

F3 MARINA COMPANY OVERVIEW

WORLD-CLASS
MARINA
MANAGEMENT



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CORPORATE OVERVIEW

F3 MARINA



F3 MARINA FORT LAUDERDALE
Fort Lauderdale, FL

SECTION TWO

CORPORATE
OVERVIEWDESCRIPTION OF COMPANY
BACKGROUND & ORGANIZATION

F3 Marina is a division of Founders 3 Real Estate Services based in Milwaukee, Wisconsin. Formerly Siegel-Gallagher Management Company, the firm merged with two commercial brokerage companies in 2017 to create a powerful full service real estate and marina management company. Since 1995, companies throughout the U.S. have come to rely on our commitment to meet their real estate needs. With this merger, we have improved our ability to focus on creative problem solving and building long-term relationships to expertly guide our clients on the journey to reach their ultimate real estate goals.

Founders 3 Real Estate Services is a premier, full-service real estate firm offering a full menu of brokerage and property management services that include the following:

Property Management for:

- Marina (F3 Marina)
 - Management
 - Redevelopment
 - Design
 - Feasibility
 - Project Management
 - Commissioning/Branding Marketing
- Airport (F3 Airport)
 - Construction Management
 - Airport Management
 - Strategic Planning
- Commercial: Office, Retail & Industrial
- Residential: Apartments & Condos
 - Lease-up Expertise
- Facilities Management: Maintenance & Mechanical
- Asset Management
- Troubled Assets: Receiverships and Workouts
- Tenant Services
- Turn-around Specialists
- Energy Management Solutions
- Construction Management
- Development Consultation
- Equipment Upgrades and Retrofits
- Leasing and Brokerage Services
- Investment Sales: Multi-family, Retail, Office, Industrial, & Land

SECTION ONE

CORPORATE
OVERVIEW

OUR PROMISE

We treat your business as we would our own, with direct engagement from the top down, value at every level, an unwavering commitment to the highest standards, and a robust appetite for making GREAT happen.

OUR VISION

We believe in the relentless pursuit of excellence and the value it brings to our clients, our community and ourselves.

OUR VALUES

We are intently focused on creating value for our clients and are dedicated to continually improving our company and ourselves by practicing C.A.R.E. in everything we do.

COMMITMENT to our clients, company & community

ACCOUNTABILITY for our actions & results

RESPECT for ourselves & others

EXCELLENCE in all we do

INSTITUTIONAL EXPERTISE, BOUTIQUE SERVICES

Founders 3 has become a management powerhouse for clients large and small; public, institutional, non-profit, mom-and-pop. With over 300 employees nationwide, we continue to expand our reach. We now manage more than 6 million commercial square feet, 5,000 apartment and condo units, 6,000 marina slips, and two airports. Our brokerage group represents over 52 national retailers and 150 landlords. We believe our sole purpose is to focus on our clients and create the best possible experience by making real estate understandable through our attention to detail, user-friendly systems, and belief that their success is our success.

Holding the Accredited Management Organization (AMO) designation from the Institute of Real Estate Management (IREM), Founders 3 joined an elite management fraternity of less than 550 firms globally, managing more than \$123B in assets, more than 1 million residential units and nearly 550 million square feet of commercial space.

We are results-oriented; we are success-driven; and we are a hard working team of highly qualified real estate professionals, whose combined experience is consistently recognized by awards and accolades in the real estate, property management and marina industries. We continue to reflect and recognize that our success begins with our clients and we strongly believe in providing them with peace of mind knowing that we are treating their asset as if it were our own.

SECTION ONE

CORPORATE
OVERVIEW

F3 MARINA – OUR ORIGIN

There has been significant changes in the marina marketplace over the past 15 years. Many public and private marinas have been constructed at a pace that has surpassed demand. With more slips than boaters to fill them in many markets, boaters have more choices and will gravitate to those marinas that best can meet their high expectations. Many marinas are also in need of repair to aging infrastructure and face increased costs. To remain competitive, successful marina operators must have a well-conceived strategy to remain successful. This includes incorporating professional and sophisticated programs for customer service, marketing/branding, and profit centers to maximize revenue.

Because of our heavy background in management of residential, retail and commercial, we understand how those industries function. This expertise allows us to better integrate with upland development with events, cross-promotion, and operational decisions so the entire development can act in a coordinated manner.

Many marina operators lack the culture, processes and industry specific knowledge required to remain competitive. Without these skills or a defined strategy for the future, they are not maximizing their potential. Created to fill this void, F3 Marina has specialized skills from over 20 years in marketing/branding, exceptional customer service, and meeting financial goals. Our dedication to achieving our client's vision and gaining their trust has help propel F3 Marina to become a competitive force in marina services on the international stage.

We establish long-term relationships with our clients to achieve their marina related goals through exceptional individualized management built on trust. We deliver a memorable experience for our boaters, provide professional and aggressive marketing, and are ambassadors for the communities in which we work.

Marina Awards

- Boater's Choice 2016-2024 Awards by Marinas.com
- Elite Fleet 2018-2024 Awards by Marinas.com
- Clean Marinas
- 2014, 2015, 2016 & 2017: Racine Reefpoint Marina Voted "Best Marina" on WISN Milwaukee Wisconsin A-List (local news outlet)
- 2014, 2015, 2016 & 2017: Reefpoint Marina was awarded a four star "1st Choice" marina designation status by the ActiveCaptain. Reefpoint is the only marina on the Great Lakes to earn this recognition, which is based strictly from boater reviews.



