



# THE CITY OF NEW YORK MANHATTAN COMMUNITY BOARD 3

59 East 4th Street - New York, NY 10003  
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Gigi Li, Board Chair

Susan Stetzer, District Manager

## Community Board 3 Liquor License Application Questionnaire

Please bring the following items to the meeting:

**NOTE: ALL ITEMS MUST BE SUBMITTED FOR APPLICATION TO BE CONSIDERED.**

- Photographs of the inside and outside of the premise.
- Schematics, floor plans or architectural drawings of the inside of the premise.
- A proposed food and or drink menu.
- Petition in support of proposed business or change in business with signatures from residential tenants at location and in buildings adjacent to, across the street from and behind proposed location. Petition must give proposed hours and method of operation. For example: restaurant, sports bar, combination restaurant/bar. (petition provided)
- Notice of proposed business to block or tenant association if one exists. You can find community groups and contact information on the CB 3 website:  
[http://www.nyc.gov/html/mancb3/html/communitygroups/community\\_group\\_listings.shtml](http://www.nyc.gov/html/mancb3/html/communitygroups/community_group_listings.shtml)
- Photographs of proof of conspicuous posting of meeting with newspaper showing date.
- If applicant has been or is licensed anywhere in City, letter from applicable community board indicating history of complaints and other comments.

Check which you are applying for:

- new liquor license       alteration of an existing liquor license       corporate change

Check if either of these apply:

- sale of assets       upgrade (change of class) of an existing liquor license

Today's Date: March 3, 2016

**If applying for sale of assets, you must bring letter from current owner confirming that you are buying business or have the seller come with you to the meeting.**

Is location currently licensed?  Yes  No    Type of license: Restaurant Wine

If alteration, describe nature of alteration: \_\_\_\_\_

Previous or current use of the location: Restaurant

Corporation and trade name of current license: 177 Ludlow Franchise, LLC d/b/a 100 Montaditos

### APPLICANT:

Premise address: 177 Ludlow Street, New York, New York 10022

Cross streets: Houston Street and Stanton Street

Name of applicant and all principals: Downwind from Pastrami, LLC (Applicant), Michael Stillman (Principal), Kevin Dillon (Principal), Steven Jolton (Principal)

Trade name (DBA): Quality Eats

**PREMISE:**

Type of building and number of floors: Residential; 5 stories

Will any outside area or sidewalk cafe be used for the sale or consumption of alcoholic beverages? (includes roof & yard)  Yes  No If Yes, describe and show on diagram: \_\_\_\_\_

Does premise have a valid Certificate of Occupancy and all appropriate permits, including for any back or side yard use?  Yes  No What is maximum NUMBER of people permitted? 74

Do you plan to apply for Public Assembly permit?  Yes  No

What is the zoning designation (check zoning using map: <http://gis.nyc.gov/doitt/nycitymap/> - please give specific zoning designation, such as R8 or C2):  
12C - Commercial

**PROPOSED METHOD OF OPERATION:**

Will any other business besides food or alcohol service be conducted at premise?  Yes  No

If yes, please describe what type: \_\_\_\_\_

What are the proposed days/hours of operation? (Specify days and hours each day and hours of outdoor space) Sunday - Wednesday (11am - 11pm); Thursday - Saturday (11am - 12:30am)

Number of tables? 20 Total number of seats? 60

How many stand-up bars/ bar seats are located on the premise? 12

(A stand up bar is any bar or counter (whether with seating or not) over which a patron can order, pay for and receive an alcoholic beverage)

Describe all bars (length, shape and location): 1 square bar

Does premise have a full kitchen  Yes  No?

Does it have a food preparation area?  Yes  No (If any, show on diagram)

Is food available for sale?  Yes  No If yes, describe type of food and submit a menu

We are a family friendly restaurant that will focus on providing a quality neighborhood American restaurant to New York City patrons.

What are the hours kitchen will be open? Same as above

Will a manager or principal always be on site?  Yes  No If yes, which? \_\_\_\_\_

How many employees will there be? 20-25 at most dinner shifts

Do you have or plan to install  French doors  accordion doors or  windows?

Will there be TVs/monitors?  Yes  No (If Yes, how many?) \_\_\_\_\_

Will premise have music?  Yes  No

If Yes, what type of music?  Live musician  DJ  Juke box  Tapes/CDs/iPod

If other type, please describe \_\_\_\_\_

What will be the music volume?  Background (quiet)  Entertainment level

Please describe your sound system: Speakers around the ceiling

Will you host any promoted events, scheduled performances or any event at which a cover fee is charged? If Yes, what type of events or performances are proposed and how often? No

How do you plan to manage vehicular traffic and crowds on the sidewalk caused by your establishment? Please attach plans. (Please do not answer "we do not anticipate congestion.")

Will there be security personnel?  Yes  No (If Yes, how many and when) Our reservation system uses text messages so people can leave the premises while they are waiting for their tables.

How do you plan to manage noise inside and outside your business so neighbors will not be affected? Please attach plans.

Do you have sound proofing installed?  Yes  No

If not, do you plan to install sound-proofing?  Yes  No

**APPLICANT HISTORY:**

Has this corporation or any principal been licensed previously?  Yes  No

If yes, please indicate name of establishment: \_\_\_\_\_

Address: \_\_\_\_\_ Community Board # \_\_\_\_\_

Dates of operation: \_\_\_\_\_

**If you answered "Yes" to the above question, please provide a letter from the community board indicating history of complaints or other comments.**

Has any principal had work experience similar to the proposed business?  Yes  No If Yes, please attach explanation of experience or resume.

Does any principal have other businesses in this area?  Yes  No If Yes, please give trade name and describe type of business \_\_\_\_\_

Has any principal had SLA reports or action within the past 3 years?  Yes  No If Yes, attach list of violations and dates of violations and outcomes, if any.

Attach a separate diagram that indicates the location (**name and address**) and total number of establishments selling/serving beer, wine (B/W) or liquor (OP) for 2 blocks in each direction. Please indicate whether establishments have On-Premise (OP) licenses. Please label streets and avenues and identify your location. Use letters to indicate Bar, Restaurant, etc. The diagram must be submitted with the questionnaire to the Community Board before the meeting.

