet your deadlines and requirements. We value the opportunity to be part of your endeavors and are prepared to deliver a plan that aligns perfectly with the **City of Key West** vision and objectives.



This letter expresses our strong intent to work collaboratively with you to achieve your strategic planning goals. We look forward to the possibility of contributing to the future success and development of the **City of Key West**. Please do not hesitate to reach out should you have any questions or require further information.

Kind regards,

Joseph Ferrisolo

Director

Wise Business Plans®

RFP Acknowledgement

This Statement of Work (SOW) is issued pursuant to the Consultant Services Master Agreement between the **City of Key West** ("Client") and Wise Business Plans LLC ("Contractor"), effective **December 28, 2023** (the "Agreement"). This SOW is subject to the terms and conditions of the Agreement between the parties and is made a part thereof. Any term not otherwise defined herein shall have the meaning specified in the Agreement. In the event of any conflict or inconsistency between the terms of this SOW and the terms of this Agreement, the terms of this SOW shall govern and prevail.

This SOW # **RFP 24-003 Strategic Planning Services** (hereinafter called the "SOW"), effective as of **December 28, 2023**, is entered into by and between Contractor and **City of Key West** and is subject to the terms and conditions specified below. The Exhibit(s) to this SOW, if any, shall be deemed to be a part hereof. In the event of any inconsistencies between the terms of the body of this SOW and the terms of the Exhibit(s) hereto, the terms of the body of this SOW shall prevail.

Agreement to Terms and Agreement

This is an acknowledgment of the terms and conditions of the SOW # **RFP 24-003 Strategic Planning Services**.

Period of Performance

The Services shall commence on TBD and continue per SOW # **RFP 24-003 Strategic Planning Services**. The estimated timeline is 120-150 days.

Additional acknowledgments and agreement to:

- Insurance Requirements
- Anti-kickback Affidavit
- Non-Collusion Affidavit
- Sworn Statement Pursuant to Section 87.133(3)(A), on Public Entity Crimes
- Equal Benefits for Domestic Partners Affidavit
- Code of Silence Affidavit
- Vendor Certification Regarding Scrutinized Companies Lists
- Indemnification Form

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Engagement Resources

At Wise Business Plans, we take great pride in the expertise and experience of our team. Every team member at Wise Business Plans has at least five years of dedicated experience in Strategic Planning. This collective wealth of knowledge and extensive industry experience allows us to deliver high-quality strategic planning services to our clients, ensuring their business goals are met with precision and proficiency.



**Mr. Joseph
Ferriolo**

BS, Director

Bio: Joseph Ferriolo is the Director of Wise Business Plans. He has overseen over 15,000 written business plans during his tenure, raising billions in funding and providing 30,000-plus consulting hours for key stakeholders. He holds a Bachelor of Science in MIS from the University of Nevada Las Vegas.

Mr. Jeff D.

MBA & Economist

Bio: Jeff D. has been an Economist and Senior Business Plan Consultant with Wise Business Plans for more than five years. He holds a Master of Business Administration from Ross School of Business at the University of Michigan and an undergraduate degree in Mechanical Engineering. Jeff has helped business owners and entrepreneurs with more than 400+ business plans and models in his time with the company, touching on everything from resource management to private equity funding and investor visa requests. His vast well of experience includes industries such as I.T./digital subscription services, medical establishments, hospitality and real estate development. Jeff brings both in-depth knowledge and a friendly consulting style to the planning process for all his clients.

Mr. John D.

MBA, Senior
Consultant

Bio: John D. has been a Senior Business Plan Consultant with Wise Business Plans for more than five years and has written an astonishing 900+ business plans spanning more than 300 industries. He has a wealth of experience in both business planning and management consulting, helping companies in multiple sectors across the U.S, U.K, E.U, Canada and Australia improve their team leadership. He holds an A.A. in Business Administration, a BBA in Marketing and an MBA in finance and Accounting. As well as consulting on management issues, John advises top-level CEO, CFOs and other executives on streamlining the effectiveness of their accounting, marketing, H.R., and management processes. He specializes in new market entry and creating marketing plans, manuals and metrics, including creating more than 500 full-service investment-grade business plans collaboratively. He is also highly skilled in business modeling and

financial forecasting. John makes his incredible business-building and planning knowledge available to his clients in a way that is accessible, friendly and effective.

Mr. Eric N.

MBA , Senior
Consultant

Bio: Eric leverages an MBA from Carnegie Mellon University Tepper School of Business on top of a B.A. from UCLA. His business plan writing experience spans a large range of industries and business maturity levels, from multi-million-dollar technology investment initiatives in the Fortune 500 to seed funding for local startups. He first started writing business plans while serving in the Peace Corps in West Africa, where he launched several projects that required funding from large institutional funding sources, including USAID, the World Bank, and the World Health Organization.

Mr. Eric M.

MBA , Senior
Consultant

Bio: Eric M. has been a Senior Business Plan Consultant with Wise Business Plans for more than ten years and has written an astonishing 800+ business plans spanning more than 275 industries. He earned his MBA at Western Illinois University, where he also studied Political Science before deciding that the world of international business was where he belonged. Eric has worked with clients from all walks of life and all experience levels, including those who have never owned a business and those who have taken a company public, and is an excellent guide for anyone approaching any aspect of the business planning process, regardless of their past business experience.



