



LA COSTA

RESORT AND SPA

FOOD AND BEVERAGE CONCEPT PROPOSAL

JUNE 9, 2010

 FORREST PERKINS®



THE CULTIVATION CORPS
Growing Healthy Businesses

ForrestPerkins and Cultivation Corps present a strong, integrated approach to the evaluation, revitalization and enhancement of the food and beverage offerings and venues at La Costa. Building on the themes we identified to define the La Costa Look and the La Costa Experience, our individual and combined expertise allow us to make objective recommendations for establishing a dynamic, relevant and financially successful food and beverage program that also serves to tie the property together, weaving unique experiences through all parts of the resort and all day parts.

You chose ForrestPerkins to design the master plan for the resort for a reason. We articulated a vision for the resort that is clear, detailed and articulated around iconic elements that weave the various parts of the property together, reminding guests in subtle and obvious ways the elements that define the La Costa Experience. Focusing on the resort's iconic Spanish Eclectic Architecture, the repetition of Water Elements such as Fountains, Ponds and Pools, the warmth and drama of Fire embodied in Indoor and Outdoor Fire Places, Fire Pits and even Candles and the beauty of the lush Landscaping, we established a vocabulary of elements and colors that repeat throughout the property – indoors and outdoors – to remind guests that they are experiencing an important place with a rich history and tradition of hospitality. We have begun the exciting process of transforming the guest areas of the resort and are moving into the design of the public areas to weave the guest experiences together seamlessly from arrival to departure and every experience and activity in between.

We began our evaluation of the resort and our proposal to you with a story about arrival, way finding and opportunities to create a richer and more memorable guest experience through creating a stronger sense of arrival, identifying important buildings through judicious addition of iconic architectural elements, enhancing uninspired facades with the application of appropriate architectural embellishments and relieving the vast sameness of the Plaza through improved landscaping to soften the edges and creating a suggestion of a river bed or stream designed to connect the three important fountains that define the Plaza.

Today we want to talk with you about how the food and beverage offerings and venues at La Costa form the essential thread that, approached in the holistic and integrated manner we will describe, will transform the resort from good to great and enrich the experiences of the resort's four key guest profiles to ensure their loyalty.





You know ForrestPerkins as architects and designers of luxury hotels and resorts. Implied within that area of specialization, but perhaps not as well articulated as could be, is the extensive list of successful restaurants, bars and entertainment venues that we have designed as essential components of the resorts and hotels for which we are known. A recent example with which you are familiar is the J.W. Marriott Resort in San Antonio. For that property, we designed five restaurant venues which have already developed strong followings among guests and locals. These include Cibolo Moon, a three meal restaurant and bar with a distinctive Texas Hill Country flavor in both design and cuisine, with extensive outdoor dining; Crooked Branch, the dynamic lobby lounge that is the heart of the resort; High Velocity, a sports bar with a unique design approach that makes all ages and both sexes feel welcome; River Top Grill, an energetic pool bar that replicates the casual eateries and bars along the nearby Guadalupe river; 18 Oaks, located in the TCP Golf Clubhouse, serving fine steaks and seafood overlooking the eighteenth holes of both of the resort's championship courses and Lantana Spa Bistro, the spa café that has non spa guests flocking to enjoy its beautifully hand crafted spa cuisine.

As we all know, a successful restaurant doesn't happen through design alone. We have designed beautiful restaurants that won design awards but never succeeded. Great restaurants and, relevant to our purposes today, highly successful resort food and beverage programs require visionary strategic thinking grounded in an understanding of the resort's guest and knowledge of trends in the larger culinary world, applied to the fundamentals of value and profit. Importantly, they require the creating an executable, integrated and comprehensive plan and the corporate will to apply the principles of the plan on a consistent bases over time. To that purpose, Stephen and I have teamed with David Dodson of Cultivation Corps to show you how we can bring differentiation to each food and beverage offering, elevate the quality and value of the food and presentation, enliven the resort by weaving food and beverage offerings throughout the property, thereby delighting all four of La Costa's key guest profiles: The Conference Guest, the Adult leisure guest, Families and Club Members.

Cultivation Corps is a successful restaurant consultancy focused on four key areas: Strategic Planning, Organizational Revitalization, New Brand Formation and Financial Strategy.. The Cultivation Corps optimizes your Food and Beverage investment by providing research and expert advice on which to make informed business decisions. We work with hotels and resorts to design the right F&B experience for your property, one that will offer a branded guest experience, is operationally intelligent, and deliver the financial returns required. David Dodson started his career as a chef and caterer, working his way into operations and leadership roles including leading Real American Restaurants where he managed 500 employees in three states. Mr. Dodson earned an MBA in International Business from Thunderbird, American Graduate School of International Management; a Bachelor's in Hospitality Management from Florida International University; and an Associate Arts degree in Culinary Arts from the Culinary Institute of America in New York City. Cultivation Corps has provided strategic consulting to companies including Rosewood Hotels, Fairmont Hotels, Dolce Hotels & Resorts, Whole Foods Market, Caesars Palace Casino, General Growth Properties, and innovative independent restaurants.

Rather than proposing to develop a restaurant we promise to enable and activate the uniquely La Costa EXPERIENCE consistently throughout the guest's visit via design, product, services, activities, operations, marketing, and ultimately through your La Costa team members.

Our promise is to bring the La Costa experience to life.



Designing the **LA COSTA GUEST** Experience



Conference Attendee

Romantic Couple

Family Vacation

La Costa Member

THE CONFERENCE ATTENDEE:

CONVERTING THE CONFERENCE ATTENDEE TO A LIFELONG GUEST

To better design the La Costa Guest Experience we profile our core guests and tell the story of their magical stay in the near future, after the new food and beverage program has become a part of the core culture of the resort. We have selected Tyler and Rachel Alexander, a 42 year old professional couple with two children, a son of seven and a daughter of fifteen. Rachel has fond childhood memories of driving down from Los Angeles with her family to stay for two weeks every summer and even seeing a famous star or two, but since then she hasn't visited La Costa.

Three months ago, she attended a conference at the resort. As a conference guest, she was impressed by the service and efficiency with which the staff orchestrated the meetings and banquet for the group. Wandering around the resort, she enjoyed the food so much that she bought a few of the signature food items at the engaging retail shops where they had an interactive production kitchen, then enjoyed a treatment at the Spa and time at the enchanting Spa Pool. While at the spa she had an inspiring snack as she read a book and took in the sun in the reprieve from the day. She was surprised that the food was so tasty and healthful and included an indulgent dark chocolate desert as well as healthful salads. She left inspired to incorporate even more healthy natural foods into her own cooking, wishing she could eat like this everyday...

As a regular shopper of Bristol Farms and Whole Foods, she appreciated the high quality "clean" ingredients and the level of attention that was given to everything from the house made snacks in her room to the kombucha and coconut water sold in the gym. She didn't feel like she had to bring food with her to avoid the typical M&Ms and sodas that other hotels stocked in their rooms. La Costa integrated the healthy living into every aspect of the resort, so she was pleased to find the brands and quality products she aspired to eat.





THE ROMANTIC COUPLE:

CREATING AN EMOTIONAL EXPERIENCE FOR THE ADULT

She decided to schedule a romantic couple's getaway with her husband at La Costa for their upcoming anniversary. She imagined having the Marketplace pack a wonderful picnic for two, with a great bottle of wine, artisanal cheese, house cured salami, some rosemary grilled chicken and a crusty loaf of bread packed in one of those wonderful wicker hampers complete with china plates, real cutlery - not the plastic kind - and a checked table cloth with matching napkins. When booking she asked to be near the spa as she envisioned a romantic get away with days by the pool and romantic dining under the stars.

The getaway was even more wonderful than Rachel had dreamed. Their room was perfect, designed with the most refreshing colors, with a generous bathroom and a lovely balcony overlooking the pool.

The first night they went to dinner at Blue Fire and enjoyed a romantic dinner of locally sourced aged beef and freshly caught seafood enhanced with the most tempting fresh seasonal dishes and wine from boutique California wine makers hand-selected by the sommelier, who had some wonderful stories to tell about his discoveries. The Plaza was lively, with an interesting jazz trio playing and groups of people having fun enjoying dining al fresco and drinks under the stars. The next evening, they came back and dined outdoors.