**LOCATION:**

How many licensed establishments are within 1 block? 8

How many On-Premise (OP) liquor licenses are within 500 feet? 40

Is premise within 200 feet of any school or place of worship?  Yes  No

**COMMUNITY OUTREACH:**

Please see the Community Board website to find block associations or tenant associations in the immediate vicinity of your location for community outreach. Applicants are encouraged to reach out to community groups. Also use provided petitions, which clearly state the name, address, license for which you are applying, and the hours and method of operation of your establishment at the top of each page. (Attach additional sheets of paper as necessary).

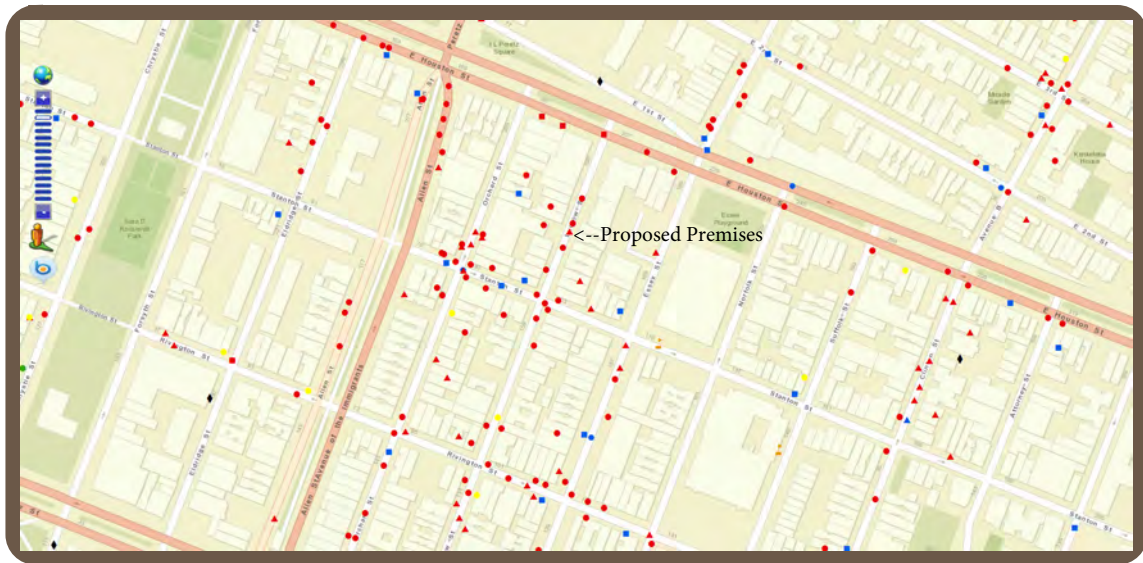
*We are including the following questions to be able to prepare stipulations and have the meeting be faster and more efficient. Please answer per your business plan; do not plan to negotiate at the meeting.*

1.  I will close any front or rear facade doors and windows at 10:00 P.M. every night or during any amplified performances, including but not limited to DJs, live music and live nonmusical performances.
2.  I will not have  DJs,  live music,  promoted events,  any event at which a cover fee is charged,  scheduled performances,  more than \_\_\_ DJs/ promoted events per \_\_\_,  more than \_\_\_ private parties per \_\_\_\_\_.
3.  I will play ambient recorded background music only.
4.  I will not apply for an alteration to the method of operation agreed to by this stipulation without first coming before CB 3.
5.  I will not seek a change in class to a full on-premise liquor license without first obtaining approval from CB 3.
6.  I will not participate in pub crawls or have party buses come to my establishment.
7.  I will not have a happy hour.  I will have happy hour and it will end by \_\_\_\_\_.
8.  I will not have wait lines outside.  There will be a staff person outside to monitor sidewalk crowds and ensure no loitering.
9.  Residents may contact the manager/owner at the following phone number. Any complaints will be addressed immediately and I will revisit the above-stated method of operation if necessary in order to minimize my establishment's impact on my neighbors.

With respect to managing noise inside and outside the business, we plan to hire a sound engineer to ensure proper sound attenuation. As we will not have live entertainment or DJs, sound will be minimal and we do not anticipate noise issues. We believe the building walls and outer structure will be sufficient to contain any inside noise.

# 177 ludlow block plot

Red circles indicate On Premises Liquor Licenses; Red Triangles indicate Restaurant Wine Licenses; Blue Squares indicate Package Stores and Yellow Circles indicate locations which have a pending application for various liquor license types.



Please see the attached GIS report for details on the nearby licensed locations depicted above.

# Proximity Report for Location:

February 5, 2016

177 Ludlow St, New York, NY, 10002

\* This report is for informational purposes only in aid of identifying establishments potentially subject to 500 and 200 foot rules. Distances are approximated using industry standard GIS techniques and do not reflect actual distances between points of entry. The NYS Liquor Authority makes no representation as to the accuracy of the information and disclaims any liability for errors.

## Closest Liquor Stores

Name	Address	Approx. Distance
FLYNN MCCLURE INC	100 STANTON ST	320 ft
EAST HOUSTON STREET WINE & LIQUOR INC	250 E HOUSTON ST	580 ft
SALGIRAH CORP	141 ESSEX ST	610 ft
JCCSM INC	45 1ST AVE	955 ft
TURTLE DOVE LLC	28 30 CLINTON ST	1035 ft
DISCOVERY WINES LLC	16 AVE B	1115 ft
NIZGA CORP	58 AVENUE A	1145 ft

## Churches within 500 Feet

Name	Approx. Distance
Saint Nicholas Roman Catholic Church	315 ft

## Schools within 500 Feet

Name	Address	Approx. Distance
PS 20 ANNA SILVER SCHOOL	166 ESSEX ST	435 ft

## On-Premise Licenses within 750 Feet

Name	Address	Approx. Distance
LUDLOW HOTEL OPERATING LLC & LUDLOW HOTEL FOOD	180 184 LUDLOW ST	40 ft
OSTERIA GRANO LLC	175 LUDLOW ST	45 ft
SWEET CHICK LES LLC	178 LUDLOW ST	60 ft
180 ORCHARD OWNER LLC, IHG MGMT MARYLAND LLC & GG	171 LUDLOW ST	85 ft
JERSEY BOYS LLC	173 LUDLOW ST	120 ft
GEORGIA'S EASTSIDE BBQ INC	192 ORCHARD ST	120 ft
GREY ASSOCIATES LLC	165 167 LUDLOW STREET	185 ft
BARRAZA FOODS INC	198B ORCHARD STREET	235 ft
S W MONTE INC	217 E HOUSTON ST	240 ft
161 LUDLOW FOOD LLC	161 LUDLOW ST	250 ft
TWO ALMONTES CORP	108 STANTON ST	255 ft
MISSION CANTINA LLC	172 ORCHARD ST	260 ft
LOCO 111 INC	105 STANTON ST	270 ft
158 LUDLOW REST LLC	158 LUDLOW STREET	285 ft