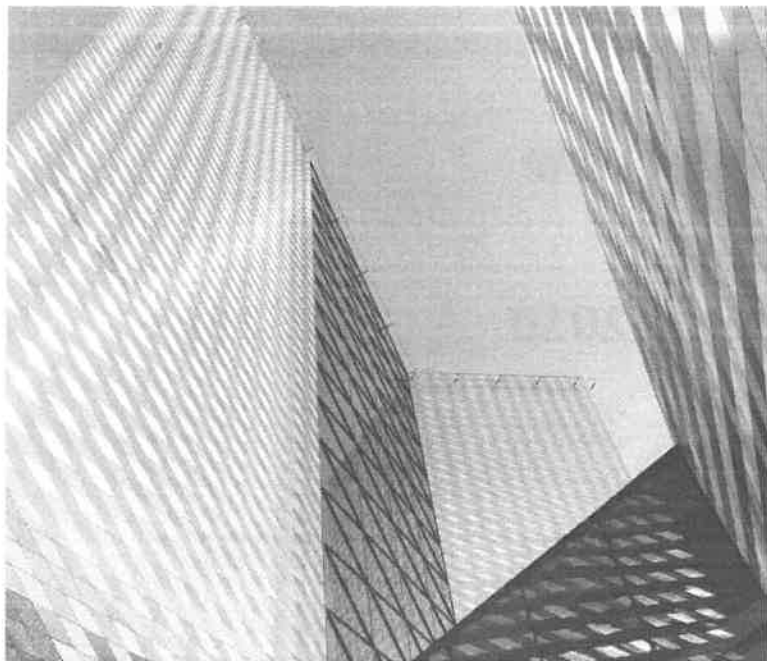
GRAPHIC DESIGN TEAM

Our team graphically designs the final strategic business plan to provide a polished look.



ACCOUNT EXECUTIVE

A dedicated point of contact for your team to get immediate updates and status progress.



Project Tracking

Each project is meticulously tracked through our business planning system. Each week, our team reviews the progress of your project to ensure all objectives are being met. A report can be created for the team to access throughout the process for updates.

Capabilities/Qualifications



Expert U.S. MBA Business Plan Writers

At Wise, education and experience matter when it comes to business plans. Our MBA writers have been writing plans for Wise for at least five years. This means your writer has over 10,000 hours of writing and consulting strategic stakeholders with their planning needs. All employees are U.S.-based, and we never outsource our work overseas.



15,000+ Projects in 400+ Industries

Our business plan writers and consultants have completed more than 15,000 projects in over 400 industries worldwide. Projects range from startups to Fortune 500 companies with budgets of over \$100MM+.



2011- 2022 Best Custom Business Plans

Wise Business Plans® has over a decade of accolades and awards across the U.S. and globe. We are the only business planning company that writes plans for Fortune 100 and 500 Company customers.



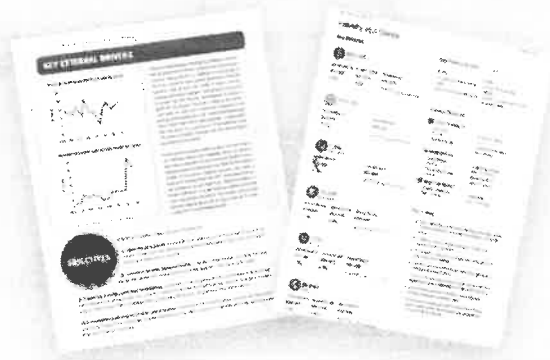
Top-Tier Market Research

Wise only subscribes to top-tier research to help analyze and forecast your business model. Databases we use include IBISWorld, Hoovers, Statista, WSJ and many more.



Custom – Quality Best Prices

Wise has set the industry bar when it comes to quality and reputation. We price each business plan from our years of experience to ensure you are getting the best price to meet your specific needs.



National and Local Experience

At Wise Business Plans® our MBA writers are the best in the industry. Each professional business plan writer has over five years of extensive experience writing strategic business plans.

We have compiled research on more than 400 industries throughout the U.S.

Some highlights include the USAF, FL Parks and Recreation, Regional Centers and Fortune 500 companies.



2010

Founded In



\$1Bn+

Funding Raised



15K +

Written Business Plans



100K +

Business Consultations

Past Client's Include

United States Air Force (USAF)

- Request: Analysis and proposal of digitizing records.
- Result: Digital medical records initialed

Contact: Ms. Misty Nash, misty.nash@us.af.mil

Florida Parks and Recreation

- Request: Budgeting and management of fees
- Result: New property management company

Contact: Mr. Dane White, Dwhite@bgfloridaparks.com

USCIS (Immigration - 1K+ projects)

- Request: Entry into the US
- Result: Immigration approved

Contact: Atty. Rachel Winkler, rwinkler@nixonpeabody.com

Private Sector (10K+ projects)

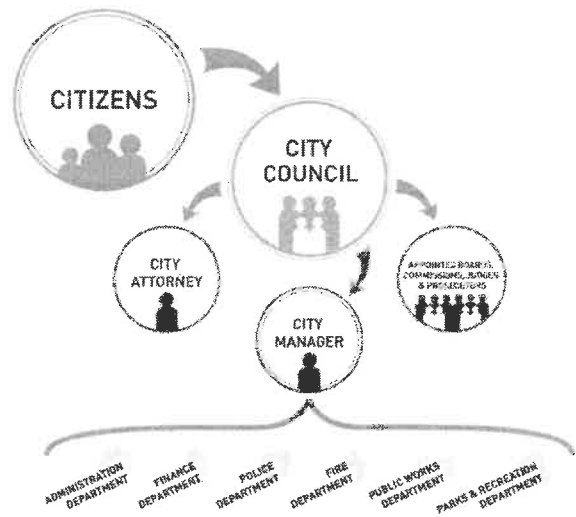
- Requests: Goals, directions, market research and financial modeling
- Results: New jobs, funding, industries



We listen first, solve second, deliver results third.