THE FAMILY VACATION:

INSPIRING TREASURED FAMILY TRADITIONS

Tyler and Rachel enjoyed their escape to La Costa, which they now fondly referred to as “their sanctuary”, but they started to miss the kids, so they discussed how much fun it would be to bring the whole family later that summer. They had noticed the fun Kid-centric opportunities the resort offered, plus they knew they wanted to come back to play golf and tennis. So, before they returned home, they met with the Concierge, who designed a custom tailored vacation that included a well orchestrated balance of time for individual activities and time for the family. They booked a 5 day holiday.

During their family stay, they each found time for themselves so they could better enjoy their time together. In the morning they each went about their own activity, Rachel enjoyed a Spa Treatment, Tyler went out for a round of golf, Rachel and Tyler worked out together, their daughter Heather played Tennis and their son Bradley signed up for the Kidtopia morning. The family reconvened for a pizza, fresh from the mobile wood fired pizza oven on the Plaza at the Market Cafe and they spent the afternoon at the pool side enjoying fresh juiced drinks and cocktails and hand crafted ice cream treats delivered seemingly spontaneously from a delightful mobile cart. Heather had met some new friends on the court and she joined them after her swim for a marshmallow roast around one of the fire pits.

At night they enjoyed a fun and inviting dinner on the patio at Legends – expertly prepared flavorful casual food - followed by a stroll along the town square, stopping for a gelato at The Market and listening to the outdoor entertainment before heading back to their suite.

This family vacation helped Rachel reconnect with her childhood and she realized she and Tyler were creating magical memories for their own children. La Costa became an Alexander family tradition that would be carried on to the next generation.



THE LA COSTA MEMBER:

CREATING A PLACE TO BELONG

Rick and Michelle Jordan are in their mid 30's and are executives in San Diego. As a young couple they enjoyed the vibrant and active lifestyle of downtown, with its restaurants, entertainment and pedestrian friendly ambiance. When they had their second kid and got a new promotion they decided to move to Carlsbad to raise their family. They were seeking ways to connect with other families since, though they appreciated their suburban lifestyle, they missed a place to hang out and socialize with friends over dinner, drinks or ice cream.

They struggled to fit it all in: work, exercise, family time, eating right, making new friends. They considered joining the Country Club but when they visited they didn't feel comfortable with the older leaning crowd and stuffy attitude, not to mention the mediocre food.

One day Michelle was invited by a friend she met at her son's school to join her for a coffee on the La Costa Town Square. When she arrived she was captivated with the atmosphere. There were interesting seating groupings with colorful umbrellas, lovely landscaping and interesting retail shops. While there she realized that this was where everyone gathered from the area. Everyone seemed to know each other! After her coffee she walked around the facility and realized that her family could find time for everything they were trying to achieve at La Costa.

The kid-centric pool and activities made her comfortable that her kids would be welcome and the sports facilities would enable her and Rick to exercise and not feel guilty about dropping the kids in some dingy 24 hour fitness babysitting room. In addition to the healthy activities it gave them a social home where they could invite their friends and engage with other members whom were just like them and had figured out how to do it all with one easy stop shopping for social activities, a healthy lifestyle, and family connection.

The restaurants resembled their healthy lifestyle but more importantly they had a wide variety of venues to choose from to meet their need on any given time of day or day of the week. As their new social hub they primarily used the Town Square Market Café for hanging out with friends after yoga or a game of tennis. The food was so much fresher and more interesting than they found at local restaurants and shops that Michelle often picked up gourmet take out for dinner at home.

Rick loved to invite clients out for a round of golf and a great meal at Legends and the whole family enjoyed the pool bar and snacks on an almost daily basis in summer and on weekends.

Rick and Michelle especially enjoyed entertaining at Blue Fire. As La Costa members "everyone knew their name" so they got extra special treatment and even better, the food was fresh, exciting, and local, not your typical country club fare. They knew the chef because Michelle had take a cooking class with him, learning about all the wonderful local farms where they acquired their produce, their commitment to local seafood and their commitment to Seawatch sustainable seafood and the creative spirit of the seasonal menu. This saved them the inconvenience of driving down to Del Mar or La Jolla to enjoy time with friends. La Costa had become the Jordan's center of gravity for their life in Carlsbad.



Key Trends

Elevate the everyday

Consumers find comfort and value in up scaling the downscale. Consumers are reinventing the way they live it up in the new economy. Steak restaurant sales are down 20-30% so slide over \$100 Kobe NY steak and welcome an \$18 Kobe burger. Burger Bar is a perfect example of elevating the lowly hamburger from a product generally in the \$15 range that can run up to the ridiculous \$60 burger topped with Foie Gras. Guests want opportunities to be extravagant and treat themselves as the best in class without breaking the bank. Word of caution, as soon as guests start to feel secure again and that it is safe to spend they will rush back to steak and seafood. But what is clear is that American consumers are all about **QUALITY**; they would rather upscale the downscale than downscale the upscale. This proves quality ingredients are essential.

Generic is anything but safe

In an effort to play it safe and please everyone, brands end up giving up their personality. Virgin America is my favorite airlines because it has such a distinctive personality which attracts like minded employees, guests, and investors. Every great brand has an easy to discern personality. The goal is to have a personality most people gravitate toward. Avoid the “generic trap” of trying to be all things to all people by daring to take a point of view.

Today's consumers care more about quality than variety

Extensive variety is only as good as the quality of the product you can deliver. Do it right or not at all! The question to ask is “what menu items can we produce that would delight and excite our guests that can be produced in our system?”

Small is the new big

La Costa is a one of a kind brand, not part of a generic chain. La Costa is set apart by its rich history, its iconic name and its strong leisure and recreational focus. Time sensitive people are seeking authentic connection and a one of a kind resort experience in an accessible location near vital urban areas. La Costa offer a unique sense of place, history, luxury, tradition, style and quality as an oasis in a decidedly upscale suburban location, satisfying the desire for both community and exclusivity.

Today, Consumers are increasingly defined by what they eat

Regardless of economics, consumers are more aware of the qualities and characteristics of the foods they consume. An individual's ingredient protocols are driven by quality (fresh, flavor, etc.), food safety (e.coli, etc.), health (natural, low fat, no-trans fats, etc.), or social responsibility (sustainable, local, organic, etc). Understanding your consumer's primary concerns and awareness is essential to meeting their base desire to feel good about what they eat. Whole Foods is the leader in “clean cuisine” where consumers know they can trust anything they buy, they don't have to worry about eating. Chipotle is another brand that has benefited by cleaning up their ingredients and moving toward natural meats and still engineering a modest price point.

Fresh + Local + Farmer + Hand-Made = Authentic, Connection, Values

Organic has become diluted or polluted by big brand marketing and had lost the roots of what it was: local, trustworthy, safe, and supportive of my community. This is why the focus has moved to local, fresh and a sense of being hand-made, not simply from a box. Communities are embracing farmers markets not because they are cheaper - they are often more expensive - rather because they want to connect with their food and feel good about food they can trust. Don't overlook Ms. Obama building a vegetable garden at the White House: they know something about marketing. As we said before, people are seeking values – connection, relevance, authenticity. Menus need to have local farm connections with items such as local honey and artisan cured salami. This connection to fresh, local hand-made food can be expressed by featuring these items on the menu, selling them in the gift shop, and featuring them as signature items.



Opportunities

We believe La Costa can make some critical choices in F&B that will enhance the guest experience and the guest's perception of value. La Costa management is among the best at creating efficiencies in F&B operations and streamlined purchasing with superior margins. Where this focus is important to maintain we believe this cost cutting focus has eroded the special and unique brand experience La Costa. We believe your best strategy to increase the brand's value proposition is by improving the guest experience to achieve a best in class position. This will necessarily mean higher food cost but it will also allow you to raise prices without guest resistance because the value will be equivalent or even superior to the price.

Establish Unique Venue Identities

Create clear concepts and positioning, imagery, and marketing communications for each existing venue (Legends, The Lobby Lounge, Blue Fire, The Spa Café, The Market, Poolside Bar) as well as identifying gaps in offerings to create needed new venues.

- What story are your product choices telling your guest about your brand?
- Do your brand corollaries mirror the healthful and qualitative lifestyle of La Costa's guest?
- Are these the products you would find in their Rancho Santa Fe home?

Integrate the Spa Experience

Weave your signature spa experience across all venues to “indulge, inspire, and invigorate” guests.

- Signature F&B products designed to indulge, inspire, and invigorate
- In room amenities (soaps, bubble baths, etc...)
- Spa items promoted in room and in restaurant menus including house made trail mix, artisanal chocolates and resort roasted nuts.

Demonstrate Values

Opportunity to demonstrate that your Values are aligned with the guest's. Even if they are only aspirational, guests want to feel good about the choice you are making on their behalf.