Name	Address	Approx. Distance
ESX GROUP INC	225 E HOUSTON ST	285 ft
ORCHARD STREET RESTAURANT LLC	187 ORCHARD STREET	290 ft
ORCHID STREET ENTERPRISES LLC	174 ORCHARD STREET	295 ft
95 STANTON STREET REST INC	95 STANTON ST	305 ft
SAKAMAI LLC	157 LUDLOW ST	310 ft
168 ORCHARD ST PARTNERS	168 170 ORCHARD ST	325 ft
A CASA FOODS LLC	173 ORCHARD ST	325 ft
STANTON SURF CLUB LLC	99 STANTON ST	335 ft
ALLEN OPERATING COMPANY LLC & ORCHARD ST REST LLC	190 ALLEN STREET	345 ft
THE MEATBALL SHOP	84 STANTON ST	345 ft
STANTON RESTAURANT CORP	82 STANTON STREET	350 ft
KENROCK ENTERPRISES LLC	192 ALLEN ST	370 ft
ROCKWOOD MUSIC CORP	194 ALLEN ST STORE B5, B6	380 ft
OWLINGS INC	152 LUDLOW STREET	380 ft
ROCKWOOD ENTERTAINMENT INC	196 ALLEN ST B4	395 ft
GHVILLE INC	167 ORCHARD ST 2ND & 3RD FL	400 ft
GHVILLE INC	167 ORCHARD ST	400 ft
JETHOU LLC	167 ORCHARD ST	400 ft
CRAWFORD FLICK INC	7 AVENUE A	410 ft
DOWNTOWN DINING LLC	5 AVENUE A	410 ft
LA PALA LLC	184 198 ALLEN ST	420 ft
WASSAIL LLC	162 ORCHARD ST	425 ft
JJD GROUP LLC	9 AVE A	430 ft
MUNDO NEW YORK INC	205 ALLEN ST AKA 159 E HOUSTON	450 ft
SOUTH CENTRAL RESTAURANT LLC	151 ESSEX ST	475 ft
ADARP INC	244 E HOUSTON ST	480 ft
DIDDLER DOYLE CORP	12 AVENUE A	505 ft
12 FIRST AVE RESTAURANT CORP	76 E 1ST ST	525 ft
DOUBLE DOWN NYC LLC	14 AVENUE A	530 ft
ALLYN LLC	16 1ST AVE	535 ft
CANAS RESTAURANT INC	23 AVENUE A	550 ft
A & P RESTAURANT CORP	245 E HOUSTON ST	560 ft
REQUISITE BOOTIE INC	14 1ST AVENUE	560 ft
GUAPO BODEGA LLC	146 ESSEX STREET	565 ft
GOLDEN C HOSPITALITY INC	13 1ST AVE	565 ft
SWAUTO LTD	25 AVENUE A	570 ft
ALLEGRA ALLEGRA INC	15 1ST AVENUE	595 ft
FOUNDATION LOUNGE CORP	137 ESSEX ST	595 ft
159 HUNTINGTON HOLDINGS INC	159 E HOUSTON ST	600 ft
PUB 138 INC	138 LUDLOW STREET	605 ft
BRACKLUINN REST INC	137 LUDLOW STREET	610 ft
DISH 165 INC	165 ALLEN STREET	615 ft
CALLE CATORCE LLC	157 E HOUSTON ST	620 ft
STEPS LLC	163 ALLEN STREET	640 ft
247 LUV NYC LLC	247 ELDRIDGE ST	645 ft
SAFF INC	249 ELDRIDGE STREET	665 ft
SPIEGEL INC	26 1ST AVE	665 ft



Name	Address	Approx. Distance
98 RIVINGTON RESTAURANT LLC	98 RIVINGTON ST	665 ft
SOHO NEW YORK LODGING LLC	151 E HOUSTON ST	670 ft
JACOB & KELLY INC	235 ELDRIDGE ST	670 ft
3B RESTAURANT CORP	217 ELDRIDGE ST	685 ft
RAGUBOY CORP	156 EAST 2ND STREET	690 ft
MFM BRANDY LLC	157 ALLEN ST	690 ft
ALEGRE ORCHARD LLC	146 ORCHARD ST	695 ft
KELTIC LOUNGE INC	132 LUDLOW ST	705 ft
133 ESSEX RESTAURANT LLC	133 ESSEX ST	720 ft
CAMILLE PRODUCTIONS LLC	110 RIVINGTON STREET	720 ft
LIQUID SAMURAI LLC	245 ELDRIDGE ST	720 ft
DOWNTOWN LLC THE	107 RIVINGTON ST	725 ft
NYCJB S LLC	112 RIVINGTON STREET	730 ft
CODA DI BUE LLC	78 84 RIVINGTON ST	740 ft
FOOLS GOLD NYC LLC	145 E HOUSTON ST	750 ft

### Pending Licenses within 750 Feet

Name	Address	Approx. Distance
HEATHER JOSEPHINE JANSEN	164 ORCHARD ST	410 ft
SOHO-LUDLOW INC	139 LUDLOW ST	580 ft
SAM'S 1 LOUNGE INC	103 E 2ND ST	640 ft

### Unmapped licenses within zipcode of report location

Name	Address
SUN SHINE SEAFOOD RESTAURANT INC	27 29 DIVISION ST

A multi-level restaurant interior with wood-paneled walls and ceiling. A large, ornate chandelier hangs from the ceiling. A staircase with a dark wood handrail and metal balustrade leads up to a mezzanine level. The ground floor features several tables set with white tablecloths and glassware. The lighting is warm and ambient, creating a cozy atmosphere.