Aligning Departmental Goals with Vision

A strategic business plan is a valuable tool for municipalities. It allows them to prepare for the future by aligning their business goals with the market, industry predictions, and plans for structuring the infrastructure as it grows. This kind of business plan is a true roadmap to success that can help savvy council members define and meet goals more quickly by staying one step ahead of growing pains and economic turbulence.



Our dedicated team of professionals combines years of experience and the latest research methodologies to deliver accurate, reliable, and customized market research solutions tailored to your unique needs.

Departmental Engagement

- Ensure all departments' input is represented
- Collaboration to meet short and long-term goals
- KPIs to measure performance and accountability



Wise Methodology

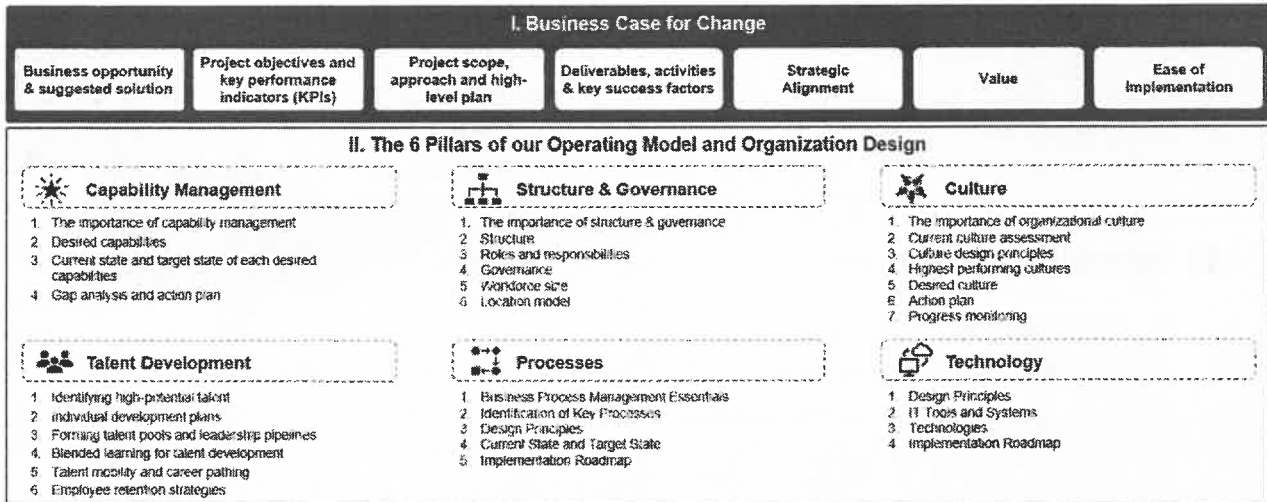
Achieving success in an organization's operating model and organization design involves a comprehensive approach to ensure that structures, processes, and people align with strategic goals and drive desired results. Below is a high-level overview of our methodology, encapsulating six proven steps that guide this complex endeavor:

- 1) **Assessment and Analysis:** The journey begins with meticulously examining the current operating model and organization design. This step involves identifying strengths, weaknesses, opportunities, and threats within the existing structure. Data-driven assessments, stakeholder interviews, and benchmarking against industry standards are pivotal.
- 2) **Strategic Alignment:** Ensuring alignment with the organization's strategic goals is crucial to drive results effectively. We work closely with the leadership team to clarify and define these goals, ensuring that the operating model and organization design harmonize with the overarching strategy.
- 3) **Redesign and Optimization:** We embark on a redesign process based on the insights gained from the assessment and strategic alignment. This stage optimizes structures, processes, and roles to maximize efficiency, productivity, and adaptability. Key elements like reporting lines, responsibilities, and workflow are carefully reviewed and adjusted.
- 4) **Change Management:** Implementing a new operating model and organization design often necessitates changing the organization's culture and employee behaviors. An effective change management plan is essential to ease the transition, ensuring that teams embrace the changes with minimal disruption.
- 5) **Implementation:** This step involves the practical execution of the redesigned operating model and organization design. It encompasses rolling out the new structure, processes, and roles and providing employees with the necessary training and support. A phased approach is often taken to manage the transition effectively.
- 6) **Continuous Monitoring and Adaptation:** The final pillar is an ongoing commitment to monitoring and adapting. Continuous evaluation allows for fine-tuning the operating model and organization design in response to evolving business needs and market dynamics. Key performance indicators and feedback mechanisms help track progress and enable timely adjustments.

This six-pillar approach to strategic planning is designed to ensure a comprehensive and effective transformation of the operating model and organization design. By carefully considering each step and maintaining a holistic view of the organization, we aim to drive results that align with your strategic objectives while fostering adaptability and resilience in an ever-changing business landscape.

