



*“Building, one successful
project at a time!*

*Construction Management
Design / Build
General Contracting*

*2465 West Shore Road
Warwick, RI 02889*

*401-352-0222 o.
401-352-0226 f.*

www.cobaltindustries.com



COBALT
CONSTRUCTION

... **M**y personal commitment to you

It gives me great pleasure to share with you my personal thoughts on why Cobalt Industries, Inc. continues to be a leader in construction management.

First, our commitment to our clients is unsurpassed in the industry. Because of this, we have generated a significant amount of business referral. Our satisfied clients - tell others. It's that simple.

Our commitment is to provide high quality craftsmanship and sound construction management at a competitive price. We do this by maintaining integrity within our industry and working with like-minded sub-contractors. To be the best, means we work with the best.

Our success is also inherent in support of our clients. Whether it's support during the sensitive issues surrounding the permitting process or communicating during the various project stages. We are managing deadlines every step of the way from pre-construction thru final punch list.

You may find our professionalism or our attention to details and deadlines to be most appealing. We consider it, business as usual.

Jon E. Daskam
President



COBALT
CONSTRUCTION

Introduction to our Firm

Cobalt Industries, Inc. is a full service construction management firm that provides full phase concept-to-completion solutions for commercial clients. Cobalt helps improve design and building goals by setting new standards in creativity, quality, craftsmanship and integrity.

Regardless of a project's size or scope, there are many variables an owner, or a team of professionals, needs to master before taking on a project. From start-to-finish, the Cobalt Industries management team organizes and communicates throughout the development and execution process to eliminate any unforeseen challenges or changes along the way.

Launched in 2001, Cobalt continues to emerge into a complete construction management firm. Cobalt provides full-scale construction management services, design/build applications and general construction services for clients that manage, maintain, and plan commercial projects.

“As a leader in **Construction Management**, Cobalt Industries, Inc. strives to provide total customer satisfaction One successful project at a time!”

Foundation



COBALT
CONSTRUCTION

The Cobalt Advantage

Construction Management

Open communication between owners, architects, designers, suppliers, engineers, project managers and sub-contractors is essential in delivering projects on time and under budget.

Design/Build

By effectively communicating with contributors throughout the project life cycle, Cobalt Industries delivers a customized solution that meets customer expectations.

General Construction

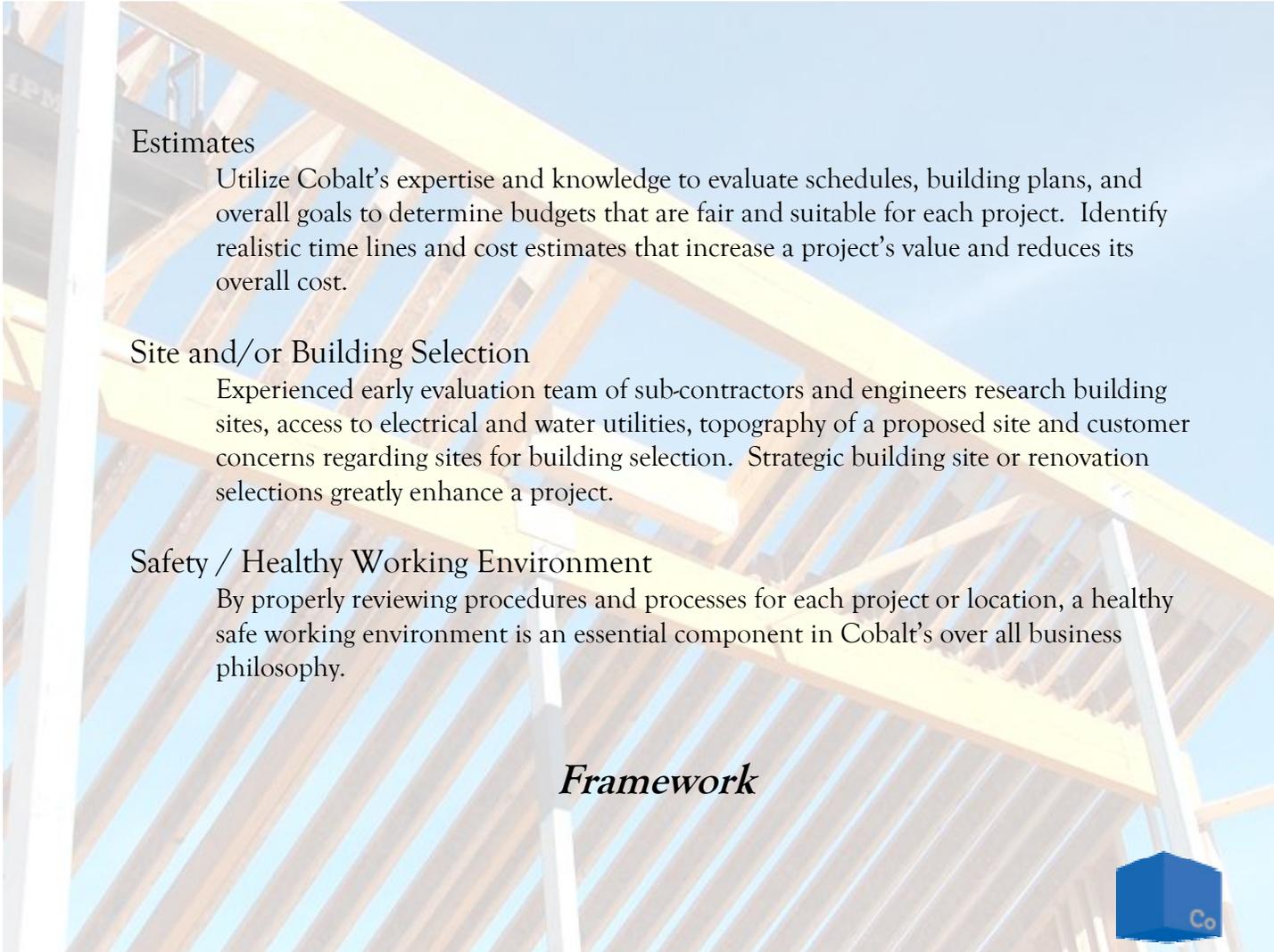
Cobalt serves the customer's best interest at all times, executing every facet of the construction process from start-to-finish with a keen eye for detail.