# FOURTH FLOOR

RESTAURANTS

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# FOURTH WALL RESTAURANTS

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*PARK AVENUE*

*QUALITY ITALIAN*

*SMITH & WOLLENSKY*

*QUALITY MEATS*

*MALONEY & PORCELLI*

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## A CHRONICLE

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Although Fourth Wall Restaurants is a relatively new restaurant group, several members of its senior management have a proven track record of conceiving, opening, and managing restaurants for profitability in New York City and around the country. There are over 160 employees in the current Fourth Wall group that have been working together for over ten years. All aspects of the restaurants, from operations to marketing

to finance benefit from the invaluable knowledge these people have gained over their long tenures in the restaurant industry. Fourth Wall Restaurants was founded by acclaimed father-son restaurateurs Alan and Michael Stillman in 2007. The group is comprised of upscale restaurants in New York City and Miami Beach, which are owned or managed by the group, including the flagship Smith & Wollensky location, Maloney

& Porcelli, Quality Meats, Quality Italian and Park Avenue. The newer concepts of the group, Quality Meats, Quality Italian, and Park Avenue, benefit from the wealth of knowledge brought by senior managers. Their extraordinary depth of experience, combined with a fresh new vision for design and cuisine, uniquely positions these new concepts from Fourth Wall for success.

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**THREE OF THE SIX  
CONCEPTS WERE INCLUDED  
IN THE 2009 RESTAURANTS & INSTITUTIONS  
LISTING OF THE TOP 100  
INDEPENDENT RESTAURANTS  
IN THE COUNTRY \*\***

\*2013 WAS THE LAST YEAR THE SURVEY WAS PUBLISHED.

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**MICHAEL STILLMAN'S  
EXTRAVAGANT  
PRODUCTION IS ULTIMATE PROOF OF  
THAT AGED MAXIM: IN THE BIG CITY,  
FINE DINING IS A  
PERFORMANCE ART. \*\***

- NEW YORK MAGAZINE





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**SMITH & WOLLENSKY NYC  
CONSISTENTLY PLACES  
IN THE TOP FIVE  
WITH NEARLY \$26 MILLION IN SALES. \*\***

**- RESTAURANTS & INSTITUTIONS  
TOP INDEPENDENT RESTAURANTS IN THE US**

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IN 2007 THE PUBLIC COMPANY  
**THE SMITH & WOLLENSKY**  
**RESTAURANT GROUP**  
WAS SOLD FOR A SALE PRICE OF  
**\$100,000,000. \*\***

# THE FOUNTAIN



## MICHAEL STILLMAN

PRESIDENT AND FOUNDER, FOURTH WALL PARTNER

As the son of one of the country's leading restaurateurs, Michael Stillman grew up with a special vantage point on the inner workings of the industry. Michael learned from a young age how artful design, quality ingredients, and creative marketing all play a critical role in attracting and retaining a loyal clientele.

Michael worked for the acclaimed Union Square Hospitality Group before learning the business of The Smith & Wollensky Restaurant Group from the ground up. After stints in the restaurants' kitchens and purchasing departments, Michael

played a critical role in the opening of the Smith & Wollensky restaurants in Houston, Dallas, and Boston. During openings, Michael participated in staff recruitment and training, menu development, and operations.

Michael channeled his creative vision and business sense into the concept creation of Quality Meats, which opened in New York City in 2006 and Miami Beach in 2015. Michael led the execution of every aspect of the new restaurant, from recruiting acclaimed designers AvroKO and talented young chef Craig Koketsu to negotiating

lease terms and working with contractors to keep the job on budget and schedule. After closing the sale of The Smith & Wollensky Restaurant Group and founding Fourth Wall Restaurants in 2007, Michael created a succession of restaurants that achieved both critical and popular acclaim, Park Avenue Summer (Autumn, Winter, Spring), Quality Italian, and Quality Meats Miami Beach with the same creative design and culinary teams. Michael's focus is the smart, effective expansion of the Quality brand.

# DEERS

## ALAN STILLMAN

FOUNDER, FOURTH WALL PARTNER


Alan Stillman began his career as a restaurateur by founding and opening T.G.I. Friday's at 63rd Street and First Avenue with a \$5,000 loan from his mother. As the Friday's concept grew and expanded, he sold the rights to Friday's outside of New York City in the mid-1970's, maintaining ownership of the Upper East Side flagship, which he sold by the end of the decade. He has never regretted selling the Friday's concept and is often credited with opening the first "singles" bar. As Friday's grew, Stillman conceived sister concepts around the city: Tuesday's, Wednesday, and Thursday's, each with a unique concept and a singular sense of fun.

Soon after, Alan and his investors opened Smith & Wollensky at 49th Street and Third Avenue in

1977, a concept which ultimately grew to nine locations around the country. At the same time, he developed a series of enormously successful restaurant concepts that withstood the test of time in Manhattan such as Manhattan Ocean Club, Maloney & Porcell and The Post House. Alan and his son Michael partnered with some of the brightest young chefs in the business and the award-winning design firm AvroKO to transform Manhattan Ocean Club into the acclaimed restaurant Quality Meats and Park Avenue Café into Park Avenue Autumn (which was awarded two stars from New York Times food critic Frank Bruni). In August 2007, under Alan's guidance, the public company The Smith & Wollensky Restaurant Group was sold for a sale price of \$100,000,000.

Alan plays an active role in the current group's expansion strategy and critical decision making. Alan is a master of marketing in the restaurant industry. He comes up with extremely creative ideas that promote the restaurants in a way that is fun and meaningful to their customers. He once ordered the delivery of \$1 million shipment of wine in a Brinks truck. He thought up National Wine Week, in which winemakers from all over the world pour their wines at lunch in the restaurants. During the early years of the program (which is now celebrated twice a year), both Robert Mondavi and Count Antinori personally poured their wines at Smith & Wollensky.