Strategic Model Overview

This six-pillar approach to strategic planning provides a comprehensive and systematic framework for organizations to drive results, align with their goals, and navigate the ever-changing business landscape successfully.



The Business Case for Change

- | | | |
|--|--|--|
| <p>i. Business opportunity & suggested solution</p> | <p>ii. Project objectives and key performance indicators (KPIs)</p> | <p>iii. Project scope, approach and high-level plan</p> |
| <p>iv. Deliverables & key success factors</p> | <p>v. Strategic Alignment</p> | <p>vi. Ease of Implementation</p> |

1) Capacity Management

- The importance of capability management
- Desired capabilities
- Current state and target state of each desired capability
- Gap analysis and action plan

2) Structure & Governance

- The importance of structure & governance
- Structure
- Roles and responsibilities
- Governance
- Workforce size
- Location model

3) Culture

- The importance of organizational culture
- Current culture assessment
- Culture design principles
- Highest performing cultures
- Desired culture
- Action plan
- Progress monitoring

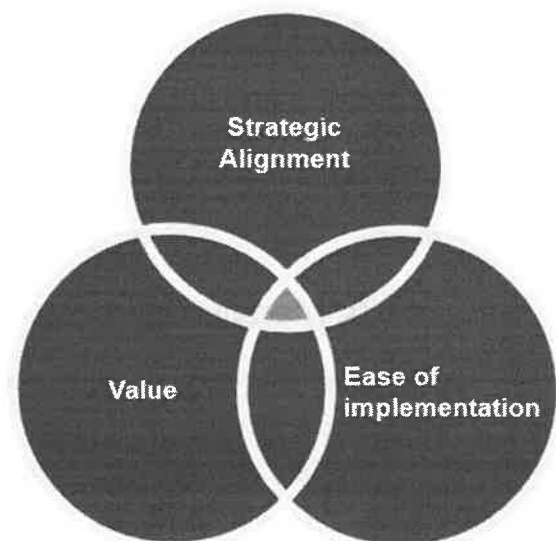


4) Talent Development

- Identifying high-potential talent
- Individual development plans
- Forming talent pools and leadership pipelines
- Blended learning for talent development
- Talent mobility and career pathing
- Employee retention strategies

5) Processes

- Business Process Management Essentials
- Identification of Key Processes
- Design Principles
- Current State and Target State
- Implementation Roadmap



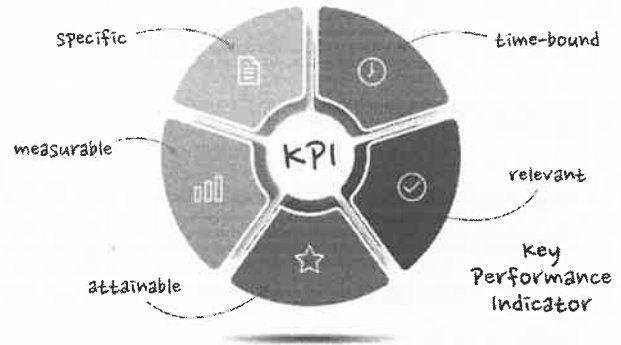
6) Technology

- Design Principles
- IT Tools and Systems
- Technologies
- Implementation Roadmap

Key Performance Indicators (KPIs)

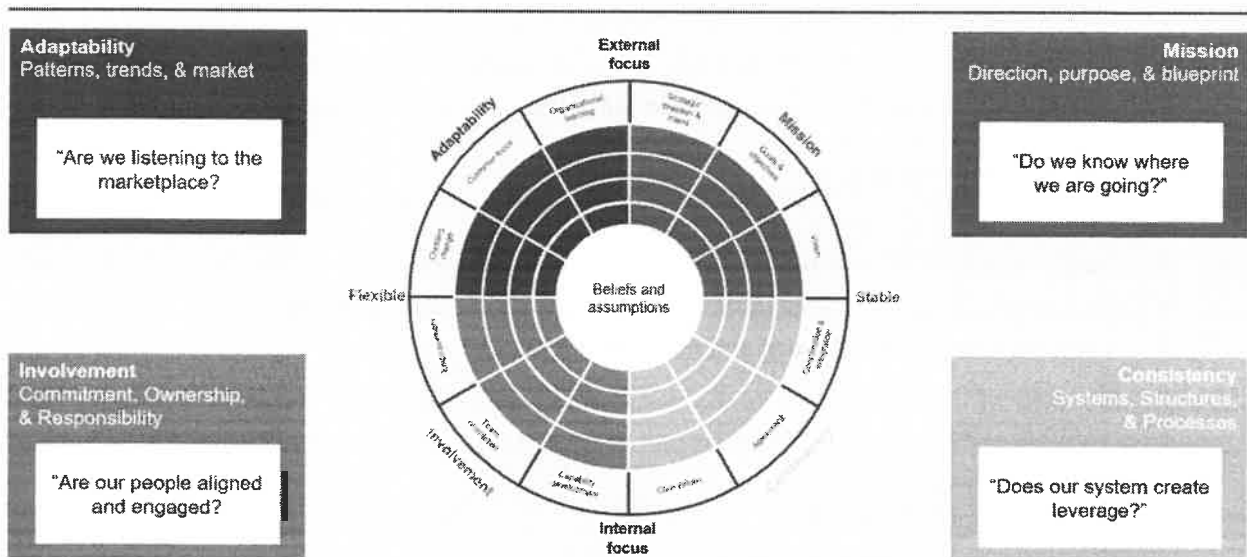
KPIs are fundamental in successful Strategic Planning. KPIs are built for each department to measure progress and accountability (quarterly or annually).