Pre-Construction Services

Establish a design/build team that includes architects, designers, construction manager and the customer. Communicate with team to evaluate alternative material, review schedules, discuss time concerns, invite engineering input, select building systems, and review the overall building process. Review potential costs and discuss lead time items to secure materials and sub-contractor selection.



COBALT
CONSTRUCTION



Estimates

Utilize Cobalt's expertise and knowledge to evaluate schedules, building plans, and overall goals to determine budgets that are fair and suitable for each project. Identify realistic time lines and cost estimates that increase a project's value and reduces its overall cost.

Site and/or Building Selection

Experienced early evaluation team of sub-contractors and engineers research building sites, access to electrical and water utilities, topography of a proposed site and customer concerns regarding sites for building selection. Strategic building site or renovation selections greatly enhance a project.

Safety / Healthy Working Environment

By properly reviewing procedures and processes for each project or location, a healthy safe working environment is an essential component in Cobalt's over all business philosophy.

Framework



COBALT
CONSTRUCTION

*“Building, one successful
project at a time!”*

Restaurants & Hospitality

Retail

Condominiums, Mills & Mix-use

Office

Commercial - Restoration

Athletic Facilities

Finishes



COBALT
CONSTRUCTION



The Pavilion

Project Scope:

The Hopkinton Pavilion project required new construction of a 5,400sf restaurant and a 1,500sf athletic training facility.

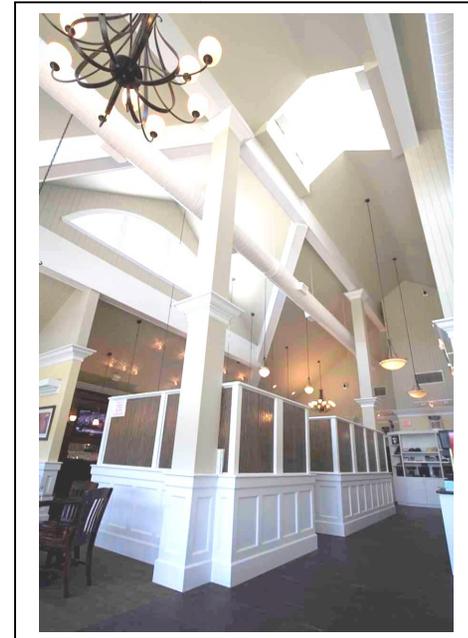
Challenge:

The owners envisioned new buildings for a restaurant and a training complex, as well as a storage facility inside and existing barn, which required its detailed restoration and careful relocation.

Cobalt Advantage:

Working hand in hand with Allevato Architects Inc. and Sousa Design, Cobalt delivered the project in a cost-effective, high quality and timely manner. Cobalt's construction accomplishments involved custom millwork, shiplap finished ceiling, stick built open frame wood structure, custom light fixtures, decorative wall and floor tile including a custom fireplace.

Photos by Gene St. Pierre





Siena

Project Scope:

Duplicating the feel of Tuscany in Providence, Rhode Island, required extensive and detailed work, including custom millwork, as well as expanding the existing hallway to create a more open and inviting back room.