SECTION ONE

CORPORATE
OVERVIEW

OUR PEOPLE

Exceptional management begins with the right people coupled with continuous training and a culture that empowers staff while still holding them accountable. It is only in an environment where people are given the tools to succeed that real progress occurs. F3 Marina only recruits staff that will exhibit our **C.A.R.E.** values – **C**ommitment, **A**ccountability, **R**espect and **E**xcellence with their everyday actions. We view marina management as a hospitality function. F3 Marina team members have a passion for the boating lifestyle and doing whatever it takes to make the marinas they manage a success for our clients. Our fully-trained professional and uniformed staff will be focused on providing a memorable boating experience to all boaters at every opportunity.

We feel strongly that we must invest in our people through continued training to remain the best. We work very closely with Certified Marina Manager and Certified Marina Operator training courses. This is an internationally recognized designation by the Association of Marina Industries. In addition, each employee also provides a Personal Training Plan that outlines areas of focus for their individualized training and learning. This includes formalized training through classroom study and certifications as well as working internally with company mentors to improve their ability to achieve excellence.

SECTION ONE

CORPORATE
OVERVIEW

HOW WE ARE DIFFERENT

- Exceptional Service
- Financial Performance
- Turn-Key Marketing & Branding
- Upland Integration

Exceptional Service

While physical amenities attract boaters, they stay because of the experience delivered by staff. Providing these experiences on a consistent basis can only exist in an organization that includes service as a core part of its culture as we have since 1995. It begins with hiring the right people that can demonstrate hospitality as part of their regular behavior and interpersonal skills. Part of delivering this experience includes events, entertainment, frequent communication and an accessible leadership staff that is engaged with boaters.

Financial Performance

We know how to improve the value and performance of the assets we manage. Strong financial controls, maximizing revenue and planning for financial sustainability are fundamental strengths within our organization. F3 Marina recommends and implements the newest marina software to aide in customer experience and detailed financial reporting. Detailed annual budgeting, comprehensive monthly reporting, and client facing dashboards keep ownership fully up to date on key metrics of performance.

Turn-Key Marketing & Branding

A professional and aggressive marketing program is custom designed for each marina. Designing and executing a strategic marketing plan keeps demand high, maximizing revenue, and establishes a brand identity. Through the creation and utilization of a professional website, regular use of social media, print and digital advertising, and a strong transient program, F3 Marina can ensure the marina is strongly positioned against competition.

Upland Integration

A core expertise of the F3 Marina strategy and part of what sets us apart is our focus on active integration with the local business community as another marina amenity. Through our retail, residential and commercial expertise, we find creative ways to maximize the upland amenities in a manner that creates loyalty with boaters and sets the marina apart.

SECTION ONE

CORPORATE
OVERVIEW

SERVICE OFFERINGS

CONSULTING

F3 Marina provides a variety of top-notch consulting services to add value for our clients and properties. Whether it's for a brand-new marina development or an assessment of an existing marina, F3 Marina always strives to improve operations, occupancy, investment, and asset value for our clients.

- Design & Infrastructure
- Berth Layout & Utilities
- Fit-Out Requirements
- Feasibility Studies
- Market & Asset Studies
- Property Audits
- Redevelopment Strategies
- Design Analysis
- Financial Pro Forma

MANAGEMENT

F3 Marina has specialized skills from over 25 years in property management, focusing on exceptional customer service, meeting financial goals, and marketing & branding. Our dedication to achieving our client's vision and gaining their trust has helped propel F3 Marina to become a competitive force in marina services nationally and internationally. We handle all aspects of marina management, including:

- Operations
- Accounting & Financial Performance
- Hiring & Training
- Marketing & Branding
- Community Integration
- Boater Relations

DEVELOPMENT

From innovation and technology to top-of-the-line marina amenities and an unmatched customer experience, F3 Marina provides the gold standard in marina developments.

- Drystack Marinas
- Wet Slip Marinas
- Upland Developments
- Cutting Edge Technology
- Unsurpassed Amenities
- Superior Customer Service





DEMONSTRATED
EXPERTISE

F3 MARINA

REEFPPOINT MARINA
921 Slips on Lake Michigan
Racine, WI

OUR CURRENT PORTFOLIO

Delivering exceptional marina management services globally.



WORLD CLASS
MARINA
MANAGEMENT

CURRENT EXPERIENCE & PAST PERFORMANCE

REEFPPOINT MARINA

RACINE, WISCONSIN



Overview

Reefpoint Marina, owned by Racine County, located on Lake Michigan in Racine, Wisconsin, is a 921 slip marina that has served southeastern Wisconsin and the Chicago markets since the late 1980s. While Reefpoint has a good reputation, the property had fallen into disrepair with declining occupancy and operated at a loss. In May of 2013, F3 Marina was hired to manage and revitalize this iconic facility.