- Filtered water program on property
- Green deposable packaging
- Recycling bins
- Commit to the sustainable Seawatch Program at Monterey Bay Aquarium
- Locally sourced products – For example, Chino Farm in Rancho Santa Fe.

Emphasize La Costa's Expertise

Create Culinary Programming that builds on your brand's culinary expertise and credibility to bring in local guests and members

- Cooking classes for kids
- Signature chef's series of America, monthly celebrity chef dinners and cooking classes with visiting chefs
- Wine tasting on plaza (hosted by wineries staff to promote regional wines)
- Meet our farmers: bring in local growers to highlight their organic products and demonstrate how La Costa is using them on the menu
- Culinary tours of local markets, farms, etc.



Objectives

The key things ownership wants to accomplish are:

- Revitalizing the property with a relevant and contemporary guest experience and increase ADR, occupancy, F&B revenue and ultimately invest their money wisely.
- Correctly position F&B such that it is relevant to your market and target hotel guests creating a traffic driver for both hotel guests and locals
- Ensure your F&B experience is well thought out from an operations point of view so the eventual facility will be efficient and sufficient to execute on the concept
- Increase the marketability of the overall hotel by creating a seamless guest experience that delivers superior value that distinguishes La Costa from other guest options for resort and dining experiences in the region.
- Better utilize the spaces – outdoors and indoors - to create a more energetic experience and drive revenue.

Strategy: The Concept Brief

The Cultivation Corps's F&B Concept Brief is a market based tool designed to create value by saving time in the development process and most importantly ensuring your eventual F&B concept is well aligned with your target guest while taking full advantage of the market opportunity.

Our work ensures your outcome is not merely a hotel amenity or even worse a Frankenstein concept with miss matched parts created by the multiple of well intended players in the process; from interior designers, kitchen designer, graphics, marketing, the Flag, and unit level operators all adding a new voice to the conversation. Neither option will achieve the revenues, marketing value, or guest experience you desire and are very costly to redesign after the fact or remodel once built.

The Concept Brief serves as the Owner's vision which will ensure the integrity of their vision is crafted by identifying the intended guest experience, market dynamics, key themes, economics, positioning, etc... This does not limit the creativity of the designers or operator; rather it provides a consistent framework for each party to create dynamic solutions that are in-line with and building upon one another.



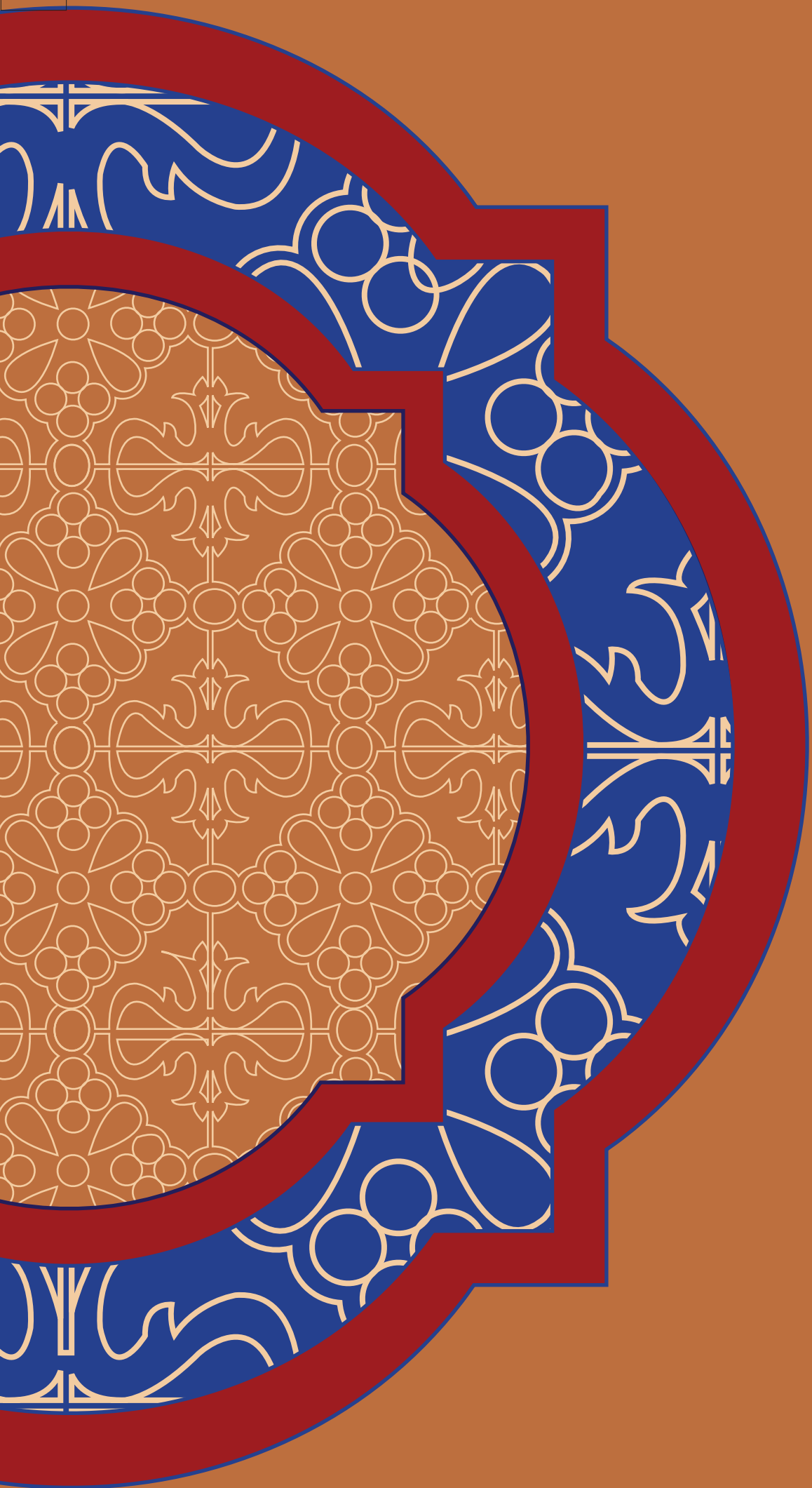
Tactics

- Hands-on Market research visiting local establishment and conducting area site inspections
- Interviews with owners, local management to fully assess existing situation and understand vision and objectives of project
- Seamless integration of design, branding, food concepts and operations
- Traffic/demand analysis
- Guest observations and identification of lifestyle and needs
- Tell the story of La Costa's four key guests' experience. This story will be used to inform and inspire the design, product, marketing, and operational implications.
- Benchmark competition for key characteristics and define position (food, service, and atmosphere) requirements for location
- Analyze and overlay national and local trends
- Evaluate physical plant and identify opportunities with design team to create the desired guest interaction and experience with the public spaces