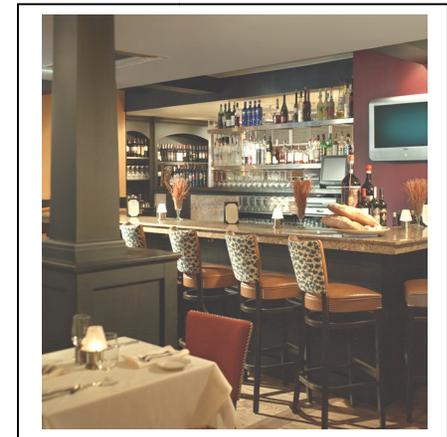
Challenge:

Anthony and Chris Tarro own and manage Siena. The brothers were raised in Rhode Island, and their family has deep roots in the Italian-American community on Federal Hill. Siena evolved out of Anthony's ardor for Tuscan cuisine, which is fresh, simple and unfettered. Time spent in Italy has had a significant impact on Anthony and Chris. The traditions of Tuscan have forever changed their conception of the art of the meal. The idea of translating these traditions to a modern American setting seemed very exciting to both. Hence, Siena's "Tuscan Soul Food" was born.

Cobalt Advantage:

Working closely with the Tarro brothers and Judd Brown Design, Cobalt brought the unique construction plans to life. A fun and contemporary interpretation of Tuscan architecture, Siena is thriving in the heart of an active restaurant district of Providence.

Photos by Warren Jagger





Chelo's Good To-Go

Project Scope:

Chelo's restaurant chain required 2,400 sf of completely new construction.

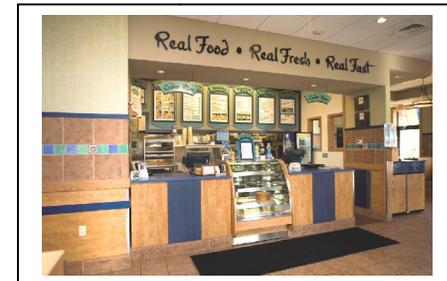
Challenge:

Chelo's Hometown Bar & Grille, Rhode Island's largest family-owned restaurant chain was rolling out a fresh new concept and needed a fresh new build-out to house it. With the support of the rest of the chain, Chelo's was kicking up its business a notch by starting up a drive-thru location, Chelo's Good-to-Go, the first of its kind for the company.

Cobalt Advantage:

Chelo's new Good-to-Go drive-thru concept is now an established part of the company's business model. Cobalt Industries completed construction of the 2,400 sf restaurant project, designed by DP Evers, on time and under budget. The restaurant was the first of its kind in the Chelo's company, which has 9 other locations. The building is a steel structure with a brick veneer façade. The interior includes custom-built millwork and a 40-seat eat-in dining room.

Photos by Gene St. Pierre





Citron Wine Bar & Bistro

Project Scope:

Local restaurateur and president of the Chow Fun Food Group, John Elkay is opening a wine bar and bistro in the Union Station Plaza next to Water Place Park.

Challenge:

The restaurant will have a comfortable lounge feel with the right mix of open space and privacy created by large curving seating elements. The dimly-lit ambiance combines with pops of color to bring the concept of “casual elegance” to another level. A color palette of dark chocolate and espresso tones is the choice for the finish color of the millwork and hard wood flooring and is accented by a large sandblasted, deep orange, back-lit glass. A glass-beaded wall covering adorns the curving soffit over the bar picking up color and refracting light from the hand-blown glass pendant lights. The collection of furniture and fabrics are arranged in an orange and raspberry to bring the details together throughout the establishment.

Cobalt Advantage:

Working closely with John Elkay and LDL Studio, Cobalt with their team of experienced professionals were able to deliver timely creative solutions to solve the difficult on-site challenges. “Working with Cobalt to build Citron has been a pleasurable experience” Said John Elkay.





1266 Westminster

Project Scope:

The project for the owner's 1266 Westminster Street property in Providence, Rhode Island, consisted of the construction of a new mixed-use, 3-story, 7,500 sf building.

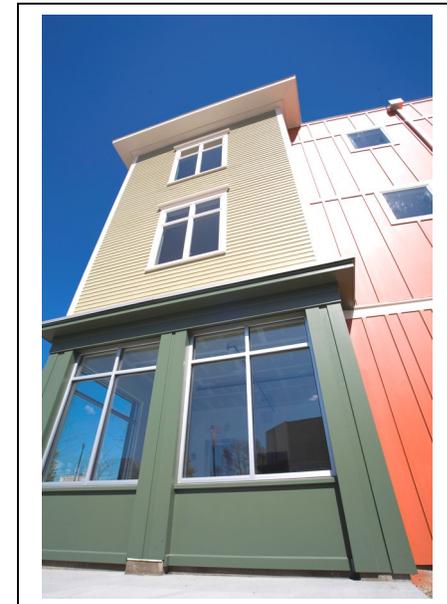
Challenge:

The building was aimed for mixed-use: 4 Condominium apartments and 2 lower-level retail locations on a very small and difficult site.