Wet Slips: 921 Yachts

Strategy

- Replace staff with a much more hospitality focused team including leadership.
- Formulated high standards for marina's physical well-being and maintenance/visual appeal along with accountable staff to monitor daily.
- Placed a focus on boater interaction and delivering "memorable moments" of exceeding service with boaters.
- Re-branded marina with new graphics, website, social media and industry advertising.
- Worked with charter fishing fleet to improve services and relations.
- Designed a schedule of events to foster loyalty through boater interaction and entertainment.
- Formed close relationships with local groups and associations such as downtown association, Chamber of Commerce and others to work together on programs.
- Increased fees to allow for increased cash flow to make continued property improvements while also increasing occupancy.

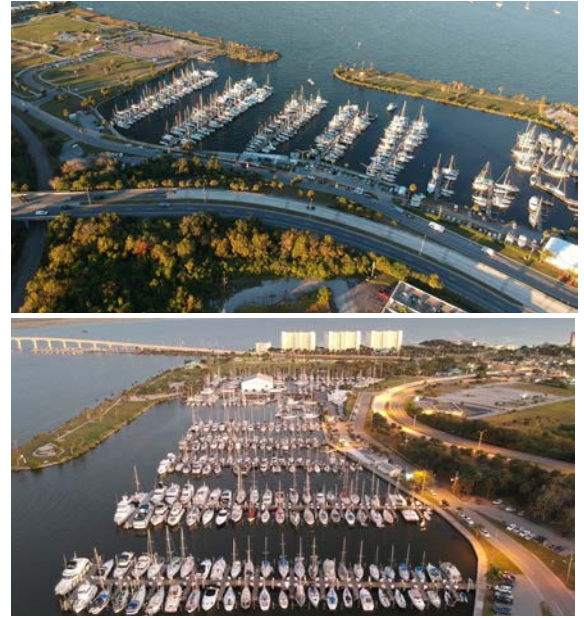
Results

- Total revenue increased by 37% since 2011
- Occupancy growth from 189 to 524 since 2013
- Transient slip increase of 203% since 2013
- Ship store revenue increase of 226% since 2014

CURRENT EXPERIENCE & PAST PERFORMANCE

TITUSVILLE MARINA

TITUSVILLE, FLORIDA



Overview

The City of Titusville owns and managed the Titusville Municipal Marina near Kennedy Space Center in Florida. With occupancy around 49% and declining revenue, the City was struggling with how to improve occupancy and their financial performance. Additionally, the marina was aging and has a tired visual appearance, as well as staff that lacked good leadership and a service culture. F3 Marina was selected after a national bidding process and began in October 2015.

Wet Slips: 205

Strategy

- Purchased new marina software
- Made cosmetic upgrades to grounds and buildings, remodeled ship store improving sales and overall visual appeal.
- Upgrades included:
 - Installed security gates at all docks
 - New landscaping
 - Painted buildings
 - Converted old manager's office into a boater's lounge
 - Remodeled all restrooms and showers
 - Renovated laundry room, purchased new washers/dryers
 - Coordinated with City and FEMA to complete repairs to docks after hurricane Matthew.
 - Completely overhauled mooring field with new and improved equipment to lower maintenance costs and increase usage
 - Purchased new fuel dispensers
 - Replaced pump out system through grant award
 - Constructed new 800 sq. ft. multi-use building

Results

- Occupancy improved from 49% to 93% within 14 months of takeover
- Marina currently runs at or above 97% occupied
- New leadership and staff have created a dramatically improved image for the Marina
- City considers the Marina an "outsourcing success story"
- With increased occupancy and revenue, the marina was able to pay off all debt due to city.

CURRENT EXPERIENCE & PAST PERFORMANCE

HALIFAX HARBOR MARINA

DAYTONA BEACH, FLORIDA



Overview

Located in the heart of Daytona Beach, Florida, this 550-slip 60-acre property is owned by the City of Daytona Beach and professionally managed by F3 Marina. Halifax Harbor provides year-round docking facilities for boaters seeking a permanent slip, as well as seasonal or overnight accommodations. Ideally located right off the Intracoastal Waterway, the Marina is just a short ride to the open ocean. Enjoy easy access to nearby shopping, restaurants, and entertainment — located just minutes from Daytona International Speedway, Daytona International Airport, the World's Most Famous Beach and the quaint, picturesque waterfront Downtown.

Wet Slips: 550

Strategy & Results

- Cost effective repairs of deferred R&M projects. Using our marine industry knowledge and experience to purchase needed parts and labor in a cost effective and efficient process.
- Proactive A/R approaches and marina specific software used to clean up old and delinquent accounts as well as accurately track current accounts.
- Capital projects: In partnership with the City of Daytona Beach, we identified the needed improvements and prioritized them to work within seasonal fluctuations and operational budgets.
- Provided accurate and timely reports, tracked financials and operations activity.
- Occupancy: Increased occupancy through target marketing to attract and retain a desired customer base.
- Used analytics to establish the correct mix of dedicated slips for transient and seasonal customers.

CURRENT EXPERIENCE & PAST PERFORMANCE

VALLEJO MARINA



VALLEJO, CALIFORNIA

Overview

The City of Vallejo Municipal Marina is at the north end of the Downtown Marina Waterfront, close to the Mare Island Causeway. Situated in a prime location between the San Francisco Bay and the Delta, Vallejo Marina is the perfect place to berth for short-term, long-term, and more permanent stays. The Marina has 621 slips, 38 of which are covered. Slip lengths range from 20 – 110 feet.