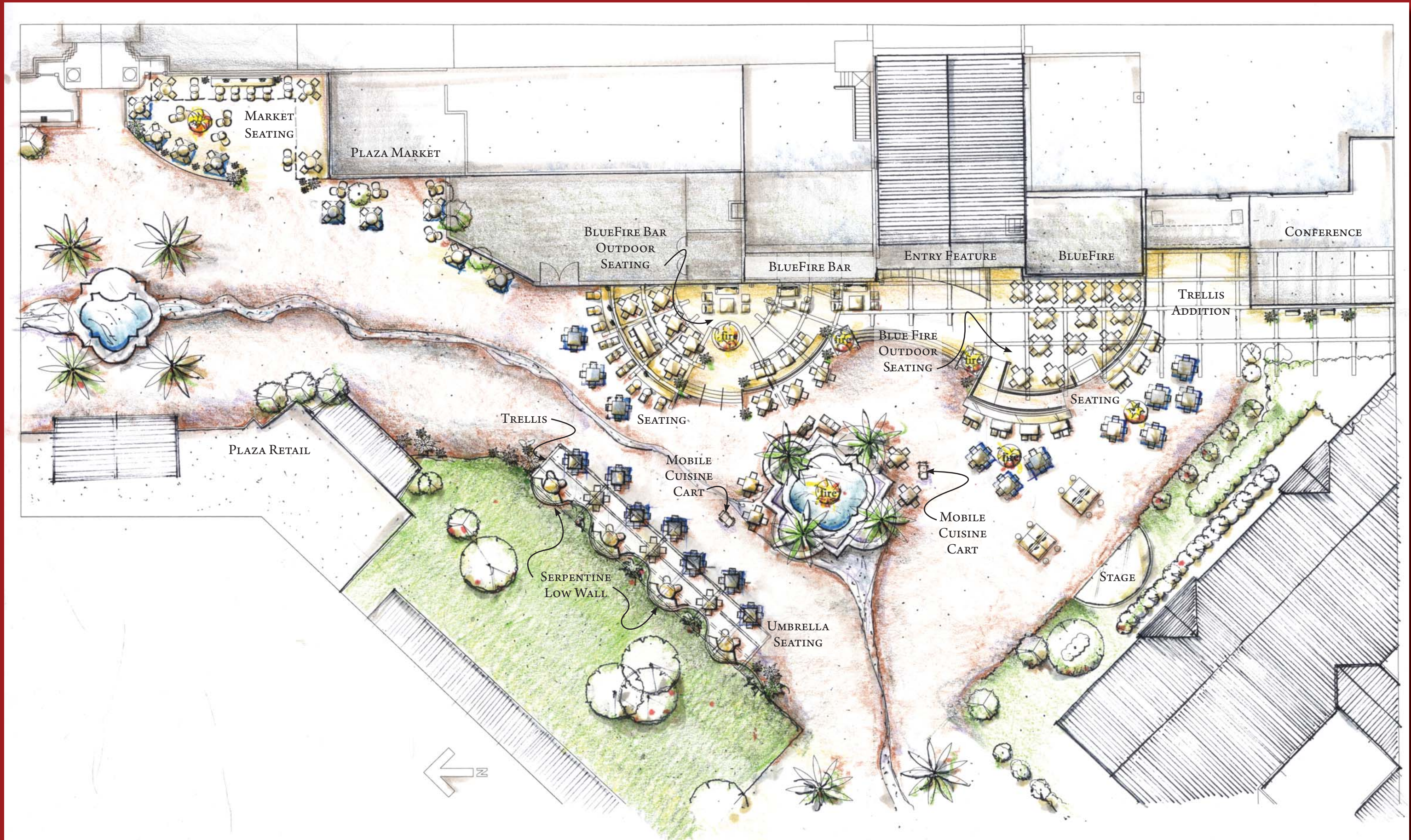
Results

- Personality (corollary brands, key positioning words)
- Traffic drivers (where are guests expected to come from)
- Culinary inspiration (key menu categories, cooking methods, inspirational menu items, themes, product standards, ethnicity, key elements, number of dishes by category)
- Design (vital requirements to execute menu and concept, important visual site lines, key design elements that communicate the concept, mood, emotion, guest considerations, day part requirements, etc.)
- Marketing. A well defined direction, voice and position
- Operational considerations that address operational launch
- Financial projections/analysis to include projected covers, check averages, expenses, and EBITDA as well as a rough CapEx projection based upon your team's assumptions layered with our expertise





Defining the **LA COSTA** Food and Beverage Concepts



THE PLAZA: *LA COSTA'S TOWN SQUARE*

The Concept: Think of a Mediterranean hill town's square. The square is ringed with interesting restaurants and bars, each with its own character and cuisine, yet each spills out onto the square, enlivening and enriching the experience of being a part of a community. This is the ambiance that La Costa can create within its own Town Square.

Energize the Plaza with interesting and varied seating options and outdoor dining venues. There should be activity throughout the Plaza, which functions as the Town Square, at all parts of the day and evening. Create screening and covered areas where people are comfortable being outdoors in all weather.

Bring retail outdoors. Entice guests to indulge by bringing products into the Plaza and beyond the doors.





A MOVEABLE FEAST: *CULINARY MOBILITY*

Challenge: Property is spread out and is largely underserved with F&B accessibility

Opportunity: Create mobile food venues that delight and excite guests ... give them something to talk about and a place to gather. Meet their need for access to entertainment, food and community.

Key Culinary Trend: The lowly taco truck has been transformed into the gourmet ghetto. La Costa can bring this fun and nostalgic element via mobile food venues for resort and catering.

Roving Ice cream carts that serves house-made ice cream and frozen fruit bars. Crazy decked out margarita golf cart: think Baja beach club on wheels.

Portable pizza oven for Pizza night on the plaza (also a great catering upsell).

Wine tasting cart with artisanal cheeses.



PLAZA MARKET

CHALLENGE:

The market is the natural point of gravity for the entire property. Currently the product offering is not robust, the facility is not designed to welcome nor is the space purposed to be the all day meeting place. Nonetheless, its central position within the facility draw guests to the location. There is a mixed message delivered by combining gifts, sundries and take-out and thus, all suffer from blurred focus.

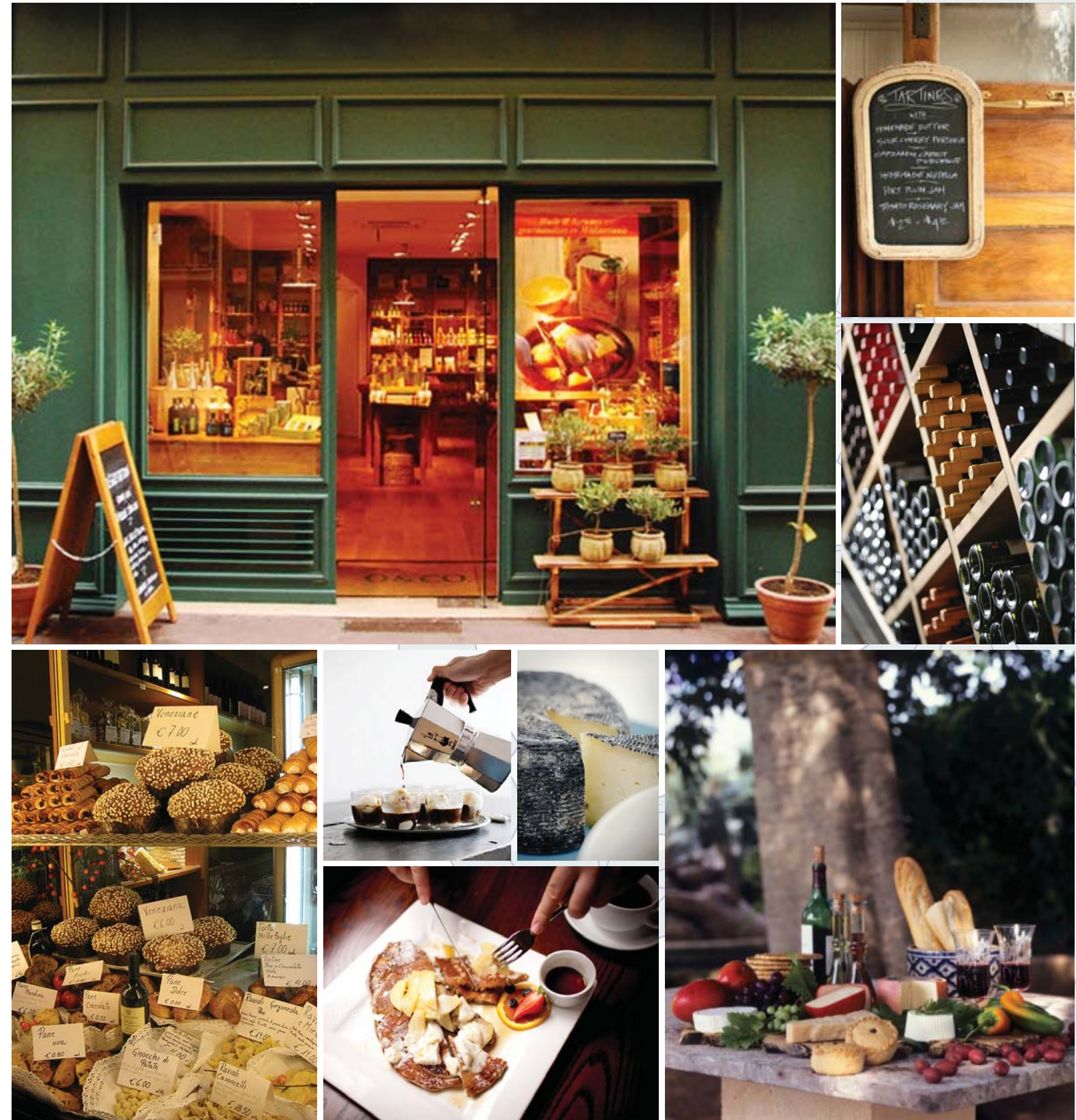
OPPORTUNITY:

Storyline – Celebrating the American Bakery Café offering artisanal, house made, foods that offers something special any time of day... culinary activity enables the social gravity of the location...