Cobalt Advantage:

Cobalt faithfully translated the design drawn up by the Providence architectural firm Durkee Brown Viveiros & Werenfels (DBVW) into an impressive new location in the city of Providence. In completing the construction, Cobalt employed steel columns, wood truss and framing, a complete uic system, slab on grade foundation, flat epdm membrane roof and hardy plank exterior siding.

Photos by Gene St. Pierre





**Advanced Auto Parts
Ace Hardware
Dollar Tree**

Project Scope:

The project, located in Saranac Lake, New York, consisted of a 45,000 sf multiple retail fit-out and conversion. Project size \$ 2,250,000.00

Challenge:

The three clients sought to convert an existing Ames department store into multiple tenant fit-outs, involving complete façade and store front renovation.

Cobalt Advantage:

Communicating closely with all three clients, Cobalt successfully accomplished the complete site work expansion, including curb installation, landscaping, paving, new steel exterior, drivit, new HVAC, new electrical, new flooring, new sprinkler system, new fire protection, new storefront and glazing.





Ocean State Job Lot Only A Dollar Pay / Half

Project Scope:

The developers of the Lincoln Mall came to Cobalt Industries to assist their tenants Ocean State Job Lot, Only A Dollar and Pay/Half. The construction consisted of selected demo, renovation of over 40,000 sf and an extensive exterior renovation.

Challenge:

The exterior renovation needed to maintain design continuity with the existing building at the mall. Tight deadlines are what Cobalt thrives on, the client gave a project completion date of a mere 30 days.

Cobalt Advantage:

Thriving under the pressure of a deadline, while maintaining the highest standards of quality and safety, Cobalt delivered the completed site on time. The new store required steel stud interior partitions, drywall, relocation of sprinkler heads, HVAC, handicap bathroom additions, painting, concrete cut and patch, complete electrical relocation for the owner, acoustical ceilings, interior painting, VCT and carpet.





Agnes Mill Seabury Condominiums

Project Scope:

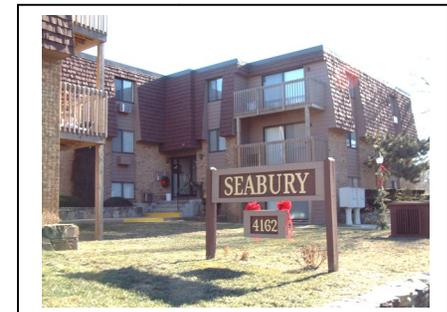
A new assignment, the Agnes Street Mill project encompasses 35,000 sf of mill conversion. Seabury chose Cobalt to conduct an extensive condominium expansion project.

Challenge:

The design for the mill conversion, from Robinson Design, Inc., calls for the construction of 17 artist lofts with many unique construction features and at Seabury the objective was to convert a 16-unit apartment building into a condominium expansion.

Cobalt Advantage:

From years of collaborating with developers, Cobalt has a complete understanding of a developer's perspective. We implement high quality design features using alternative materials that keep the cost of units down. For the Agnes Street Mill, Cobalt is putting together a top-notch team to complete a total building rehab, including: mechanical upgrades, demolition of a portion of the building, new windows, electrical upgrades, plumbing upgrades, open plan apartments with full kitchen, single baths and full security. Cobalt satisfied. For Seabury the construction consisted of complete interior & exterior renovation.





UPDATED DAILY

JULY 2-8, 2007

VOL. 22, NUMBER 12

\$1.50

©2007 Providence Business News Inc.

PROVIDENCE BUSINESS NEWS

YOUR LOCAL SOURCE FOR BUSINESS NEWS IN SOUTHERN NEW ENGLAND

How to avoid nightmares with your permits

If you have ever been involved in a construction project you know how crucial it is to have all your permits in order, and what a nightmare it can be when you don't.



GUEST COLUMN

Jon E. Daskam

Permits indicate that you have had your project inspected or reviewed by officials at the town, city and/or state level, and a particular aspect of the project has been given the green light. Commercial projects commonly require permits from zoning,

building and fire officials, and often from state health officials as well.

The inability to obtain a permit can negatively impact a project by slowing the building process down dramatically and increasing unwanted costs.

Whether your project is large or small, detailed architectural and engineering drawings are the key to obtaining approved permits and controlling costs.

Getting professional drawings and well-thought-out, written plans for the scope of project work upfront can save money in the long run. Construction managers can get better competitive pricing, schedule the job efficiently, catch details that may be missing, and avoid guessing games once the project is running. More important, change orders can be avoided because the level of detail for the job was provided at the start.

How do you know if your drawings are good enough? It's not in the number of pages, but rather in the details and specifications included. For example, everything from window types, means of egress, handicapped access, construc-

tion materials, paint colors, light fixtures, plumbing fixtures, HVAC system, sprinkler and fire alarm work, door hardware, landscaping, stormwater runoff, number of parking spots – the list goes on and on – must be outlined.