- Economic
- Citizen
- Education
- Safety
- Transportation
- Parks and Recreation
- Housing
- Environment



Denison Organizational Culture Model Assessment

The Denison Organizational Culture Model, developed by Dr. Daniel Denison, is a framework used to assess and understand the cultural elements within an organization. It is based on the premise that organizational culture is a critical factor that influences an organization's performance and effectiveness. The model consists of four key cultural traits or drivers, each with subcomponents: Mission, Adaptability, Involvement, and Consistency. It measures the behaviors driven by these beliefs and assumptions that create an organization's culture.



Scope of Work Requested

Contractor shall provide the Services and Deliverable(s) meeting SOW # RFP 24-003 Strategic Planning Services as follows:



Duration of Planning: 120-150 days

3.2 SCOPE OF SERVICES

The Strategic Planner shall provide all personnel, equipment and resources necessary to provide Strategic Planning Services for a Strategic Planning Seminar with the City Commission, City Manager and City Staff. It is the City's desire to secure the services of a Proposer(s) who can provide quality service in the following areas of need.

3.3 PROJECT SPECIFICATIONS

The City desires a strategic plan that meets the following goals:

- Is in line with the City's Mission Statement and Core Values.
- Assists in determining how to perform work more efficiently and effectively, while staying within financial parameters.
- Has a framework that is flexible enough to accommodate continual change, while at the same time, being strong enough to adhere to the City's mission and objectives.
- Is responsive to citizens' needs. Keeps focus on those priorities that are important to citizens.
- Easy to understand and helps reduce communication gaps.
- Is customizable, each department has different needs and the strategic plan must allow for their specific objectives and parameters to be specialized to create the appropriate outcome for the City.

The City has the following focuses:

- Citizen Focused Efficient and High Performing Government
- Strengthen Community Engagement and Intergovernmental Relations
- Public Infrastructure, Facilities and Fiscal Reserves
- Affordable Housing
- Health & Safety
- Economic Vitality
- Transportation and Mobility
- Tourism, Culture & Entertainment
- Environmental Responsibility

3.3.1 Review existing materials related to the prior strategic plan, relevant collateral materials and efforts being undertaken to address the needs of our Key West community.

3.3.2 Market due diligence to understand the City's current economic landscape.

3.3.3 Preparatory meetings with City Commissioners, the Mayor, the City Manager, and/or City Attorney, and City Staff.

3.3.4 City Commission workshops that include the following:

- Facilitate discussions of the City's assets and priorities.
- Provide a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis of the City.
- Identify key points of differentiation to customers and competitors.
- Development of the City Commissions' strategic goals for Year One and beyond.

3.3.5 Information Gathering Activities:

- Facilitate a community visioning process with public input. This can be achieved through public meetings, stakeholder group sessions, outreach forums, online survey(s), social media, and/or local events.
- Staff workshops to develop objectives.
 - Preparatory meetings with City Department Directors.
 - Prioritize and rank existing City services and programs based on their abilities to achieve established goals.
 - Identify new strategies to meet identified goals with an implementation timeline that is within the City's capacity.
 - Include staff workshop findings in the Final Report.

3.3.6 Final Report and Presentation to City Commission including:

- Summary of workshops.
- Conditions that impact growth and service demand throughout the City.
- Tools and/or systems to enhance efficiency and productivity.
- Identification of the Commissions' strategic goals and plan for Years One, Two, and Three to include financial impacts and budget estimates.

3.3.7 Expected Outcome/Learnings/Deliverables:

- Established Vision, Values, Mission, and performance objectives.
- A sustainable 3 Year Strategic Execution Plan for the City of Key West to include approach, timeline, performance measures, and deliverables for the project to include estimated financial impacts.
- Methods and/or departmental workplans for an effective implementation of strategies/goals including regularly scheduled reviews and reports.
- Develop a system to measure the effectiveness of City activities in meeting the objectives of the Strategic Execution Plan.
- A recommended package of material suitable for public distribution and outreach.
- An executive summary of the Strategic Plan.

Scope of Work Approach

Goals and Objectives

A successful master strategic planning process will be:

- **Participatory & inclusive;**
- **Data informed;**
- **Realistic yet responsive to current and future needs of the training institute.**

The resulting Master and Strategic Plans will seamlessly co-exist to:

- Offer equitable, pragmatic solutions that transform the participant experience.
- Establish priorities, goals, objectives and strategies that align with the department's mission, vision and values and with the industry pillars of health and wellness, conservation and social equity.
- Clearly articulate existing department resources and the gaps and operational and financial commitments necessary to achieve the department's goals.
- Delineate timelines, metrics, roles and responsibilities of divisions, sections, partnerships and collaborations to achieve the goals and objectives.
- Expand the plan to encompass the depth and breadth of the department's programs, services and experiences and provide recommendations for program evolution.
- Capture over-arching community priorities and those that are unique to certain planning areas.
- Build consensus among staff and internal departments, city administration, and communities for a growth plan that confronts some of the department's most pressing questions. For example:
 - What's the gap between what the community wants in programming and what's offered?
 - Are facilities and equipment still being used for the purposes for which they were designed?
 - How to engage known underserved populations such as immigrants, youth and teens ages 12-24 and those else not being served?
 - What mechanisms should be in place to ensure the most socially vulnerable residents and communities have access to the highest quality and most popular programs?
 - How to approach natural areas in a way that stewards resources and cultivates an appreciation for the natural environment? Which properties should be targeted?
 - What measures can be implemented to address real threats and public perceptions of security?
 - How do programs and capabilities--staffing levels, classifications, and funding-- compare to cities of similar size and characteristics?
 - What would be needed to bridge a financial and operational gap to meet the community priorities the plan will discover?