Cooking as entertainment... robust and compelling culinary program....

Culinary activity (use this as a central display kitchen to show La Costa's culinary heart...) use it to bake off breakfast pastry program, heart and soul of your snack program (candy making, etc...)...

We know this is expensive real estate and use it to show you're serious about food and the fact that food is central to the La Coast experience.





DESIGN:

Open up building, add more intimate seating indoors and outdoors
 Robust kitchen solution (open, display) hot cookery, candy and snack display kitchen, Panini press...
 Could have a mobile outdoor kitchen (BBQ, pizza oven)
 Finishing bakery kitchen... to bake muffins, treats, etc...
 Weave in internet stations.... In addition to wireless & electric plugs on patio...

PRODUCT:

Robust All Day Bakery Café
 AM – robust coffee program, fresh pastries....
 Grab n go breakfast....
 The build a picnic...robust marketplace offering where guests can build their own picnic (basket rental or green disposals included), purchase local food and wines, Big cases filled with farmers market style cheeses, charcuterie, fruits, condiments. This could also be a signature room service offering... picnic from our market...
 Robust made to order sandwich program featuring our baked goods program...
 All day snacking (this is where the signature snacks are made for the whole property)
 Heavy retail program of house made products, local artisanal food and wine....

OPERATIONS :

Robust bakery expertise on staff

MARKETING :

Event programming.... Add culinary events, kids cooking, guest chefs, free demos on plaza, etc...
 Noteworthy chef visitation programming, farmers market?? Etc....



LEGENDS

CHALLENGE:

This is the three meal restaurant, yet it feels dark and uninviting at breakfast and somewhat stuffy at lunch. The food offerings are generic and uninspired.

OPPORTUNITY:

From: all things to everyone to Reinventing American Country Club

Authentic: Outdoor grill and Pizza kitchen in Season
Fun, Fresh Classics.

DESIGN:

Redo bar seating, create sense of arrival, clarify signage, and give it some personality. Don't blow it up: make it a better version of itself.

PRODUCT:

Local coastal cuisine. The story is in the ingredients... farmers, fields, fishermen... The ultimate Country Club food: Club Sandwich, Shrimp Salad, Cob Salad, Gourmet Mac and Cheese, Kobe Burgers, Chicken Pot Pie, Fish Tacos, Spit Roasted Chicken, Hand Cut Fries, Carrot Cake, all done to perfection.

MARKETING:

Capitalize on the location overlooking the golf course to deliver a premium Country Club experience to hotel guests and club members alike.



BLUEFIRE

OPPORTUNITY:

Elevate the offerings to create a true value proposition surpassing customers' expectations. Create a clear differentiation between Blue Fire and Legends to appeal to the adult guest profiles: Romantic Couple, Conference Guest and Member. Use Blue Fire and its Bar, with its strong orientation to the Plaza, as a way of energizing the heart of the property, particularly at night.

CHALLENGE:

The resort's signature restaurant suffers from brand creep. Its menu resembles that of Legends. There is no clear differentiation. It also suffers from a lack of value, real and perceived. The prices are too high for the quality of food being delivered.

DESIGN:

Focus on creating a sense of arrival and entry. Remove the linear fountain to put focus on the open kitchen, then focus on food and preparation. Reorient the Bar to open up flow from the indoor bar to the outdoor bar terrace to create a seamless flow. Improve the lighting throughout.

PRODUCT:

Local ingredients. Don't lower prices, elevate the quality of the food.

OPERATIONS:

Enhance the open kitchen and reorient the chef's position toward the room.

MARKETING:

The perception, particularly with Members and Locals, must move away from "special occasion" to affordable quality that I can access often.



SPA CAFÉ

CHALLENGE:

Location, lack of exterior entrance, lack of defined identity; not a destination in itself. It is too small and the quality of the finish out does not correlate to the high quality of the Spa experience.

OPPORTUNITY:

The Spa Café has the opportunity to become a desired destination for members, locals and leisure guests who seek refined, healthy food in a relaxed and exceedingly beautiful environment

DESIGN:

The design must be casual and relaxed, utilizing high quality finishes that comport with the rest of the spa.

PRODUCT:

Local, fresh, healthy, creative. The menu should be limited but feature freshly squeezed juices, coconut water, house made smoothies, vegetarian and non-vegetarian offerings, gourmet dark chocolates. The key is allowable indulgence.

OPERATIONS:

Increasing the market by opening the café to non-spa guests will support extended hours and a broader, freshly prepared menu to entice customers.

MARKETING:

The Spa Café benefits and suffers from a captive audience. To build market share, the Café must be accessible from outside the spa, creating an entry courtyard that can also provide seating for non-spa guests. Once the word is out and the food is exceptional, they will come.



LOBBY LOUNGE

CHALLENGE:

Currently dark and uninviting. Suffers from lack of focus. Is it the go to bar after a round of golf, a refined lobby bar or a sports venue? Who is comfortable here and what function should it serve in the overall food and beverage story for La Costa?

OPPORTUNITY:

The focus for this venue will be defined during the process of developing the overall food and beverage program. Whether the space is a natural extension of a more refined lobby experience or it becomes a more masculine style sports bar, the concepts should be tested through market research.

DESIGN:

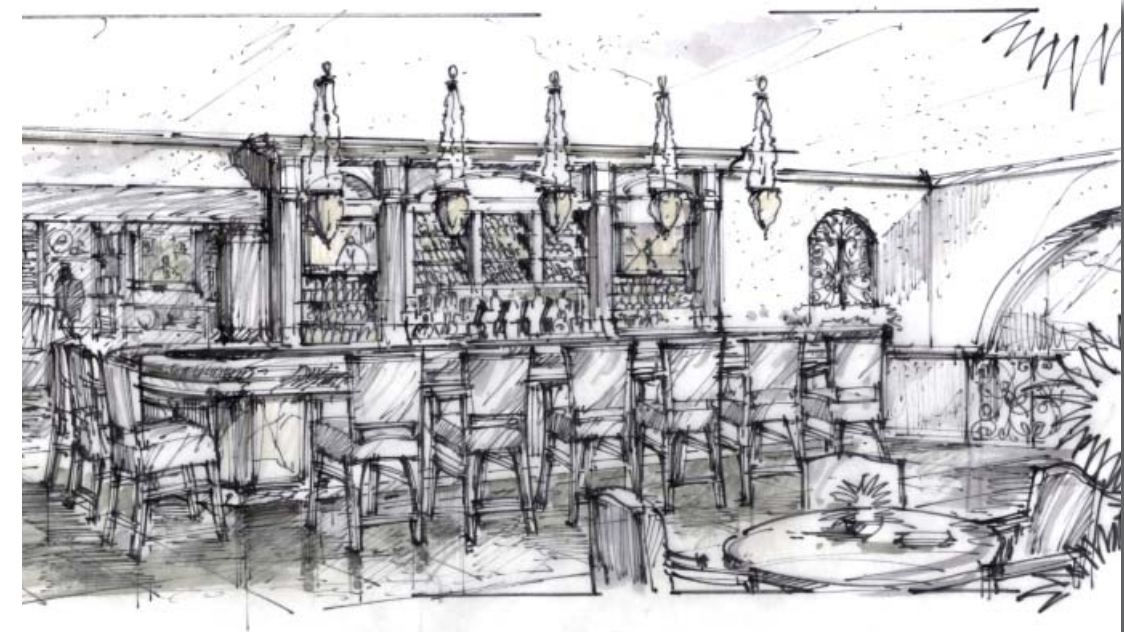
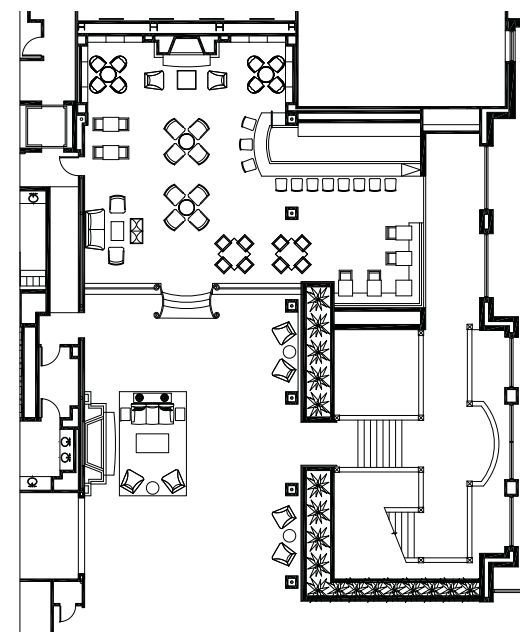
Will arise out of the operational concept, but it should be compatible with its lobby location. It is not a destination sports bar venue.