Consider the 'domino effect'

Sketchy drawings can cost both time and money on a project. For example, if you are opening a secondary location for your business, you may be paying rent in the new space and a mortgage in the original location. Let's assume you submit plans to the zoning and fire inspectors. Your drawings do not detail the right number of parking spots or proper means of egress. Now you must apply for a variance and add more detail to your drawings. This will delay your permit approval and the start of your construction – and you still need to pay your ongoing mortgage, rent, fees and utilities. Such permitting delays can also affect the timing of subsequent approvals needed, such as a health inspection or a certificate of occupancy.

Bring your team in early

If you have an idea or vision and a location in mind, bring in your construction management team to evaluate the building space for its code compliance (handicapped access, fire, etc.) and/or to determine what you can expect in infrastructure costs.

Construction managers can provide upfront budgets, direct the information to architects and engineers to properly plan drawings, and handle the submission of the plans for permitting. The better the drawings, the more comprehensive a budget you'll get, and the less time you'll be delayed. Don't wait to involve the team – the earlier, the better.

Listen to your experts

Contractors know what permitting officials are looking for; this is their job. It may not be what you want to hear. If you have your heart set on buying a particular building to renovate but you're told it will be costly to bring it up to code compliance, you may be advised to forgo the purchase if it's not within your budget.

Perhaps you can also use this valuable information as a potential negotiating tool to purchase or lease the building. Don't rely on getting a variance. Don't rely on calling your politician friend. Don't put pressure on inspectors and fire marshals. Don't let your emotions get in the way of the reality of what's really needed. Don't ignore the issues thinking they will just go away. Do your work upfront, and the entire process will be pushed through faster.

Do your work upfront, and the entire process will be pushed through faster.

Let your construction managers advocate for you. They are constantly keeping up with building codes and changes. Much like law, some codes aren't negotiable, but certain codes are often left up to interpretation. It's important to have a trusted team member to counsel and advise as if it were their money at stake.

At Cobalt Construction, we are always meeting with building officials and keeping our education and licensing up to date. By bringing us into your project early, we can be your best advocates for a smooth and successful project from start to finish. ■

Jon E. Daskam is president of Cobalt Construction, a Warwick-based construction management, design/build and project management firm.

Real Estate Journal

THE LARGEST BUSINESS PUBLICATION OF ITS KIND IN THE NATION

60 ACRE FACILITY INCLUDES RESTAURANT & BAR, DRIVING RANGE Cobalt Industries selected to build Hopkinton Golf Pavilion: 6,900 s/f

HOPKINTON, RI Cobalt Industries is selected to build Rhode Island's premier golf practice facility. The Hopkinton Golf Pavilion, located at the intersection of Main St. (Rt. 3) and Frontier Rd., will celebrate with a grand opening on June 3rd. With more than 60 acres, the facility will include an all-turf driving range, a golf learning center, a golf academy, a miniature golf course, and the Golf Pavilion restaurant and sports bar.

Construction of three buildings begins with the new construction of



a 5400 s/f restaurant and sports bar. This building includes millwork, a shiplap finish ceiling, wainscot with decorative wall coverings and a fire place. The second building is a 1,500 s/f

golf learning center. Both buildings are an open-frame wood structure with asphalt shingle roofing. The third and final building has been restored and relocated to serve as a storage fa-

cility.

The building architect was Allevato Architects of Franklin, Mass. and Sousa Design of Boston designed the restaurant.

The estimated project cost is \$1.3 million.



Chelo's newest restaurant mixes dine-in with drive-thru

By ALLISON SINAPI

In 1955 the Chelo family built their first restaurant in Cumberland. Now, over 40 years later, Chelo's Hometown Bar & Grille is Rhode Island's largest family-owned restaurant chain.

The company currently has 10 restaurants throughout the state. Among those locations is Chelo's Good-To-Go located on Airport Road. Good-To-Go is Chelo's newest concept and the first of more to come throughout the state.

"It is unlike any other Rhode Island restaurant," said owner Glenn Chelo at yesterday's grand opening.

At Good-To-Go customers can eat in, drive through or take out the same quality award-winning food that Chelo's is known for. Good-To-Go offers a wide array of menu selections that have been adapted from the full service locations that include fresh burgers and sandwiches, soups, chowder and salads with homemade dressings, desserts and daily specials. All food is prepared in minutes ensuring faster service and, more importantly, convenience.

"We think this concept will work extremely well," said Chelo. "We're applying the same standards to the food we serve here as we do at our full service restaurants. This is food you can trust."

Over four years of planning went into the development of Good-To-Go. The Chelo's company worked hand in hand with Cobalt Industries, a construction and project management firm, as they designed a facility that would provide quick service and quality to its customers.

"The owners of Chelo's have high standards in every aspect of their company, including their buildings," said Jon Daskam of Cobalt Industries. "This building is of high quality. It's built to last."