**CRAIG KOKETSU IS ONE OF  
NEW YORK'S HOTTEST  
YOUNG CHEFS \*\***

- MAXIM

# THE PLAYERS

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**FOUR-STAR KITCHEN EXPERIENCE**

**COUNTLESS ACCOLADES**

**MENTORED BY JEREMIAH TOWER,  
JOYCE GOLDSTEIN, GRAY KUNZ,  
AND CHRISTIAN DELOUVRIER**

**FORMER CHEF DE CUISINE AT  
THE FAMED LESPINASSE**

## **CRAIG KOKETSU**

EXECUTIVE CHEF, FOURTH WALL PARTNER

Craig Koketsu fostered his passion for precision, knowledge, and flavor by working with acclaimed chefs from diverse backgrounds. Koketsu began his culinary career at Stars in Palo Alto, California working with renowned chefs Jeremiah Tower and Joyce Goldstein. He received the distinction of being named banquet chef for all private events at Stars, which allowed him to create intricate and innovative dishes. Koketsu realized that a move to New York City was crucial to work with the chefs he admired.

Once in New York, Koketsu landed the position of chef de partie with Gray Kunz at the famed restaurant Lespinasse. The young chef was afforded the opportunity to work with another remarkable talent, Christian Delouvrier, who replaced Kunz after his departure from

Lespinasse. Koketsu stayed on Delouvrier's new team and became poissonnier, which was the post he held when Lespinasse earned a four-star review from the New York Times. Koketsu was then honored with the highest position in Delouvrier's kitchen, chef de cuisine.

Koketsu was selected to create the culinary concept and menus of Quality Meats, which he executed with a great respect for classic dishes which were transformed by his creativity. Koketsu created the culinary direction of Fourth Wall's award-winning Park Avenue Summer (Autumn, Winter, Spring), Quality Italian, and both Quality Meats New York and Miami Beach. New York Magazine and Esquire Magazine have named Koketsu among New York's top up-and-coming chefs.

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**PUBLIC RELATIONS EXPERIENCE:**

**FOUR-STAR CHEFS  
BALTZ & COMPANY  
VISA USA  
PRICEWATERHOUSE COOPERS  
CHARLES SCHWAB  
HEWLETT-PACKARD**

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**ALLISON GOOD**

VP OF MARKETING & COMMUNICATIONS, FOURTH WALL PARTNER

After six years at leading public relations firms working for corporate clients such as Visa USA, PricewaterhouseCoopers, Charles Schwab, and Hewlett-Packard, Allison pursued her personal interest in restaurants, food and wine professionally by becoming an account director at boutique public relations firm Baltz & Company, working with Karen and David Waltuck, Terrance Brennan, Marcus Samuelsson and Scott Conant, in addition to St. Francis Winery and Hendrick's Gin. Allison joined The Smith & Wollensky Restaurant Group in 2004 to lead the public relations efforts for its

New York City restaurants. Her role quickly grew to include public relations for all of the Smith & Wollensky restaurants across the country, investor relations for the public company, advertising and all marketing partnerships. At Fourth Wall Restaurants, Good is a partner and responsible for all public relations, marketing, advertising, partnerships and communications for all of its owned and managed restaurants, as well as creating the communications strategy for the company's growth.

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**15 YEARS OF EXPERIENCE IN  
FINANCIAL ANALYSIS, REPORTING,  
AND BUDGETING**

**DIRECTOR OF FINANCE OF  
STARBUCKS COFFEE COMPANY**

**RESPONSIBLE FOR \$3.5  
BILLION IN ANNUAL REVENUES**

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**STEVEN JOLTON**

CHIEF FINANCIAL OFFICER, FOURTH WALL PARTNER

Steven Jolton is the chief financial officer of Fourth Wall Restaurants, where his responsibilities include overseeing all financial areas, including operational finance for Fourth Wall's managed and/or owned New York restaurants and developing projections and budgets for new openings. Prior to his current role, Jolton was the director of finance of Starbucks Coffee Company, responsible for 3,500 stores and \$3.5 billion in annual revenues for the Eastern half of the United States. He joined Starbucks in

1994 as a financial analyst when that company had 400 stores. During his fourteen years with that company, Jolton handled a wide variety of financial areas, including financial analysis, reporting and budgeting, as well as played an integral role in new store development. During this time, Starbucks grew to over 15,000 stores. Prior to joining Starbucks, Jolton was a financial analyst at The Coffee Connection, which was acquired by Starbucks in 1994.

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**INDUSTRY AND COMPANY VETERAN  
WITH NEARLY 30 YEARS OF EXPERIENCE**

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**KEVIN DILLON**

CHIEF OPERATING OFFICER, FOURTH WALL PARTNER

Industry and company veteran with over thirty years of experience Kevin Dillon, the chief operating officer of Fourth Wall Restaurants, oversees the restaurant operations for Fourth Wall. After graduating from Florida International University with a degree in hospitality management in 1982, he joined Smith & Wollensky in New York City, learning the restaurant's business from a variety of front- of-house positions. He distinguished himself with a keen eye for detail and logistics and was soon named general manager at the group's restaurants, The Post House and Manhattan Ocean Club, and was opening general manager of Park Avenue Café and Maloney & Porcelli.

With an in-depth knowledge of the restaurants' operations, Dillon was selected as director of New York City restaurant operations and was then named acting chief operating officer of The Smith & Wollensky Restaurant Group. When Fourth Wall Restaurants was formed, Dillon had the specialized knowledge and expertise to both oversee and be involved with the day-to-day decisions to manage its restaurant operations. In this role, he also supervises the human resources function for Fourth Wall and the information technology department as it relates to restaurant operations.



**MASTERS DEGREE IN HUMAN  
RESOURCES & DEVELOPMENT**

**UNION SQUARE HOSPITALITY GROUP**

## **MAREN CALLOWAY**

DIRECTOR OF HUMAN RESOURCES

With over fifteen years' experience in the hospitality industry, Maren leads all human resource initiatives for the company, developing HR initiatives, managing compliance, developing employees, and acquiring new talent. Prior to Fourth Wall, Maren worked as a general manager at Little St. James, a private island in the US

Virgin Islands, and as a floor manager at Union Square Hospitality Group's The Modern and Strip House. Maren holds a Senior Professional in Human Resources Certification, a Masters of Science in HR Management & Development from New York University, and a Bachelor's degree from George Washington University.