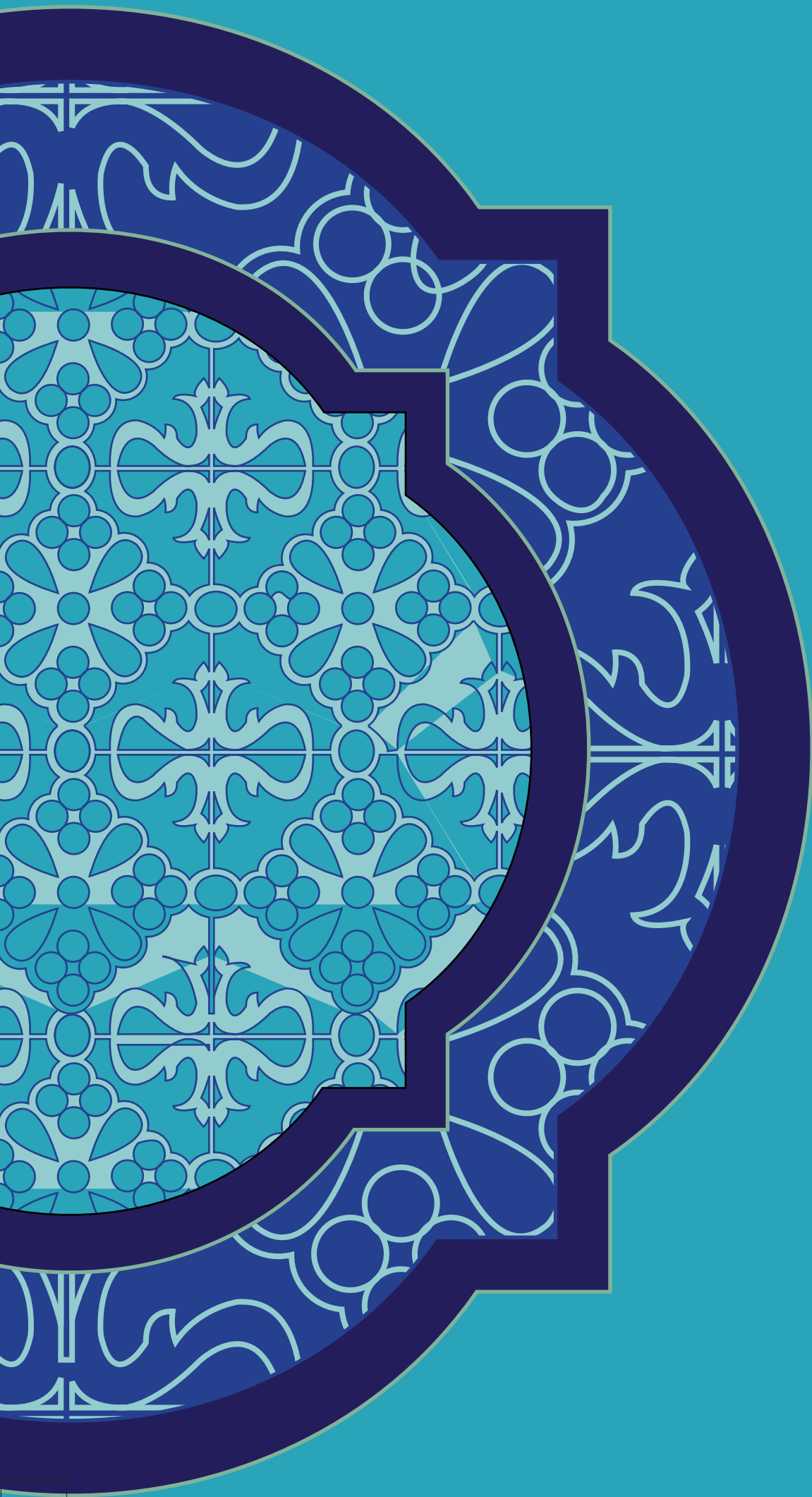
PRODUCT:

Must be unique, not an extension of Legends or the Market fare.

OPERATIONS:

The challenge currently is preparing and delivering menu items from Legends, up the grand stair and through the lobby. For food to continue to be served here, this must be solved. What can be done well here. Don't try to be all things to all people.

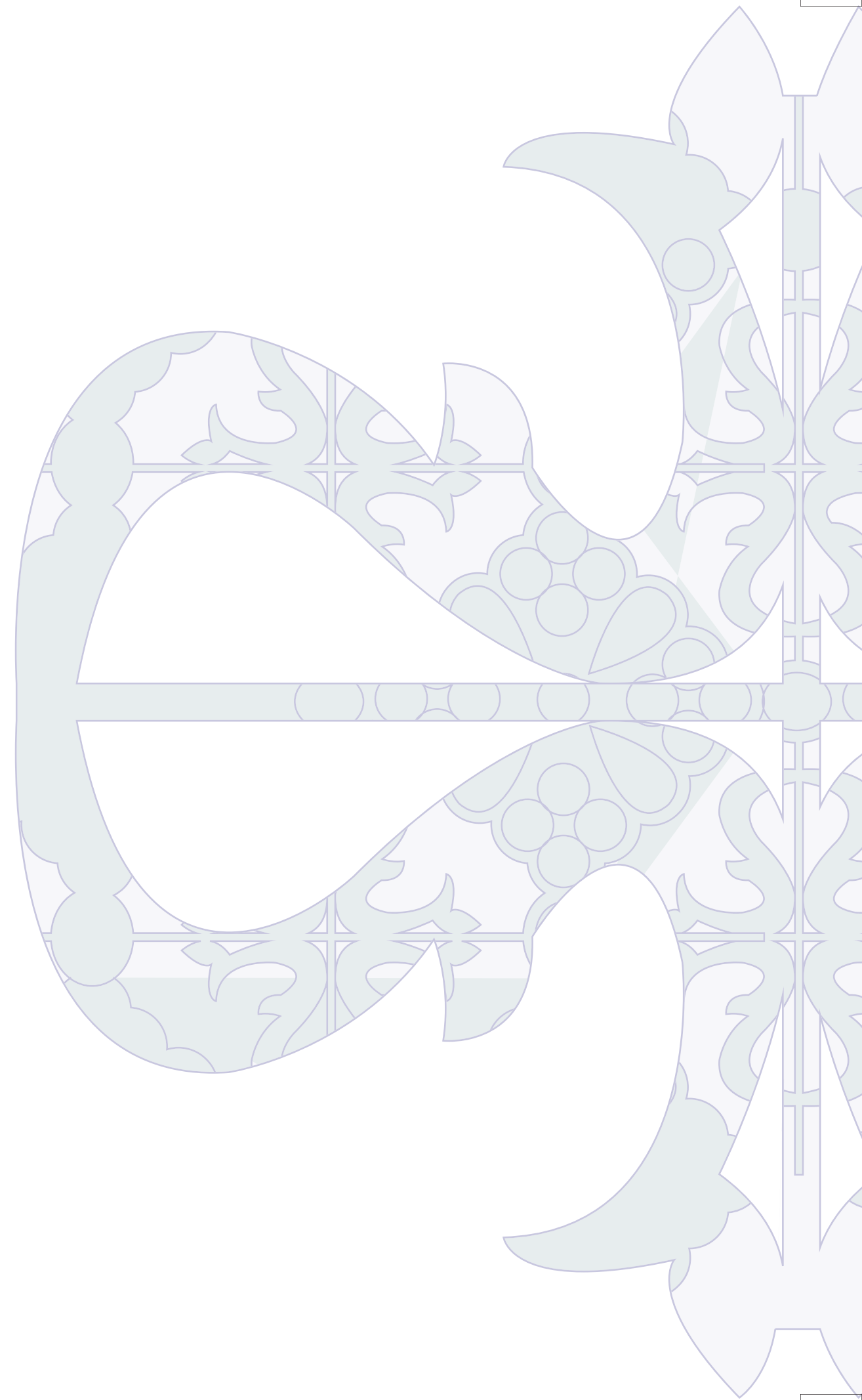




APPENDIX



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ForrestPerkins...Defining Luxury

The Fairmont, Rosewood, InterContinental, Ritz-Carlton, Raffles, Renaissance, St. Regis...promises made and promises kept.

These world-class brands stand for many of the finest luxury hotels in the world, and each is a valued client of ForrestPerkins, a leading luxury hospitality design firm that makes the same kinds of promises to its clients that these legendary brands make to their guests.