Deliverable Materials

Electronically via email in the following editable formats: M.S. Word. Excel and InDesign and presentation files.

Contractor Responsibilities

To meet the objectives and scope of the **RFP 24-003 Strategic Planning Services**.

City of Key West Responsibilities

To supply the necessary information to meet the requirements of the proposal.

Completion Criteria

Contractor shall have fulfilled its obligations when any one of the following first occurs:

- Contractor accomplishes the Contractor activities described within this SOW, including delivery to **City of Key West** of the materials listed in the Section entitled "Deliverable Materials," and **City of Key West** accepts such activities and materials without unreasonable objections. No response from **City of Key West** within 15 business days of deliverables being delivered by Contractor is deemed acceptance.

Assumptions

All information needed to perform the RFP will be provided in a timely manner to ensure on-time delivery.

Fee Schedule & Timeline

This engagement will be conducted on a **Fixed Fee** basis and meet the **RFP timeline (120-150 days)**. The total value for the Services pursuant to this SOW shall be **\$74,250** unless otherwise agreed to by both parties via the project change control procedure, as outlined below. A PCR will be issued specifying the amended value.

Item Description	Number of Resources	Fixed rate
RFP 24-003 Strategic Planning Services	4	\$74,250

Upon completion of this Performance Period, Contractor and **City of Key West** can renew this Agreement for an additional then-stated number of hours at the then-current hourly rate for those resources identified.

Bill To Address	City of Key West Project Manager	City of Key West Cost Center
Attn: Jessica Durocher, Central Purchasing Agent	Procurement Unit	RFP 24-003 Strategic Planning Services

Out-of-Pocket Expenses / Invoice Procedures

If applicable, **City of Key West** will be invoiced monthly for the consulting services and T&L expenses. Standard Contractor invoicing is assumed to be acceptable. Invoices are due upon receipt.

If applicable., the **City of Key West** will be invoiced for all costs associated with out-of-pocket expenses (including, without limitation, costs and expenses associated with meals, lodging, local transportation and any other applicable business expenses) listed on the invoice as a separate line item. Reimbursement for out-of-pocket expenses in connection with the performance of this SOW, when authorized and up to the limits set forth in this SOW, shall be in accordance with the **City of Key West** then-current published policies governing travel and associated business expenses, which information shall be provided by the **City of Key West Project Manager**.

Project Change Control Procedure

The following process will be followed if a change to this SOW is required:

- A Project Change Request (PCR) will be the vehicle for communicating change. The PCR must describe the change, the rationale for the change, and the effect the change will have on the project to be approved by both parties.

IN WITNESS WHEREOF, the parties hereto have caused this SOW to be effective as of the day, month and year first written above.

City of Key West

By: _____
Name: _____
Title: _____

Wise Business Plans LLC

By: _____
Name: *Joseph Ferriolo 12/28/23*
Title: Director/702-583-6171
joe@wisebusinessplans.com

Appendix I: Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/04/2023

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

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

PRODUCER State Farm LACONNA KOELLER INS AGCY INC STATE FARM INSURANCE 4275 N RANCHO DR STE 155 LAS VEGAS NV 89130	CONTACT NAME: LACONNA KOELLER PHONE: 702 636-6447 FAX: 702 636-9647 E-MAIL: laconna.koeller@xp@statefarm.com ADDRESS:	
	INSURER(S) AFFORDING COVERAGE INSURER A: State Farm Fire and Casualty Company NAIC #: 25143 INSURER B: <input type="checkbox"/> INSURER C: <input type="checkbox"/> INSURER D: <input type="checkbox"/> INSURER E: <input type="checkbox"/> INSURER F: <input type="checkbox"/>	
INSURED WISE BUSINESS PLANS LLC 7251 W LAKE MEAD BLVD STE 300 LAS VEGAS NV 89128		

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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

AREA	TYPE OF INSURANCE	ADDITIONAL	POLICY NUMBER	POLICY EFF	POLICY EXP	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> OTHER		98-80-7380-8	08/15/2023	08/15/2024	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PERM <input type="checkbox"/> GEN <input type="checkbox"/> OTHER					DAMAGE TO RENTED PREMISES (per occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADVERTISING \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMMERCE \$ 2,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> NON-OWNED <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> RENTED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> VOLUNTEER AUTOS ONLY					CONTRACTOR'S BODILY INJURY (per accident) \$ BODILY INJURY (per person) \$ BODILY INJURY (per accident) \$ PROPERTY DAMAGE (per accident) \$
	<input type="checkbox"/> UMBRELLA LMB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LMB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> PERM <input type="checkbox"/> RETROSPECTIVE					EACH OCCURRENCE \$ AGGREGATE \$ PER POLICY YEAR \$
	WORKERS COMPENSATION AND EMPLOYERS LIABILITY ANY EMPLOYEE OR CONTRACTOR OR VOLUNTEER (Mandatory in NH) If yes, specify the nature of operations below	Y/N	N/A			PER ACCIDENT \$ PER POLICY YEAR \$ PER POLICY YEAR \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER _____	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Completed by an authorized State Farm representative. If signature <input type="checkbox"/>
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Appendix II: Sample Sections of Past Work

For reference purposes only, each project is built to RFP specifications.