Wet Slips: 621

Results

- Performed a comprehensive conditions report within first six months of management, consisting of a full assessment of current conditions of the docks, buildings, grounds, seawall, electrical, sanitary, fire/life safety and overall property well being. Proposed plan for recommended improvements, large and small, as well as a CapEx plan.
- Initiated a \$150,000 sediment study/engineering analysis to model engineering controls to increase time between dredging periods.

OYSTER COVE MARINA



SOUTH SAN FRANCISCO, CALIFORNIA

Overview

Oyster Cove Marina was vacated in 2022 while plans are being finalized for a redevelopment. Marina ownership hired F3 Marina to oversee the marina grounds, and basin, ensuring the property is still maintained in excellent condition. In addition, future development plans are under consideration to reconfigure the marina into a hub for hydrofoil transportation providing connectivity across the San Francisco Bay Basin.

Wet Slips: 385

MARTINEZ MARINA



MARTINEZ, CALIFORNIA

Overview

Martinez Marina is located just north of San Francisco nestled along the scenic Carquinez Strait. The marina features laundry facilities, showers, restrooms, pump-out stations, electricity, and fresh water. Future plans include a new marina docks and slips, deeper water channels for the boats in the marina, new bait shop/market, cultural center, marsh restoration, waterfront restaurant and more. You can learn more by viewing the 2024 Marina Trust Land Use Plan.

Upon management, F3's primary goals were to improve the tenant experiences, enhance staff training, and strengthen sales and marketing efforts. F3 is also collaborating with the City on a long-term infrastructure renovation plan for the marina basin.

Wet Slips: 330

CURRENT EXPERIENCE & PAST PERFORMANCE

EGG HARBOR MARINA

VILLAGE OF EGG HARBOR, DOOR COUNTY, WI

**Overview**

Egg Harbor Marina was 100% occupied with a waiting list of boaters in the popular tourist destination of Door County, Wisconsin. While full, the marina was not delivering the boater experience that the Village had hoped. Operational inefficiencies and labor issues stressed Village leaders for a solution. F3 Marina was chosen to assume full management in the 2016 season.

Wet Slips: 65

Results

- Village staff enjoyed more time to focus on other matters and improved relations with boaters. Reduced time required of Village staff.
- Local merchants appreciate the Village taking steps to actively improve the economic potential of the marina with the local businesses.
- Occupancy and demand remain high with a much improved boater satisfaction with service allowing for fee increases to improve revenue.

SUNSET MARINA

ROCK ISLAND, ILLINOIS

**Overview**

F3 Marina started this assignment in fall of 2018, holding boater meetings and meet and greet sessions to learn their expectations and needs. Sunset Marina is a City owned marina with 473 boats on the Mississippi.

Wet Slips: 473

Results

- As a result of major flooding on the Mississippi, F3 Marina has mobilized contractors and internal staff to form a strategy to open marina along with long-term plan to improve the operation.

WAUKEGAN PORT DISTRICT

WAUKEGAN, ILLINOIS

**Overview**

The Port District includes: Waukegan Marina, a 700 slip recreational marina, Port of Waukegan, a commercial shipping port able to receive shipping from anywhere in the world, and Waukegan National Airport. The Waukegan Port District Board of Directors had aggressive plans to improve the operations under its control but lacked the staff leadership and expertise to achieve their vision.

Wet Slips: 677

Results

- First year survey showed 92% of respondents reported satisfied or higher for condition of grounds, restrooms and docks and 99% satisfaction with management.
- The same survey reported a tie between "Great Management/Staff" and "Marina Events" for "What did you enjoy most this season at Waukegan Harbor?"
- Added 110 new seasonal boaters for the year.

CURRENT EXPERIENCE & PAST PERFORMANCE

BATTERY PARK MARINA



SANDUSKY, OHIO

Overview

Located in Sandusky Ohio on Sandusky Bay, this 575 slip marina offers full service, complimented with a complete set of amenities. Across from the Bay lies Cedar Point Park, one of the nation's premier theme parks. With attractions like Cedar Point, Put-In-Bay, and downtown Sandusky within reach, Battery Park makes for an amazing home port. If you're in the market for a new to you vessel, Battery Park also has a brokerage on site.

Wet Slips: 575

PLATTSBURGH BOAT BASIN



PLATTSBURGH, NEW YORK

Overview

Nestled on the picturesque shores of Lake Champlain in Plattsburgh, New York, Plattsburgh Boat Basin offers a premier boating experience for enthusiasts seeking tranquility and convenience. Boasting a wide range of amenities and services, including an on site restaurant, this marina is the perfect destination for all types of boaters. Offering overnight dockage & moorage, as well as transient monthly dockage & mooring within their stone breakwater, this marina has a calm and protected place for you!

Wet Slips: 270

MARYLAND MARINA



BALTIMORE, MARYLAND

Overview

Our family-oriented, full service marina is located on 18-1/2 acres of beautiful Baltimore County waterfront on Middle River. Our safe harbor, just two miles from the best the Chesapeake has to offer. The marina has 360 slips and room for more than 600 boats. Service staff specializes in almost every aspect of boat repair, maintenance, and restoration, and also has winter storage and land storage available.

Wet Slips: 360

CURRENT EXPERIENCE & PAST PERFORMANCE

PORT OF ROCHESTER MARINA



ROCHESTER, NEW YORK

Overview

The City of Rochester constructed a new 85 slip marina adjacent to their existing Port of Rochester facility that is no longer in operation. F3 Marina was hired in the Spring of 2016 to provide guidance through construction and to fully start up the operation.