With over forty employees in offices in Dallas, Texas, Washington, D.C., and San Francisco, California, ForrestPerkins provides interior design and interior architectural design as well as planning and program management to owners, operators and asset managers of luxury properties on six continents.

Our work for these luxury brands and their properties speaks for itself. In the annual lists of the best hotels and resorts, ForrestPerkins' work is prominently displayed. In countless advertisements for properties worldwide, our design defines the luxury environment that supports legendary service. Behind the scenes, operators know that ForrestPerkins' design process considers the operational and maintenance requirements of luxury properties, elements that directly impact property profitability.

But these legendary places do not just happen. Great places are the products of keen understanding of our clients' requirements, careful and judicious allocation of precious financial resources, responsible and thoroughly documented selections and close monitoring to assure that the design choices our clients make are the elements that arrive at the property. In other words, we keep the promises that we make to each owner and each project. 27

ForrestPerkins has developed design methods and documentation software that enable the careful coordination between architects and designers in the creation of each hotel, resort, spa or luxury residential development. We don't divide our professionals into architects one place and designers another, but rather make teams that are integrated with the talent and skill appropriate to the task and project type, and who are responsible for the outcome and proud of the result. We assign a project manager who stays with the project from start to finish and is primarily responsible for providing the owner and operator with the comfort of knowing that the budget, schedule and quality are under control.

Like the luxury hotel and resort operators and multi-residential developers with whom we work, at every step in the process ForrestPerkins pays attention to the details that differentiate a good project from a great one.

We promise to make you proud.





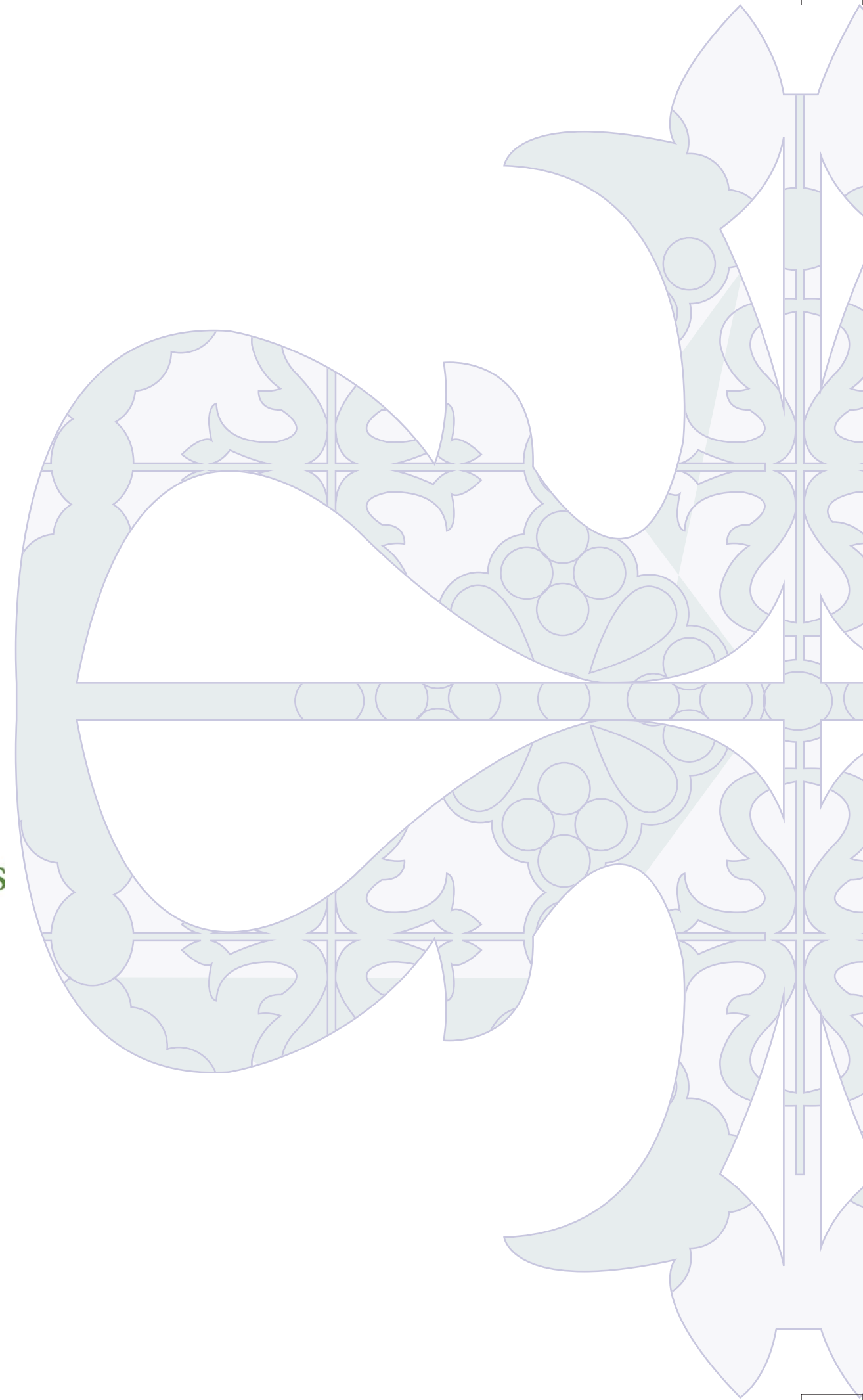
ForrestPerkins Relevant Food and Beverage Projects

18 Oaks Restaurant and Bar: The J.W. Marriott San Antonio Hill Country Resort	San Antonio, TX
Azure: The Westin Annapolis	Annapolis, MD
Barclay Bar & Grill: The Intercontinental Barclay NY	New York, NY
Capitol Grille: The Hermitage	Nashville, TN
Cibolo Moon: The J.W. Marriott San Antonio Hill Country Resort	San Antonio, TX
Crooked Branch: The J.W. Marriott San Antonio Hill Country Resort	San Antonio, TX
Epic: Fairmont Royal York	Toronto, Canada
High Velocity Sports Bar: The J.W. Marriott San Antonio Hill Country Resort	San Antonio, TX
Legacy Grill: Westin Stonebriar	Frisco, TX
Lemaire: The Jefferson Richmond	Richmond, VA
Le Siecle: Radisson Sas Palais	Vienna, Austria
Pinzimini: The Westin Arlington	Arlington, VA
Plume: The Jefferson DC	Washington, DC
Post and Sons: The Renaissance Grand	St. Louis, MO
Quill: The Jefferson DC	Washington, DC
Rivertop Grill: The J.W. Marriott San Antonio Hill Country Resort	San Antonio, TX
Spa Bistro: The J.W. Marriott San Antonio Hill Country Resort	San Antonio, TX
Temple Downtown: The Renaissance Providence	Providence, RI
The Cigar Bar at the Ritz Carlton	Phoenix, AZ
The Dining Room: The Woodlands	Summerville, SC
The Empress Room: The Fairmont Empress	Victoria, British Columbia
The Pines: The Woodlands	Summerville, SC
The Willard Room: The Willard InterContinental	Washington, DC
Vinifera Wine Bar and Bistro: The Westin Reston	Reston, VA





THE CULTIVATION CORPS
Growing Healthy Businesses



The Cultivation Corps Value Proposition

The Cultivation Corps optimizes your F&B investment by providing research and expert advice on which to make informed business decisions. We work with hotels and resorts to design the right F&B concept for your property, one that will offer a branded guest experience, and deliver the financial returns required. We are not just operational consultants looking to reduce costs or improve productivity; we work on the strategic level (in partnership with owners, senior leaders and other stakeholders) to develop the concept and business plans that will yield results on all levels (for customers, employees and the business). The results are concrete:

- A correctly positioned F&B concept that aligns your operations, design, product choices, and marketing to deliver your signature guest experience.
- Less time and money spent on design (and redesign and rework) because all design elements are coordinated from the start. This does not limit the creativity of designers and architects as we present the analysis, positioning, culinary philosophy, price points, etc. that establish a framework of the business you are seeking.
- Speeds the design and execution of the project because there is a research-based concept document that everyone can work from.

Ultimately, we help make critical decisions and ensure your investment will have the greatest impact on your brand (guest experience) and your business (revenues and profits).

The cost of this research and planning is minimal compared to the cost of leaving these critical decisions to be made by a divergent group of well intentioned vendors throughout the development process. The owners and operators should own the vision, and The Cultivation Corps works with all key stakeholders to figure out the most intelligent direction to take your F&B offerings.