**OVER 30 YEARS OF COMPANY  
EXPERIENCE IN MANAGEMENT AND  
OPERATIONS OF THE RESTAURANTS**

## **DENNIS MARTIN**

DIRECTOR OF DEVELOPMENT, FOURTH WALL PARTNER

Dennis Martin has over thirty years of experience in restaurant operations, development, and construction. He was hired as a server over thirty years ago at Tuesday's. In 1977, Martin joined Smith & Wollensky as a manager on 49th Street and Third Avenue. When the adjacent Wollensky's Grill opened a few years later, he was named its general manager. Martin's hospitality, eye for detail, and organization led him to be named opening general manager for Manhattan Ocean Club, Cité, and Park Avenue Café Chicago. In addition, Martin led the general contracting for these new projects, managing

multiple teams of artisans, builders, plumbers, and construction crews to bring in their work on time and on budget. As The Smith & Wollensky Restaurant Group grew, Martin assisted in its expansion to nine markets across the country, leading all restaurant build outs by hiring and coordinating the work of all vendors, architects, designers, and engineers. When Fourth Wall Restaurants was founded, Martin became a partner, in charge of all matters relating to all new construction and maintaining the physical plants of all restaurants.



**THE DONNA KARAN COMPANY**

**SIMPSON THATCHER & BARTLETT LLP  
PRACTICED INTELLECTUAL PROPERTY  
LAW**

## **JENNIFER RACKOFF**

GENERAL COUNSEL

Jennifer is General Counsel of Fourth Wall Restaurants, LLC, a New York-based restaurant group that owns, manages and develops unique restaurant concepts, including Quality Meats, Quality Italian, Maloney & Porcelli, Smith & Wollensky New York, Riff Raff's, and the re-opening of Park Avenue. Her practice touches all areas of law affecting the hospitality industry, including managing employee relations, wage and hour matters, drafting and negotiating advertising, public relations and other related agreements, handling real estate issues and lease negotiations,

and providing advice with respect to litigation and intellectual property matters. Jennifer was previously corporate counsel at The Donna Karan Company, where she primarily focused on licensing, real estate, litigation and employment matters. Before that, she spent almost ten years at Simpson Thacher & Bartlett LLP specializing in intellectual property transactional work and litigation. Jennifer earned her B.S. degree with honors from Cornell University and her J.D., cum laude, from Fordham University School of Law.

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**CERTIFIED SOMMELIER**

**RECOGNIZED WITH HONORS AND  
DISTINCTION**

**TRAINING TOWARDS MASTER  
SOMMELIER**

## MARC PASSER

BEVERAGE DIRECTOR

Marc Passer, a certified sommelier who passed his testing with honors and distinction from Sommelier Society of America, left a career in institutional sales and trading to pursue one in the hospitality industry. Within four years of being in the restaurant industry, Marc distinguished himself as a manager with a passion for wine and quickly was promoted to his current role, overseeing all aspects of the beverage program-

ming, events and inventories at all restaurants, while training staff, creating and maintaining wine and cocktail lists at each property. Marc also manages the Zachys Wine Auction planning and implementation at Smith & Wollensky. He has spent time at wineries and vineyards all over the world, attending seminars and assisting with harvests. Marc is a graduate of Tulane University's AB Freeman School of Business.

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**DANIEL**

**CLOVER CLUB**

**MONKEY BAR**

## BRYAN SCHNEIDER

BAR DIRECTOR

Since 2005, Bryan Schneider has created cocktails for some of the most acclaimed bars and restaurants in New York City. From Michelin-starred Daniel, to Brooklyn's Clover Club and midtown Manhattan's Quality Italian, Schneider has collaborated with an award-winning and diverse list of chefs and bartenders, while creating some of the most original and compelling cocktails in the city. Schneider and his cocktails have been featured in top publications such as The New York Times, Time Out New York, Esquire Magazine and Tasting Table.

Known for his sense of humor and capriciousness behind the bar, Schneider is perpetually pushing the boundaries of cocktail culture, with drinks that are simultaneously playful and satisfying. His mantra is simple – "Cocktails should be like a good joke: lighthearted, innovative, witty, and most importantly, easy to swallow." At Fourth Wall, Schneider's cocktail programs are inspired by the seasonal nature of the restaurants, and he has created interesting lists of verdant and fresh drinks using a variety of herbs, homemade elixirs, and tonics.



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## KEY OPERATING DATA FOR 2014

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**\$77.4 MILLION IN SALES**  
**848,000 COVERS**

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### HOW WE DO BUSINESS

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Although the Fourth Wall Restaurants feature an array of concepts and designs, there is a common operation and management style that is practiced in all of the restaurants in order to build and maintain a loyal clientele. All restaurant management, servers and bartenders are trained to place the needs of our customers first and to provide them exemplary dining experiences. We empower our managers to make smart decisions independently to build rapport with their guests. In addition, we provide efficient systems and technology to all our managers to enable them to focus their attention on providing their guests outstanding experiences.

In order to support the efforts of the chefs, managers and servers in the restaurant, we ensure that the restaurants benefit from compelling event programming and strong public relations, marketing and advertising programs. We create advertising, marketing and public relations programs in a way that is geared to attract a

cosmopolitan, knowledgeable consumer. For example, twice a year for over twenty years, Fourth Wall Restaurants has celebrated National Wine Week, a lunch event during which guests are offered ten samples of wine for \$10. We create a calendar of interesting wine dinners and events throughout the year for our customers. Fourth Wall is one of the only restaurant groups that invests in promoting restaurants through full-page ads in leading publications, such as the New York Times. We partner with extremely creative advertising agencies to keep our message witty, true to the brands, and relevant to our business objectives.

Two distinctive programs also support the restaurants: one targeting hotel and private concierges and the other, our best customers. Fourth Wall conducts regular outreach and events with the leading concierges to keep them informed of our offerings and also to keep our restaurants on top of their minds when making

recommendations to their clients. We also have an exclusive, invitation-only VIP for our best customers. As a VIP member, guests are given a private toll-free number that is staffed twelve hours a day for access to priority reservations and a members-only section of our website with special VIP experiences and offers.

In addition, we orchestrate one-of-a-kind offerings that are exclusive to our restaurants. We partner with boutique or well-known winemakers to create custom blends of wines that are only available at our restaurants and work with graphic designers at award-winning AvroKO to design labels for a unique product. We have also worked with specialty breweries to create custom bottlings of beers for our restaurants. These creative, unique offerings set our restaurants apart. We continually challenge ourselves, our chefs and our bartenders to create new and compelling ideas to create dining experiences unlike any other for our guests.