Wet Slips: 58

Results

- Achieved 93% occupancy early in the 2nd season of operation, exceeding expectations.
- Reached 267 transient night stays during the first season.
- Created a well-stocked ships store as an amenity.
- Established services such as dockside deliveries directly to boaters for food and ice and coordinated with restaurants for delivery service.
- Created strong communication program with boaters and prospective boaters to including Facebook and e-blasts.

NORTHWEST CREEK MARINA



NEW BERN, NORTH CAROLINA

Overview

Northwest Creek Marina has a fuel dock, a pump-out station, standard electrical services, OnSpot WiFi, a laundry room and more. With a deep water approach and draft in marina there's plenty of clearance even during low tide. Our protected harbor enjoys gorgeous western sunset views.

Wet Slips: 270

DOWNTOWN SANFORD MARINA



SANFORD, FLORIDA

Overview

Lying along the St. Johns River on Lake Monroe, Downtown Sanford Marina offers a beautiful and seamless boating experience. On shore, the stunning Sanford RiverWalk meanders along both sides of the marina, and Historic Downtown Sanford's shops and award-winning restaurants are only a few blocks away. Our central Florida location also allows easy access to the Orlando area's world-famous attractions, Daytona, and beaches. Downtown Sanford Marina is also home to U-Sail of Central Florida and the St. Johns Rivership Company.

Wet Slips: 254

CURRENT EXPERIENCE & PAST PERFORMANCE

HAVN YACHT CLUB



PALM BEACH SHORES, FLORIDA

Overview

HAVN Yacht Club is a 52-slip marina nestled in Palm Beach Shores, Florida's Lake Worth inlet. We're an intimate marina that's big on service, with most of our slips able to accommodate large vessels ranging from 30 – 150 feet. We offer annual, seasonal, and transient slip rental.

HAVN has everything you'll need for a carefree day at sea, from in-slip fueling and pump out so you don't have to move your boat, to in-slip cable TV, water hookups, high-speed Wi-Fi, and a fully stocked ship store. Best of all, the marina is just minutes from the Atlantic Ocean with the opportunity to enjoy South Florida's world-class, deep-sea sportfishing.

Wet Slips: 52

F3 MARINA FORT LAUDERDALE



FORT LAUDERDALE, FLORIDA

Overview

F3 Marina Fort Lauderdale is the most advanced and exclusive dry stack boat storage facility in the U.S. The fully-automated facility, developed by F3 Marina, is computer controlled using a proprietary lift system to store boats up to 46' in overall length. The facility provides an unmatched service, a luxury boaters lounge, retail store, and covered parking all in a contemporary, hurricane-rated designed facility in the prime location in Fort Lauderdale.

Dry Racks: 254

- 254 boats in hurricane resistant contemporary designed facility.
- Exceptional service for boaters including wash-down, detailing, and personal care to boaters needs.
- Located just minutes from the Port Everglades inlet in Fort Lauderdale.
- Opened October 2021

MARINA FLAMINGO



GUANACASTE, COSTA RICA

Overview

Costa Rica's newest state-of-the-art Marina and Resort Village. Set on a stunning bay, Marina Flamingo features 175 slips along with dry boat storage. Visitors can take advantage of world-class marina facilities, along with gorgeous beaches, high-end restaurants, upscale boutiques, endless land and sea activities & a vibrant night life.

Wet Slips: 175

F3 Marina was approached to do a full marina audit and reporting.

- Phase 1: Consultancy services including design and construction over-site, operations, financials, property well-being, sales and marketing
- Phase 2: Marina management upon opening in 2021.

EXPERIENCE

FROM OUR CLIENTS

TITUSVILLE MARINA, TITUSVILLE, FLORIDA : 205 Slips on the ICW

"To Whom It May Concern:

It has been our pleasure to work with F3 Marina over the past four years to provide management services for our municipal marina. The scope of services provided is comprehensive and covers all areas of administration, marketing and operations.

We believe that to be effective, the team must be technically proficient and amenable. We find both of these criteria to be true with the F3 Marina team. Financial data is timely, accurate and easy to reconcile; decisions are made jointly and considerations for the long-term health of the City's marina are foremost.

While the F3 marina team are contractors, we appreciate the way they care for our marina as if it were their own, and as such, are pleased to recommend F3 marina as a management firm."

BRIDGETTE CLEMENTS
Director of Finance, City of Titusville

TITUSVILLE MARINA, TITUSVILLE, FLORIDA : 205 Slips on the ICW

"The City of Titusville Municipal Marina struggled with occupancy near 60% and a facility that was visually dated and poorly maintained. Marketing was minimal at best. F3 Marina was awarded management in October of 2015 to improve occupancy and enhance the image of the marina and City of Titusville. F3 Marina re-branded the marina, improved the visual appeal and maintenance of the property, and executed a marketing campaign to improve visiting boaters. In just one short year, occupancy has increased to 83% with a significant boost from transient boaters. A newly remodeled ships store, improved website, facebook and social media along with a strong transient boater campaign has resulted in an outsourcing success story!"