We would like the opportunity to work with your business to define, develop and deploy your F&B strategy.

Expertise

Restaurant Project Feasibility Study

- Invest wisely based on sound marketing and financial analysis.

New Restaurant Concept Brief

- Clarify ideally positioned restaurant concept to inform the development process, from design through execution.

F&B Revitalization Planning

- Plan a low budget, operations-based remaking of your F&B experience.

F&B Project Implementation

- Ensure your vision is not diluted through the development process.

Menu Development

- Creative menu development to deliver on the brand's strategy.

Chef and Concept Licensing

- Bring marketing power to your property.

Situation Analysis

- Gain a new perspective, explore options and workable solutions.



Cultivation Corps Relevant Projects

Fairmont, San Francisco – New Concept Brief & Designer Selection

Developed the concept document and owner pitch, managed designer selection process, and participated with ongoing development (chef selection, graphics, tabletop, etc...).

Dolce Hotels & Resorts – Corporate Brand Strategy & Ongoing Action Planning

Defined Dolce's branded guest experience in F&B as well as crafted workplans to deploy them consistently across their properties. We are working with their executive team as well as front line, unit level culinary team to bring big strategic ideals down to actionable implementation plans that impact the guest experience and the financial performance. We help facilitate implementation by facilitating the company's culinary council.

Rosewood Hotels (Madera at Rosewood Sand Hill, Menlo Park, CA) – New Concept

Developed restaurant concept document, name, menu direction, etc... for Sand Hill Rosewood, a 9,000 sq. ft. project, that opened Spring '09. The results are exceeding the owner's expectation by two fold. See detailed project case study earlier in this document.

Caesars Palace Casino, Las Vegas – New Concept

Developed new restaurant concept "Munch" in collaboration with Bryan Ogden as part of the \$7MM remodel of Caesars' Sports Book.

The Mansion on Turtle Creek, Dallas – Repositioning and Operational Action Planning

Developed a repositioning brand strategy and facilitated the translation of this strategy into management's detailed tactical operations plan. This was a \$6MM dollar remodel of this famous Dallas institution.

Whole Foods – Strategic Planning & Teambuilding

Facilitated the North West Regional prepared foods team leadership to define their current business strategy including production, outsource partnerships, kitchen footprint design, etc. This strategy has gone on to lead the company's thinking about its approach across the country.

River Terrace Inn, Napa Valley – Hotel Rebranding

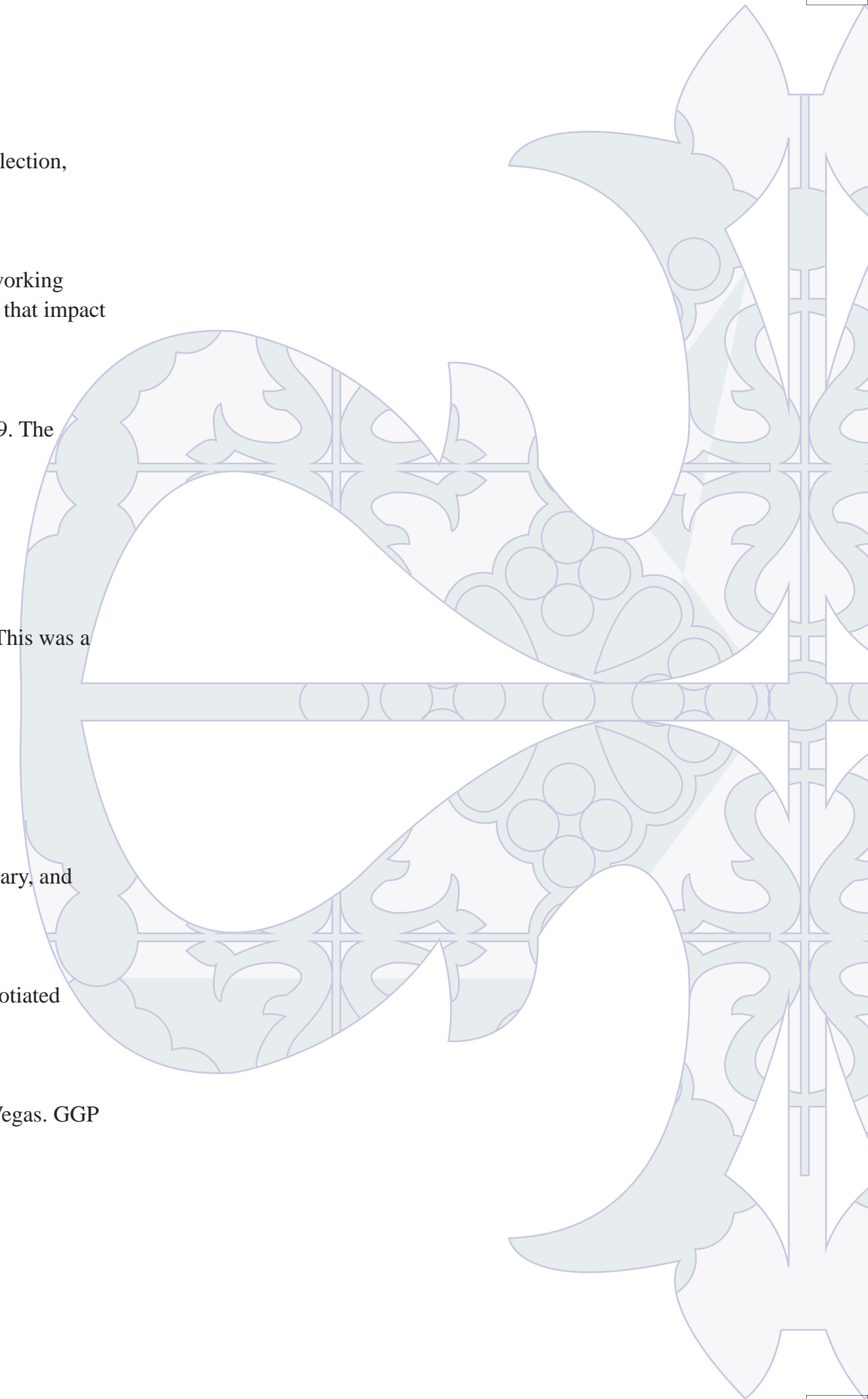
Rebranded this entire property from the inside out. We defined a new brand experience and identified the operational, design, graphics, culinary, and product changes required to create a unique position for this property to grow from a three to a four star property.

Macy's – New Licensed Concept

Worked with Iron Chef Cat Cora to develop a high quality QSR concept for Macy's Signature Kitchens. Developed concept documents, negotiated license agreement, oversaw graphic and design development.

General Growth Properties – Lifestyle Center F&B Programming

Performed conceptual work on crafting a culinary destination as the central element of the 8 million sq. ft. Summerlin Center in North Las Vegas. GGP was the second largest mall operator in US; they filed for bankruptcy and the project as placed on hold.



Calafia Café and Market a Go Go – Business Plan & Fundraising

Developed Calafia with former “Google Chef,” Charlie Ayers. Charlie hired me after a failed attempt to raise money and communicate his vision on his own. We defined his brand strategy, wrote his business plan, selected design team, completed conceptual interior design, developed Proforma/CapEx budgets, crafted pitch book, and successfully raise \$4 million dollars to fund his business.

Tomatina Pizzeria – Operations Based Revitalization

Operationalized Chef Michael Chiarello’s multi-unit pizzeria and grew same store sales from \$1MM dollars a year to \$2MM over a one year period by creating incremental improvements, implementing new systems, and outsourcing noncore aspects of production.

Del Monaco Foods – Turn Around

Though not a restaurant, I led the turn around and development of this food manufacturer that provided custom outsourcing solutions for small and large restaurants and ran the gamut from becoming Whole Food’s primary outsourced commissary to supporting small Asian and American restaurant chains. Built from \$2MM in sales to eight figures and growing.

Concert Bar – Co-owned Licensed Concept

Co-developed Concert Bar, a fresh new medium with a wider and more balanced demographic than the predictable Sports Bar. There is a major art and merchandising program to compliment the concept and is in partnership with Live Nation. We have licensed it to a global F&B operator for LAX airport.

Jerry Remy’s Sports Bar at Boston’s Fenway Park – Business Plan

Developed a brand plan and business plan that successfully raised \$3.5MM. The concept is a partnership with Jerry Remy, the sports announcer icon for the Red Socks, and the Team’s ownership. It launched on opening day 2010 to rave reviews.

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