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**YEARS IN THE BUSINESS**

— 38\* —

**SMITH & WOLLENSKY**  
NEW YORK CITY

— 23\* —

**PARK AVE CAFE /**  
SUMMER, AUTUMN, WINTER, SPRING

— 19\* —

**MALONEY & PORCELLI**

— 9\* —

**QUALITY MEATS**  
OPENED 2006

— 2\* —

**QUALITY ITALIAN**  
OPENED 2013

**NEWBORN**

**QUALITY MEATS**  
MIAMI BEACH 2015

**GONE, BUT NOT FORGOTTEN**

34

THE POST HOUSE

21

MANHATTAN OCEAN CLUB

18  
CITE

\*\*

\*\*

THERE ARE OVER  
**160 EMPLOYEES**  
IN THE CURRENT FOURTH  
WALL GROUP THAT HAVE BEEN  
**WORKING TOGETHER**  
FOR OVER 10 YEARS. \*\*





**SINCE 2008, OUR RESTAURANTS  
OWNED OR MANAGED BY FOURTH WALL  
AVERAGED NEARLY  
\$1,000 IN SALES  
PER SQUARE FOOT  
AND OVER \$46,000  
IN SALES PER SEAT. \*\***

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*“PARK AVENUE (SUMMER/FALL/WINTER/SPRING)  
HAS TAKEN THE LOCAVORE MOVEMENT TO NEW EXTREMES”*

**- MAXIM MAGAZINE**



SPRING



SUMMER



AUTUMN



WINTER





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**RE-OPENED:**  
**SEPTEMBER 2014**

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**EXECUTIVE CHEF:**  
***ZENE FLINN***

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**CAPACITY:**  
***170 PERSONS***

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**BEST UP AND COMING CHEFS**  
**- NEW YORK MAGAZINE/NEW YORK TIMES**

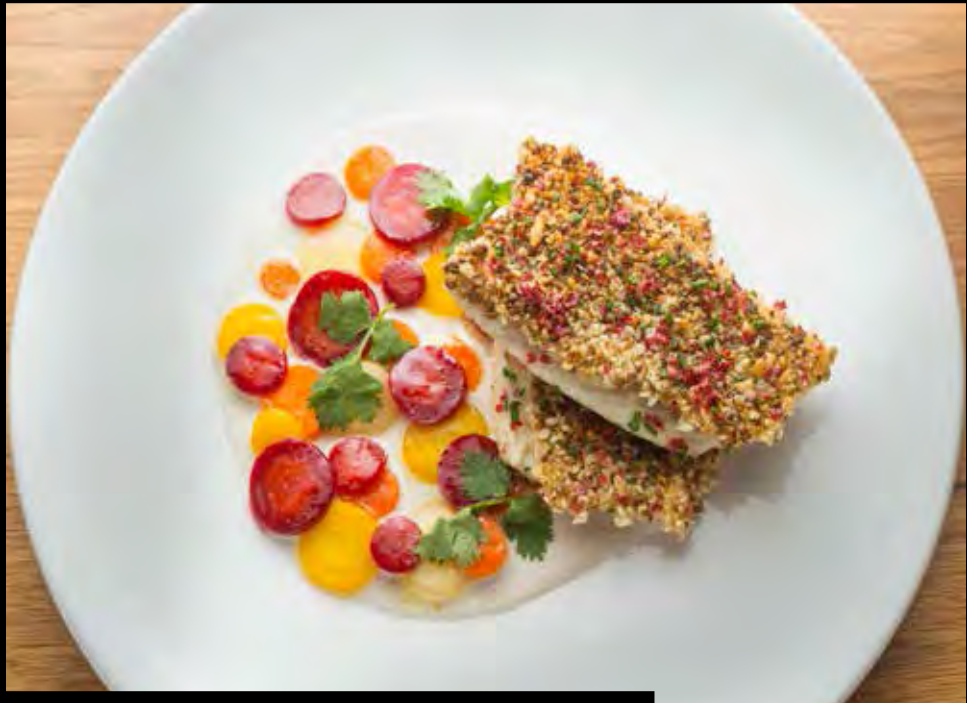
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# ONE OF THE BEST NEW RESTAURANTS

- NEW YORK TIMES/NEW YORK OBSERVER

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Park Avenue Café originally opened on Park Avenue and 63rd Street in 1992 to much critical and popular acclaim. The fine dining restaurant with Americana décor flourished for many years as one of New York City's best restaurants for New American cuisine. Park Avenue re-opened its doors at Park Avenue and 26th street in the fall of 2014. The beloved restaurant will again transform with the seasons, changing menus, décor, beverage program to create a comprehensive transition. Dining at Park Avenue during each season has become a coveted must-visit "only in New York City" occasion.

## ThursdayStyles

The New York Times

### Mirror Images in the D.J. Booth



# RIF RAFF'S

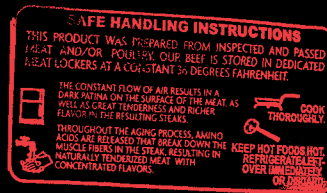
Riff Raff's is the late night party venue adjacent to Park Avenue. Riff Raff's has had many boldface name guests, as well as performances by Cut Copy, Chromeo, & Foster the People. Riff Raff's has hosted private events for Opening Ceremony, Rodarte, and Rag & Bone.



WHAT THIS RESULTS IN IS **THE KIND OF EVENING** THAT BEGINS WITH YOU SIPPING HIGHBALL COCKTAILS IN A BANQUETTE AND ENDS WITH YOU DANCING TO LIVE MUSIC WHILE **DRINKING FROM A GARGANTUAN PLASTIC FLAMINGO** PUNCH FOUNTAIN. THAT'S ABLAZE WITH SPARKLERS. IT'S ALL JUST THE **RIGHT AMOUNT OF CRAZY.** \*\*

- URBANDADDY





# QUALITY MEATS

## NEW YORK

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*“THIS IS PRECISELY THE PLACE TO GO WHEN YOU WANT TRADITIONAL STEAKHOUSE FOOD, WITHOUT THE AGING MEN’S CLUB ATMOSPHERE.”*

**- DETAILS**

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A SKILLFUL BLEND OF

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- CRAIN'S NEW YORK

# Q&M



**OPENED:**  
*APRIL 2006*

**EXECUTIVE CHEF:**  
*ANTONIO MORA*

**EXECUTIVE PASTRY CHEF:**  
*CORY COLTON*

**CAPACITY:**  
*185 PERSONS*

**DESIGN Whisky by**

**PRIME TIME**

Having just completed a Midwest tour, now they're planning to bring April 23, and now we're excited to meet with you.