TOM ABATTE
Assistant City Manager, City of Titusville

REEFPPOINT MARINA, RACINE, WISCONSIN : 921 Slips on Lake Michigan

"Since retaining F3 Marina our occupancy and profitability have increased at the same time our infrastructure problems and tenant complaints have decreased. Mr. Matheson has brought the high quality of F3 customer service and technical resources from their property management operations to the marina environment and completely transformed our marina to be, what one of our local television station polls reported as, the best marina on Lake Michigan. While other companies purport to accomplish these goals, F3 Marina has proven it in Racine, and they have done it well, within the sensitive political policy-making of a public marina enterprise."

JONATHON F. LEHMAN
Racine County Corporation Council

EXPERIENCE

FROM OUR BOATERS

TITUSVILLE MUNICIPAL MARINA, TITUSVILLE, FLORIDA : 205 Slips on the ICW

HALIFAX HARBOR MARINA, DAYTONA BEACH, FLORIDA : 550 Slips on ICW

"Greetings! I wanted to take a moment and recognize a few of your outstanding employees and give a special thanks to them for their professionalism and hospitality during our stay at the Titusville Marina on Memorial Day and the Halifax Marina the following day.

This was a particularly stressful day for us as we just purchased a new to us 35-ft cruiser. As we were pulling into the marina, we were promptly greeted by Kevin at the fuel docks. I explained to him that I had limited knowledge with this vessel and it would take me a minute to get safely docked. He understood completely and gave me assistance getting tied up to the dock and fueling my boat. Kevin even took it one step further and helped me by handling the dock lines again so that I could get into the slip without incident. Again, this boat is new to us so I am learning the ins and outs. Embarrassing enough, it took me a few tries to get backed into the slip. Kevin encouraged me and gave me some good advice to make it happen. I then went into the office and was cheerfully greeted by Jesse. She helped me fill out the necessary paperwork and was just so genuinely nice and hospitable. She provided us with some local knowledge about the area and answered all of our questions happily.

We had a great stay and pushed off for Daytona the following day. The following day we arrived at the Halifax Marina in Daytona Beach. I was happy and relieved to see this Marina is also managed by F3 Marina and the consistency shows. A few days earlier, I actually drove over to this marina and spoke with Karen about making this Marina our home base for an annual contract. Karen was also incredibly helpful and genuinely nice. She gave me a couple of options and made sure I had all of the information I needed for my arrival on June 1st. So when we finally pulled in with our new cruiser, we were promptly and professionally greeted by Jon out on the fuel docks. I explained to him my limited knowledge and he too was so helpful in getting me situated at the dock. After a few minutes of talking to him, I quickly realized the amount of experience he must have in this industry. Very humble and knowledgeable person that I look forward to talking with again when we go back to check on our boat.

Please give my sincere thanks to Keven and Jesse from Titusville Marina. And of course Karen and Jon from the Halifax Marina. We are very excited to be a part of the Halifax Marina community. "

DWAYNE KVALHEIM

REEFPPOINT MARINA, RACINE, WISCONSIN : 921 Slips on Lake Michigan

"Kudos to Carrie, her staff and F3 Marina for the changes made to ReefPoint Marina. We have been at the marina since its opening, with a 2 year detour to Sheboygan when our son was little and there was no pool at ReefPoint. Poorly managed, maintained and unresponsive to the residents and transients, we sadly watched this facility lose its luster. Since F3 Marina began managing the marina, there is a new spark. Carrie welcomes suggestions but more importantly implements them. Nothing is off the table. She responds to requests and concerns immediately, always with a smile, a positive attitude and asking what more can they do to improve our boating experience. The marina store is wonderful, well stocked and well thought out. I could go on, but by now you know how delighted the Kaisers are with the transformation. And we are not alone! We look forward to continued progress in bringing our marina up to its potential."