The main macroeconomic highlights of the MSA are summarized in the table below:

Houston MSA Employment	Jobs Gained	Energy: Oil & Natural Gas	Import / Export Trade		
2018	73,300	WTI Crude Oil Per Barrel	Air Freight: In Thousands Metric Tons		
2017	54,200	2019 EIA Forecast	56.13	2018	454.1
2016	-2,500	2018 EIA Forecast	65.06	2017	458.6
Houston Unemployment Percent (%)		2017	50.79	2016	426.7
Dec-18	3.9	2016	49.33	PHA Total Tonnage (Short Tons): In Millions of Tons	
Dec-17	4.5	Natural Gas: Per Mm Btu		2018	40.9
Dec-16	5.3	2019 EIA Forecast	2.95	2017	38.3
Houston MSA Population	In Millions	2018 EIA Forecast	3.27	2016	35.1
2018	7.06	2017	3.1		
2017	6.91	2016	2.61		
2016	6.77	Source: www2.colliers.com/en/Research/Houston/2019-Houston-Economic-Outlook			

INPUT AND ASSUMPTIONS

This study utilizes the RIMS II multipliers I-O procedure to determine the key economic impact of an initial change in demand from this project's development of the structure and the financing of its operations. For the Ashton Gray Hospitality, LLC project, there are two phases that provide the contribution to this change in demand for the region chosen: 1.) the construction phase; and 2.) the operational revenue-generating phase.

The following table summarizes the key input choices for this economic study, following the RIMS II methodology.

RIMS II Methodology Input Summary

Item	Description
Region	Houston-Woodlands-Sugarland, TX
Multiplier Type	Type II
Series	2007 U.S. Benchmark I-O data and 2016 Regional Data
Tables	1.1 Final Demand Output Multipliers - detailed industries 1.2 Final Demand Earnings Multipliers - detailed industries 1.3 Final Demand Employment Multipliers - detailed industries 1.5 Total Multipliers - detailed industries

The eligible expenditures included in the RIMS II analysis are shown in the table below. The capital expenditures have been reduced from the "Uses" portion of the typical "Sources and Uses" to exclude costs ineligible for EB-5 job creation calculation, such as land acquisition, contingency (not verifiable at this stage), and financing costs (i.e., funded interest). These development expenditures are considered both conservative and verifiable as based on comparable projects by the developers and other partners involved in the development of this project. Specific guidelines were taken from the USCIS's "Talking Points from EB-5 Interactive Series: Expenses that are Includable (or Excludable) for Job Creation" (June 4, 2015).¹²

Item	RIMS II code	Amount(\$MM's)	Notes
Nonresidential structures	233200	8.9	Development Expenditures: Hard Costs and Sitework/Land improvements & Contingency. Direct jobs can NOT be included as eligible for EB-5 purposes, since construction timing is less than 24 months
Wholesale trade	420000	1.1	Development Expenditures: Furniture, Fixtures & Equipment (FF&E). Direct jobs can NOT be included as eligible for EB-5 purposes, since construction timing is less than 24 months
Architectural, engineering, and related services	541300	0.2	Development Expenditures: Architecture & Engineering. Direct jobs can NOT be included as eligible for EB-5 purposes, since construction timing is less than 24 months
Accommodation	721000	2.8	Operations Revenue: Revenue from Room-Nights Sold ("Year 2" Revenue)

REGIONAL ECONOMIC HEALTH

Economic Opportunity: As the economic health – current and forecast – is crucial for the most useful I/O impact study results, the state of the Houston MSA economy has been examined in detail. The median household income for the Houston-The Woodlands-Sugar Land metro area was \$63,802 in 2017; this was up 3.4% from the 2016 value. Relative to the rest of Texas, Houston's 2017 median household income is approximately 7.8% higher; relative to the median U.S. household income, it is approximately 5.7% higher.

Generally speaking, Houston area residents are well-educated, with the majority of the population over 25 years of age holding a high school diploma and residents with college/graduate educational studies outnumbering those with less than a high school education. The following educational facilities support these strong educational statistics:

- Rice University
- University of Houston
- University of St. Thomas
- Texas Southern University
- Houston Baptist University
- Baylor College of Medicine
- San Jacinto College
- Lone Star College
- Houston Community College

It is notable that Rice University ranks in the No. 16 spot in U.S. News & World Report's National University Rankings 2019 guide to America's best colleges, the only Texas college in the top 20.



Below the definition and description of the project area is provided. A more detailed description of the site/address is provided in the "Project Development Overview" section.