OFFICIALLY OPEN: Even though Chelo's Good-To-Go on Airport Road has been open for months, a grand opening with a ribbon cutting was held Wednesday morning. From left, John Laquale, Gary Chelo, Glenn Chelo, Mayor Scott Avedisian, Craig Chelo, Jim Bromage and Jon Daskam get ready to cut the ribbon at Chelo's. (*Warwick Beacon photo by Diana Thovmasian*)

Good-To-Go is Chelo's third location in Warwick. Nearly 200 jobs will be created as a result of the opening of Good-To-Go, the Warwick Mall location and the seasonal opening of the waterfront location.

"I'd like to thank Chelo's for their constant faith and interest in the City of Warwick," said Mayor Scott Avedisian yesterday at the ceremony. "They've contributed some wonderful establishments to the city."

Chelo's is continuing with their growth plan, which includes additional Good-To-Go locations throughout Rhode Island. Future cities are being evaluated through Rhode Island and nearby Massachusetts.

"This is something we've wanted to do for awhile," said Chelo. "For a dream like this to come to fruition is very satisfying and gratifying for all of us."

PROVIDENCE BUSINESS NEWS

YOUR LOCAL SOURCE FOR BUSINESS NEWS IN SOUTHERN NEW ENGLAND

MAIN STREET

From design to building and managing, Cobalt is growing

BY BETHANY COSTELLO

STAFF WRITER

Step over the nails piled just inside the door, walk around the air duct hanging from the ceiling, and then bang a hard left at the exposed wiring and you enter the makeshift office of Jon Daskam and John Laquale.

An old desk covered with color sketches is used as a conference table as the two owners of Cobalt Industries talk about their latest project – the creation of the new Aloha Asian Restaurant at the Lincoln Mall.

And while most relatively new business owners would be nervous about meeting in such a barren environment, for Daskam and Laquale there is no better place.

“This is the best part,” Laquale said, looking around the recently gutted storefront. “This is where it all starts. The best part of this job is looking at the plans and then making them work with the space and the budget you have.”

Introduced by a mutual friend more than three years ago, they came together at a time when the construction industry was booming. Laquale, the company’s vice president, who had more experience in construction, handles the project management side of the business, while Daskam, who holds the title of president, handles the company’s marketing, among other things.

Together they have created a full-phase, concept-to-completion construction and project management firm.

Part of their success they say is that they are willing to try just about anything – in any industry. Having worked on private homes, apartment buildings, theaters, restaurants, and even athletic facilities and golf courses, the two have a very diversified portfolio.

“We have dabbled a little bit in everything,” Daskam said. “But it’s been good because we have met a lot of people.”

And making connections, according to Laquale, is what it takes to make it in the project management business. In fact, it was because of previous relationships in business that Cobalt was able to get the Aloha Asian Restaurant contract.

“We had worked with Judd Brown Design on another project, and knew that they did a lot of restaurants,” Laquale said. “It was because we had developed that relationship, that we were able to pursue this project.”

COMPANY PROFILE

Cobalt Industries

LOCATION: Oakland Beach Avenue, Warwick

OWNERS: Jon Daskam, president, and John Laquale, vice president

YEAR FOUNDED: 1999

EMPLOYEES: 5

TYPE OF BUSINESS: Construction and project management company

ANNUAL REVENUES: WND

It also helped the Laquale and Daskam promised restaurant owner Charles Chin that the company could save Chin close to 30 percent on the renovation without comprising the integrity of the project.

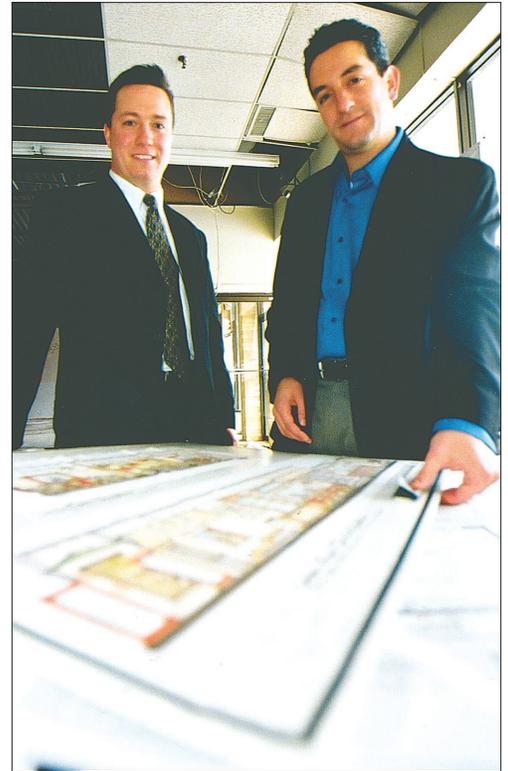
That’s their job. Acting as the interface between the designer and the owner, Cobalt’s has to find a way to implement the plans created by designers at a price the owners can afford. For Laquale and Daskam, it’s one of their greatest challenges.