SHERYL AND KEN KAISER

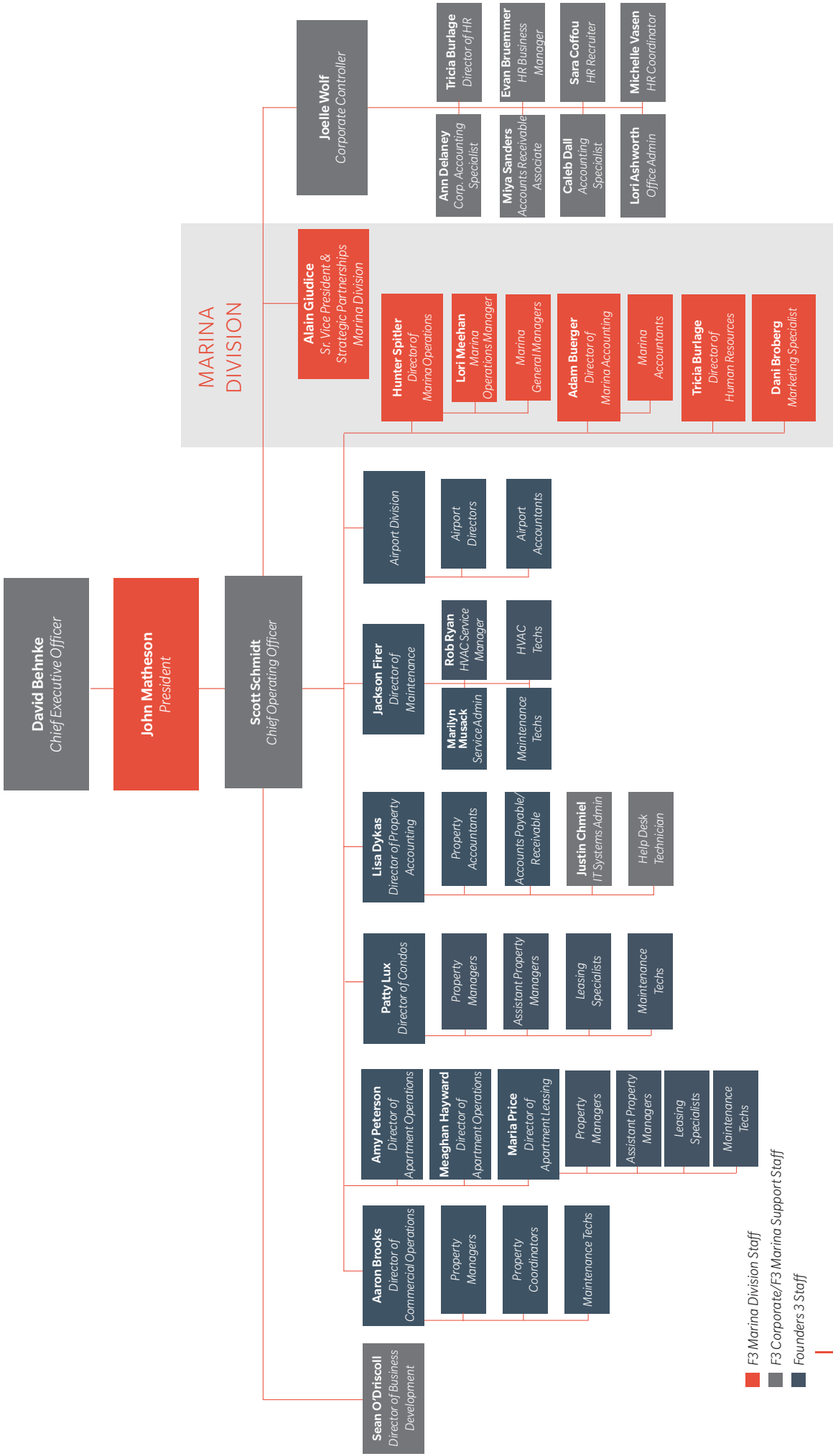


KEY PERSONNEL

F3 MARINA

F3 CORPORATE ORGANIZATIONAL CHART

TEAM STRUCTURE, ROLES & RESPONSIBILITIES



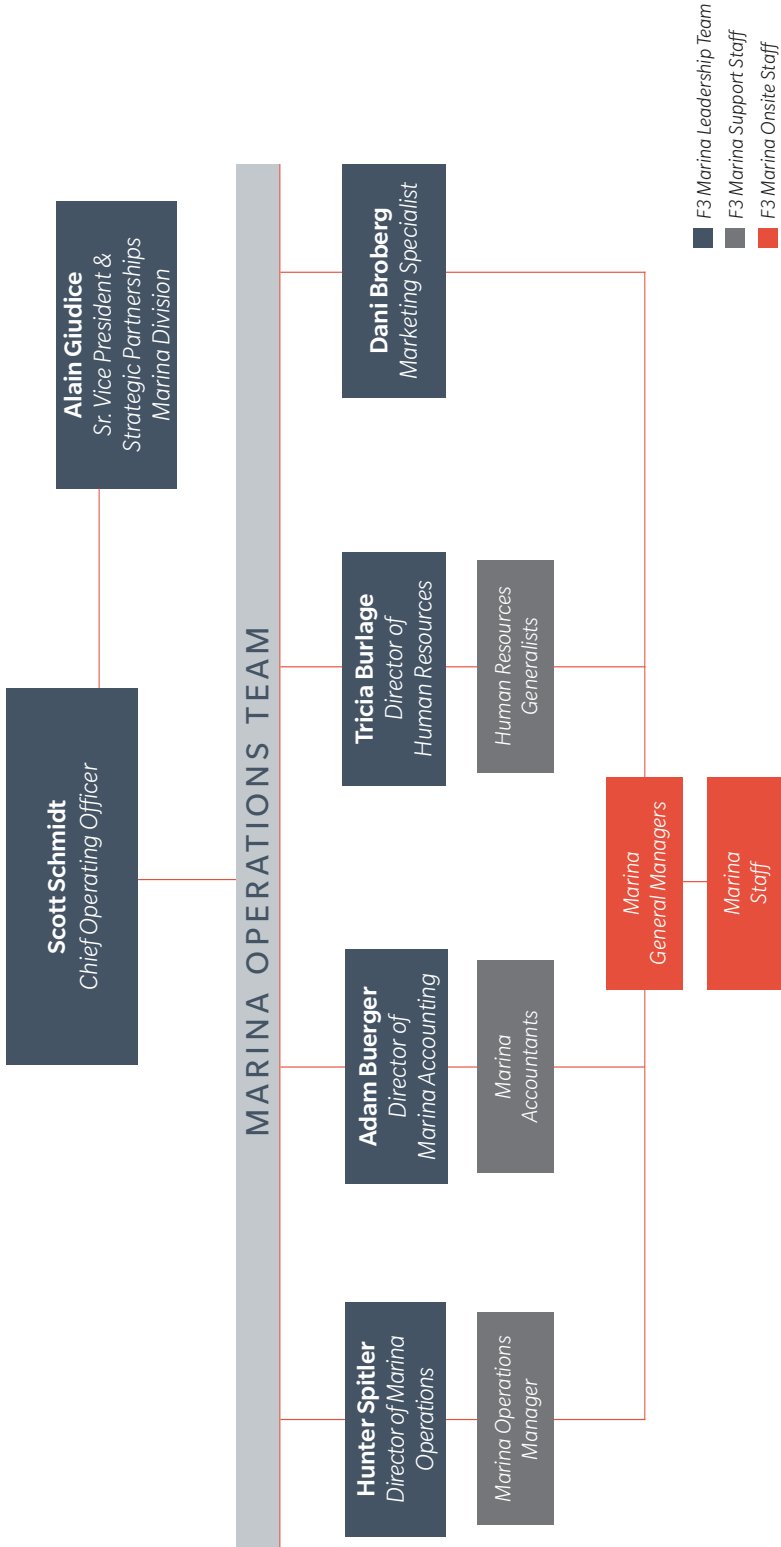
F3 Marina Division Staff
F3 Corporate/F3 Marina Support Staff
Founders 3 Staff



