

## EXHIBIT C

October 2, 2019

Mr. Dequenne,

The following is a desire to start the conversation to provide food services for the community of Winston Salem in conjunction with the city of Winston Salem at Union Station, 300 S. Martin Luther King Dr. Winston Salem, NC 27101. Our goal is to provide farm to table food by offering breakfast, lunch and dinner services with options for onsite and offsite catering, seven days a week.

The project will allow an infusion of local cuisine by building strategic partnerships with locally owned and operated farms while providing employment to those who are unemployed and under employed. Our goal is to open a space that is unique, assessable and affordable to the community with menu items ranging from \$5.00 - \$25.00. This gathering spot will serve as an opportunity to also employ students throughout the Winston Salem area as well. Keeping local in mind, our goal is to show strength in these partnership by also offering an opportunity for local chefs to showcase their talents in curated dinners.

Through my affiliation with Winston Salem State University as an alum, and North Carolina native I understand the importance of preserving the cultural essence of the Twin City, through our cuisine and the "Southern Hospitality" our great state is known for. As an entrepreneur and former executive, my 30 plus years of leadership will provide growth and stability for residence, while cultivating networking and continued partnership and buy in from the local municipality.

I am confident our restaurant location will create an atmosphere of inclusiveness while maintaining integrity within the community to uplift and provide equitable opportunities.

Please find attached my resume. Recommendations available upon request.

Regards,

Michael D. Murrell  
Owner/Operator Murrell's Cafe

# MURRELL'S PROJECT SCOPE

December 3, 2019

## OVERVIEW

### 1. Project Background and Description

**i** This project was created by the city of Winston Salem to create an innovative and thriving environment in a once thriving historical landmark in Winston Salem.

### 2. Project Scope

**i** This project is absolutely a labor of love by Murrell's to provide a unique food and beverage experience to citizens in and beyond Winston Salem. With a personal and professional connection to the city, Murrell's sees a distinct opportunity to fuse business and community together while providing additional opportunities for employment to those individuals in the community where this historic landmark is located.

### 3. High-Level Requirements

**i** To provide a truly unique food and beverage experience, to keep the integrity of the historical landmark, and ensure the city of Winston Salem can continue to provide a food and beverage experience for years to come Murrell's is asking the following;

- The City of Winston Salem will retro fit the entire kitchen financially.
- The City of Winston Salem will allow Murrell's to have exclusive food and beverage rights in the facility with an eight percent profit sharing of all net revenue based upon forty percent food and labor cost associated with each catered event of 50 people or more.

### 4. Deliverables

**i** Murrell's will work with local organizations to provide employment opportunities in the area while seeking to gain partnerships to provide a farm to table food and beverage experience. Murrell's will pay a per square foot price at nine dollars per square foot totaling thirty one thousand and five hundred dollars per year or two-

*thousand six hundred and twenty-five dollars per month. Murrell's will provide all front of the house decorations, tables, chairs etc. for the space keeping within the historical integrity of the landmark. Murrell's is looking to sign a 10 year leasing contract with 5 additional years optional.*

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# MICHAEL D MURRELL

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Stone Mountain, GA 30314 ♦ (678) 923-5194 ♦ murrellmd@aol.com

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## PROFESSIONAL SUMMARY

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Experienced Owner Operator with business planning and operations expertise along with a resilient and forward-thinking approach, eager to bring a hardworking mentality, industry expertise and progressive leadership experience to the greater Winston Salem area as a restaurant owner and operator.

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## SKILLS

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- Business Analysis
- Transport and Delivery
- Business Administration
- Project Management
- Operations Management
- Staff Management
- Negotiation
- Strategic Planning
- Regulatory Compliance

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## WORK HISTORY

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**Owner Operator**, 05/2002 to Current

**Murrell's Cafe** – Atlanta, GA

- Controlled expenses and maximized savings through effective negotiation of vendor contracts
- Coordinated allocation of service equipment and supplies to maintain operational efficiency
- Researched market competitors and trends to formulate new business plans
- Improved customer satisfaction by resolving critical issues quickly and efficiently
- Created successful marketing and promotions plans that drove revenue growth
- Built company's reputation within community as reliable and trustworthy by strategic partnerships
- Detected and resolved routine and complex concerns negatively impacting business management operations and strategic planning

**Regional Vice President Of Operations**, 02/1993 to 10/2001

**Volume Services (Centerplate)** – Charlotte, NC

- Facilitated change management activities for department and staff of 14 facilities
- Prepared quotes for new products and services and composed budgets
- Applied performance data to evaluate and improve operations, target to current business conditions and forecast needs
- Directed training and retraining of general managers to boost performance and enhance business results

- Created, managed and executed business plan and communicated company vision and objectives to motivate teams
- Estimated expected changes in business operations and made proactive adjustments to employee schedules and inventory levels to address needs

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## EDUCATION

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**Master of Science:** Educational Media and Communication  
**North Carolina A & T State University** - Greensboro, NC

**Bachelor of Science:** Sociology  
**Winston Salem State University** - Winston Salem

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## AFFILIATIONS

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- Member, Omega Psi Phi Fraternity Inc.
- Executive Board Member of the ESPN Celebration Bowl
- Member of The Atlanta Business League
- Board Member, Winston Salem State University National Alumni Association
- Member, North Carolina Agricultural and Technical State University Alumni Association