“Budgeting has to be one of the most difficult things,” Daskam said. “Owners fall in love with these plans and then we have to find a way to make it happen. We need to work with the contractor and the architect to find the lowest possible cost for the same aesthetic value.”

Just about to enter its fourth year of operation, the company has already experienced a fair amount of change. Started primarily as an interior design firm, today they focus mostly on construction and project management. And while a large chunk of the company’s business used to come through its Ludlow, Mass. office, today it’s the home office in Warwick that is booming.

“This is what happens,” Daskam said. “The daily challenges of the job help you to evolve. The bottom line is that we are doing a good job for our customers, and they in turn are presenting us with more opportunities.”

Those opportunities have continued to come despite an economic climate that hasn’t been easy on the construction industry. With a staff of only five, at times both say it



PBN PHOTO/TOM CROKE

COMFORTABLE in their unfinished offices in Warwick are Jon Daskam, left, president and John Laquale, vice president, of Cobalt Industries.

has been challenging.

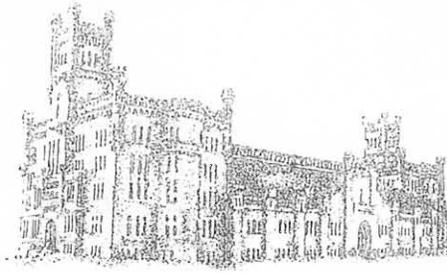
“You have to wear multiple hats, there is no doubt about that,” Laquale said. “You have to have your phone on all the time, and you are in constant contact with what is happening.”

For right now they are comfortable. Working on projects that fall into the \$1 million to \$2 million range both feel the company has found a niche.

“A lot of other local companies deal with much bigger projects,” Laquale said. “We are definitely tapping into the smaller projects.”

“Maybe someday we will build up to that level, but right we are happy where we are,” Daskam said.

Providence Business News© reprinted with permission, all rights reserved



THE ARMORY REVIVAL CO.

Historic Renovation • New Construction

May 26, 2006

John Laquale
Cobalt Industries
2465 West Shore Road
Warwick, RI 02889

Dear John:

Please accept this letter as confirmation of a construction project successfully completed at 1266 Westminster Street in Providence.

On behalf of The Armory Revival Company, I would like to thank Cobalt Industries Inc. for their hard work, dedication and organization on and off the work site. Your professionalism, attention to detail and quick and appropriate responses to problems and difficult situations made for an efficient and positive work environment.

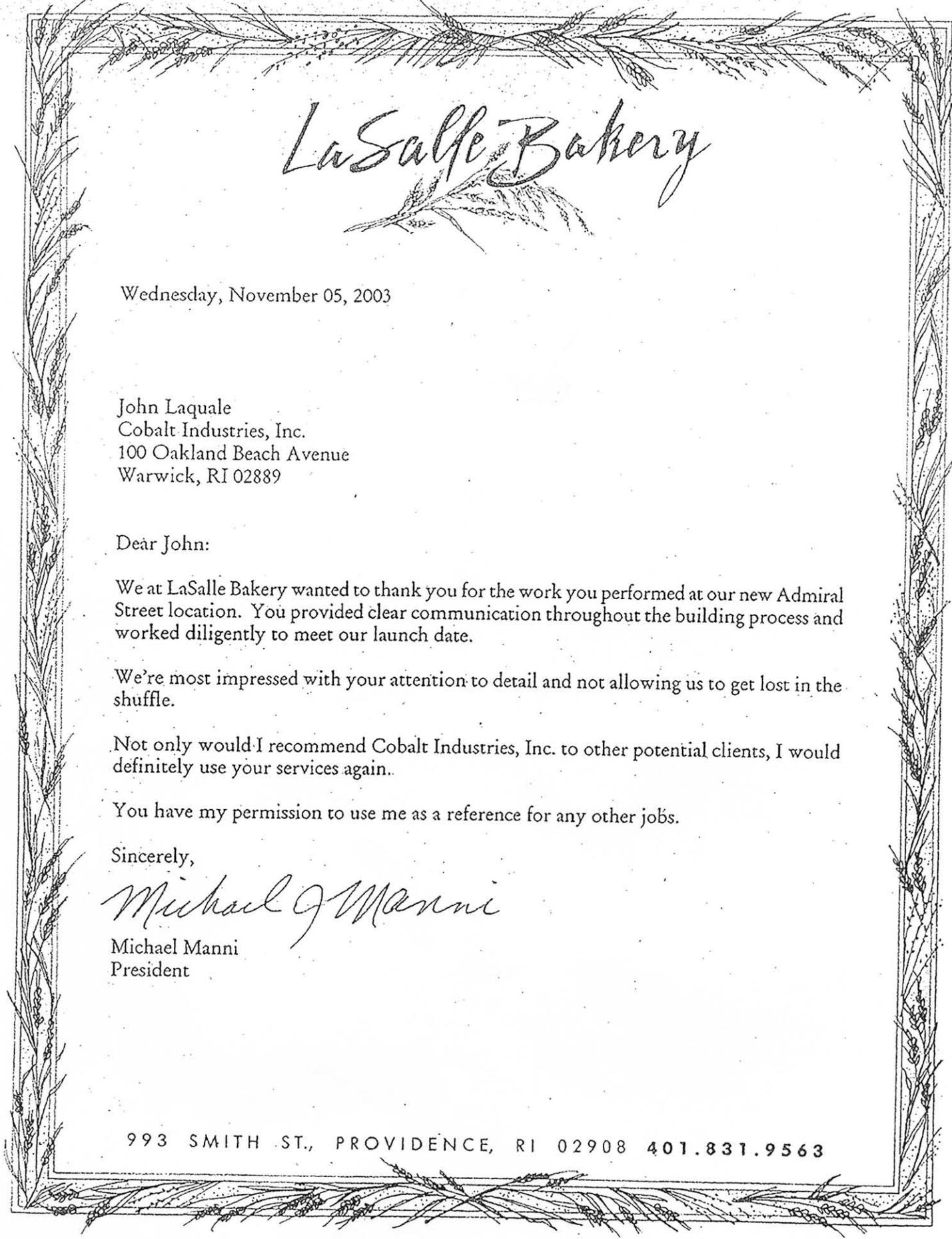
Your patience and attentiveness to both owner concerns and the concerns of City officials are well noted and will help you build your reputation as a respectable, successful construction contractor in the New England area.