F3 MARINA ORGANIZATIONAL CHART

TEAM STRUCTURE, ROLES & RESPONSIBILITIES

F3 approaches marina management in a somewhat unconventional format. Rather than having one director oversee the management of the entire division, we’ve hired four experts, each in different fields of marina management. These four individuals comprise of the F3 Marina leadership team and are focused on providing their specific expertise to both the general manager onsite and our clients as a whole. These individuals will provide service not only in the onboarding stage but throughout the life cycle of our agreement. We have found that the one director vs. four leaders provides a much more appetible way of supporting our clients and employees both today and in the future.



SECTION 1C

EXECUTIVE
TEAM

KEY PERSONNEL

DAVID BEHNKE, CEO

David is one of the original “founders” of Founders 3 Real Estate Services, the parent company of F3 Marina, and grew the company from five employees to over 300 employees across the world. His leadership and vision led the company to successfully expand its management platform from traditional real estate into niche industries such as Marina and Airport Management.

David has over 35 years of experience in the real estate industry managing high-rise towers in several major markets and advising clients on high-end real estate developments.

**JOHN MATHESON, PRESIDENT**

As president of Founders 3 Real Estate Services and F3 Marina, John specializes in the growth and performance of the F3 Marina brand. John established the F3 Marina division of Founders 3, and has since expanded to 20+ marinas throughout the United States and Internationally.

John has over 40 years of experience in real estate management, and as a longtime boater of over 25 years, he understands the perspectives of both a boater as well as a marina owner. John is also a licensed captain.

**SCOTT SCHMIDT, CHIEF OPERATING OFFICER**

Scott is the Chief Operating Officer for Founders 3 Management Services. Scott brings a diverse background to Founders 3 with 20+ years of experience in operations, sales, marketing, business development, venture capital and investments.

Scott’s areas of expertise and primary focuses lie within F3’s short and long-term goals including growth strategies, responsibility of all aspects of operations, and creating operational efficiencies.

**ALAIN GIUDICE, SR. VICE PRESIDENT & STRATEGIC PARTNERSHIPS, MARINA DIVISION**

Alain has 25+ years of experience in the marina and hospitality industries developing, designing, commissioning and leading marina operations worldwide including China, Malta, Puerto Rico, Bahamas and Florida. Alain currently oversees business development, project management, consulting and commissioning for F3 Marina.

Alain’s leadership and marina knowledge obtained from a lifetime on the water has significantly helped F3 Marina in building a professional and powerful marina firm. Alain is also a licensed captain.

SECTION 1C

OPERATIONS
TEAM

KEY PERSONNEL

The Marina Operations Leadership Team is critical during the commissioning and onboarding of new marina properties to help manage and facilitate a seamless transition for the client, the property and its boaters, and F3; as well as continued oversight to ensure smooth operations.

HUNTER SPITLER, DIRECTOR OF MARINA OPERATIONS

As the Director of Marina Operations, Hunter is essential during the marina commissioning and onboarding process, and regularly reviews systems to guarantee that current and upcoming marina operations are consistently enhanced and streamlined. He works closely with General Managers and Department Heads on a regular basis.

**ADAM BUERGER, DIRECTOR OF MARINA ACCOUNTING**

Adam leads the growing Marina Accounting Team and is a key member of the Marina Leadership Team, providing insight to support informed decision-making. His primary focuses are financial controls, streamlining procedures, and contributing to the division's fiscal health.

**TRICIA BURLAGE, DIRECTOR OF HUMAN RESOURCES**

Tricia leads F3 through the sourcing, hiring, and onboarding of employees; performance management; skills development and training; benefit strategy; administration and compliance; safety; and wellness. She works closely with our executive management team to help develop business strategy and works to maintain the cultural health of the organization through employee relations, training and professional development.

**DANI BROBERG, MARKETING SPECIALIST**

Dani leads the marketing efforts at F3, including branding and promotional work, website and social media management, PR, advertising, creation of marketing collateral and a variety of additional marketing support. She works closely with the marina team and marina General Managers to compile, coordinate and implement marketing strategies to maintain a professional presence, drive value and boost occupancy.