**PRICE \$0.00**

**SAFE HANDLING INSTRUCTIONS**

1. KEEP AWAY FROM HEAT AND OPEN FLAMES. 2. DO NOT DRINK FROM THIS BOTTLE. 3. DO NOT USE FOR COOKING. 4. DO NOT USE FOR MEDICAL PURPOSES. 5. DO NOT USE FOR INDUSTRIAL PURPOSES. 6. DO NOT USE FOR OTHER PURPOSES.

**2006**

**THE METALS**

**THE BEAUTY SYSTEM**

...the most advanced...  
...the most effective...  
...the most powerful...  
...the most innovative...  
...the most revolutionary...  
...the most groundbreaking...  
...the most transformative...  
...the most revolutionary...  
...the most transformative...  
...the most groundbreaking...  
...the most innovative...  
...the most powerful...  
...the most effective...  
...the most advanced...

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...the most revolutionary...  
...the most transformative...  
...the most groundbreaking...  
...the most innovative...  
...the most powerful...  
...the most effective...  
...the most advanced...



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In April 2006, the Stillmans partnered with award-winning design firm AvroKO to create the decor and graphics for Quality Meats, a rustic new American concept in Midtown. Chef Craig Koketsu created a menu with contemporary versions of classic flavor combinations and was recognized as one of the best new steakhouses in America by Details Magazine.

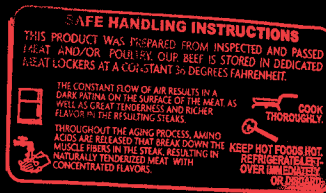


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**QUALITY MEATS PROVED  
THE MOST RELIABLE OF THE  
NEW BREED:  
SOLID STEAKS, AN INDUSTRIAL  
SETTING FAR COOLER THAN  
THE CLASSIC COW PALACES. \*\***

- BUSINESS WEEK





# QUALITY MEATS

## MIAMI BEACH

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*“IN A TOWN WHERE THE STEAKHOUSE IS KING,  
QUALITY MEATS IS WORTHY OF ITS THRONE.”*

**Miami Herald**

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# QMI



**"...REALLY SHOULD BE RENAMED  
QUALITY EVERYTHING."**

**- MIAMI MAGAZINE**



In February, 2015 the second location of acclaimed Manhattan restaurant Quality Meats opened in a historic Art Deco hotel in the heart of South Beach. The family-owned butcher shops found throughout New York City inspired the flagship Quality Meats, and here the concept is married with the beauty of worn Art Deco details in a Miami setting.



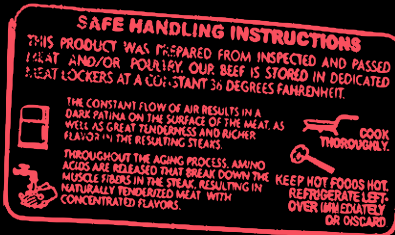
**OPENED:**  
*FEBRUARY 2015*

**EXECUTIVE CHEF:**  
*PATRICK REBHOLZ*

**EXECUTIVE PASTRY CHEF:**  
*CORY COLTON*

**CAPACITY:**  
*220 PERSONS*





# QUALITY ITALIAN

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*Quality Italian presents a menu of modern day adaptations of traditional Italian-American steakhouse fare. Continuing the tradition of sister restaurant Quality Meats, Quality Italian references old-world butcher shops in its unique design, drawing inspiration from the traditional butcher guilds found throughout Italy.*

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**OPENED:**  
*JULY 2013*

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**EXECUTIVE CHEF:**  
*SCOTT TACINELLI*

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**EXECUTIVE PASTRY CHEF:**  
*CORY COLTON*

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**CAPACITY:**  
*200 PERSONS*

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**WHERE TO EAT IN 2014**

**- ADAM PLATT/NEW YORK MAGAZINE**

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# THE ORIGINALS

SMITH & WOLLENSKY

MALONEY & PORCELLI



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*“SERIOUS WINE, SERIOUS BEEF, SERIOUS DEAL-MAKING...  
THAT ABOUT SUMS IT UP FOR THIS CLASSIC NEW YORK  
STEAKHOUSE WHOSE GREEN-AND-WHITE FACADE MIGHT  
AS WELL BE ON THE LIST OF CITY LANDMARKS.”*

*- NEWSDAY*

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**SMITH & WOLLENSKY**

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**OPENED:**  
*OCTOBER 1977*

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**EXECUTIVE CHEF:**  
*ELMAN GALLARDO*

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**CAPACITY:**  
*420 PERSONS*

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# NYC'S CARNAL OBSESSION IS STILL HONORED AT STEAKHOUSES LIKE MALONEY & PORCELLI \*\*

- GAEL GREENE



**MALONEY & PORCELLI**

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**OPENED:**  
*AUGUST 1996*

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**EXECUTIVE CHEF:**  
*AARON BASHY*

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**CAPACITY - MAIN DINING ROOM:**  
*195 PERSONS*

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**SKYLIGHT ROOM:**  
*180 PERSONS*



A photograph of a restaurant bar with a wine cellar and a chandelier. The bar is well-stocked with bottles and glasses. A large, ornate chandelier hangs from the ceiling. The background shows a wine cellar with many bottles. An American flag is visible on the right side of the bar.

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A photograph of a bar interior. The backbar is filled with various bottles of liquor, including whiskey, vodka, and rum, arranged on shelves. A large, ornate chandelier hangs from the ceiling. The bar counter is visible in the foreground, and there are some stools or chairs. The lighting is warm and ambient.

# THROUGH DALLE ELEMENTS.

- THE NEW YORK TIMES

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**FOURTH WALL RESTAURANTS**

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880 THIRD AVENUE, 4TH FLOOR, NEW YORK CITY 10022

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*QUALITY ITALIAN*

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*SMITH & WOLLENSKY*

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*PARK AVENUE*

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*MALONEY & PORCELLI*

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*QUALITY MEATS*

FOURTHWALLRESTAURANTS.COM

212.838.2061