We look forward to an opportunity to employ Cobalt Industries Inc. on future projects.

Best wishes for your continued success.

Sincerely,

Maren Luciani
Assistant Project Manager
Ex. 117
mluciani@armoryrevival.com



LaSalle Bakery

Wednesday, November 05, 2003

John Laquale
Cobalt Industries, Inc.
100 Oakland Beach Avenue
Warwick, RI 02889

Dear John:

We at LaSalle Bakery wanted to thank you for the work you performed at our new Admiral Street location. You provided clear communication throughout the building process and worked diligently to meet our launch date.

We're most impressed with your attention to detail and not allowing us to get lost in the shuffle.

Not only would I recommend Cobalt Industries, Inc. to other potential clients, I would definitely use your services again.

You have my permission to use me as a reference for any other jobs.

Sincerely,



Michael Manni
President

993 SMITH ST., PROVIDENCE, RI 02908 401.831.9563



October 24, 2003

State of Connecticut
Department of Consumer Protection
Occupational & Professional Licensing Division

To Whom It May Concern:

I am happy to submit a letter of strong recommendation for Cobalt Industries.

Over the past two years, our firm, Jefferson Group Architects has worked with the principals of Cobalt on several important hospitality oriented project. We have been quite pleased with the quality of workmanship and professionalism of Cobalt and as a result regularly recommend them to our clients.

I am confident that Cobalt Industries will conduct business in the State of Connecticut in such a way as to continue to earn high recommendations from those with whom they associate.

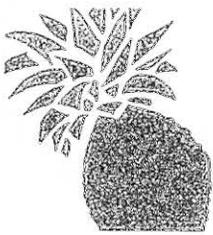
If you need any additional information or have any questions, please feel free to contact me any time.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steven T. McMahon', with a long, sweeping underline.

Steven T. McMahon
Vice President
Jefferson Group Architects, Inc

Jefferson Group Architects, Inc.
Wayne J. Jacques, AIA, NCARB
647 Jefferson Boulevard, Warwick, RI 02886
T:401-738-6015 F:401-732-4730



rhode island
hospitality

ri hospitality and tourism association
ri hospitality association education foundation

October 24, 2003

Mr. Jon Daskam, et al
Cobalt Industries, Inc.,
100 Oakland Avenue
Warwick, RI 02889

Dear Jon:

Thank you so much for the work that you have done for us to date on enlarging our front entrance. I appreciate that you treated us as an "important customer" even though as a small not-for profit, we have had to phase in our project over a period of time.

I have been especially impressed with the subcontractors on the job. They were all very professional and actually cleaned up each evening before they left.

Your attention to detail made it very easy for me to hand the job over to you without worries.

I look forward to our continued relationship as we complete the renovation of our training center and training kitchen.

You have my permission to use me as a reference for any other jobs you are seeking.

Sincerely,

Dale J. Ventrini
President/CEO

ri restaurant association
ri hotel and
lodging association

832 dyer avenue
cranston, ri 02920.6714
401.223.1120
401.223.1123 fax
www.rihospitality.org