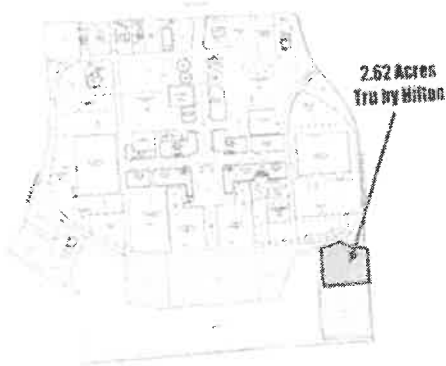


PROJECT DEVELOPMENT OVERVIEW

This section details the expected expenditures during the development of the project – that is, all design & entitlement activities, construction, interior finishing, land improvements and pre-operational planning. These expenditures are inclusive of all activities required before the fully-operational, revenue-generating aspect of the project is underway.

Development expenditures are confined to the 2.62-acre plot at the Pearland Town Center in Pearland, TX. The images below illustrate this location relative to the other features in the area.

Pearland Town Center



METRO HOUSTON MANUFACTURING EMPLOYMENT
Q2/16



44%	Machinery and Metal	69,450 Jobs
26%	Chemicals, Plastics, Fibers	58,960 Jobs
8%	Computers and Electronics	19,970 Jobs
	Food and Beverages	15,610 Jobs
	Printing and Paper	6,510 Jobs
2%	Cement and Concrete Product Manufacturing	4,760 Jobs
2%	Transportation Equipment	5,190 Jobs
	Furniture and Appliances	2,650 Jobs
	Wood Products	3,160 Jobs
1%	Medical Equipment and Supplies Manufacturing	1,920 Jobs
	Textiles and Apparel	2,110 Jobs
3%	Metals and Metalworking	6,700 Jobs

Metro Houston Transportation Jobs

Sector	Jobs	%
Freight Forwarding, Cargo Handling		
Trucking	30,322	24.5
Air Transportation	25,876	20.9
Warehousing	19,631	15.9
Pipelines	17,481	14.1
Couriers	11,259	9.1
Water Transportation	11,207	9.1
Buses and Taxis	3,983	3.2
Total	123,714	100.0

METRO HOUSTON FORECAST, JOB GAINS
December '18 - December '19



Business Climate: The strong base of large private companies who have headquarters in Houston continues to be a primary factor in the area's economic health status. Houston's Fortune 500 rankings increased by one over the previous year, and the Houston MSA ranks fourth among U.S. regions with the most Fortune 500 headquarters with twenty-two companies on the 2019 list, following New York (73), Chicago (31) and Dallas-Ft. Worth (24). Phillips 66 ranked highest on the list for Houston-based headquarters on the Fortune 500 list. Statewide, Texas was the third-ranking state with 49 companies on the list, just one less than California with 54 and ten less than New York with 58.

Houston has a history of being very competitive when it comes to corporate relocation and expansion activity. Houston is the top-ranked metro for Economic Growth Potential in Business Facilities' 14th Annual Rankings Report, released in July 2018. In addition, Chief Executive Magazine named Texas the "2017 Best State for Business." Some of the factors that have gone into Houston's attractiveness as a business destination include the absence of state or city income taxes, no state property tax, as well as a moderate cost of living index. All major oil and gas companies have extensive operations in the area, including:

- ExxonMobil
- Phillips66
- ES Group
- Marathon Oil
- Chevron
- Shell Oil Company
- LyondellBasell
- Anadarko
- BP America
- Halliburton
- Petroleum
- Transocean
- Conoco
- BHP Billiton
- Occidental Petroleum
- Apache
- Plains All American Pipeline
- El Paso Corp.
- Petrobras
- Hess Corporation
- Newfield Exploration
- Enterprise Products Partners



2022-2030 Pro Forma

Project: 24 Revenue
Year: 0
10 Year Pro Forma
Pro Forma Date: 12/27/2023

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Expenses	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
Profit	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Net Present Value	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000

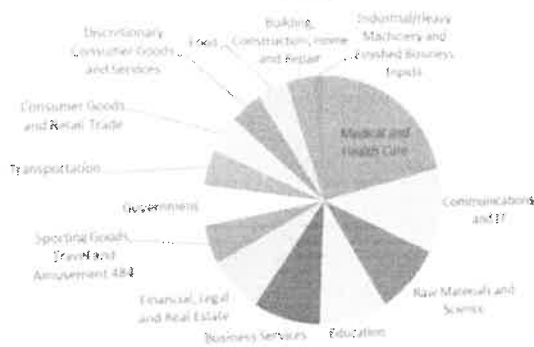
10-YEAR OPERATING PROFORMA

Exhibition Volume by Sector: The table and chart below capture the volume by sector.

Sector	No. of Events Annually	Share
Medical and Health Care	1,992	21.10%
Communications and IT	1,045	11.10%
Raw Materials and Science	664	9.20%
Education	653	9.20%
Business Services	580	9.10%
Financial, Legal and Real Estate	696	7.40%
Sporting Goods, Travel and Amusement	484	5.10%
Government	473	5.10%
Transportation	435	4.60%
Consumer Goods and Retail Trade	430	4.60%
Discretionary Consumer Goods and Services	406	4.30%
Food	377	4.00%
Building, Construction, Home and Repair	324	3.40%
Industrial/Heavy Machinery and Finished Business Inputs	168	1.80%

Source: CEIR | 2022 INDEX REPORT | 2021 Exhibition Industry and Future Outlook | ceir.org

Volume of B2B Exhibitions by Sector
[CEIR]



CEIR | 2022 INDEX REPORT | 2021 Exhibition Industry and Future Outlook | ceir.org

