



THE CITY OF NEW YORK  
 MANHATTAN COMMUNITY BOARD 3  
 59 East 4th Street - New York, NY 10003  
 Phone (212) 533-5300  
 www.cb3manhattan.org - info@cb3manhattan.org

Jamie Rogers, 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: 2/23/2017

**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: on-premise inactive

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

Previous or current use of the location: Cheap Shots / Spanky and Darlas

Corporation and trade name of current license: Cheapshots inc.

**APPLICANT:**

Premise address: 140 1st Avenue New York, NY10009

Cross streets: St. Marks Place and East 9th Street

Name of applicant and all principals: Big Lee and Sasha's Inc. Principals Leroy Lloyd and Maria Lloyd

Trade name (DBA): The Hard Swallow

**PREMISE:**

Type of building and number of floors: residential 4 floors

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? 75 as per landlord

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):  
Zoning R7A commercial overlay C1-5 zoning map 12c

**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) 7 days a weeks 1pm-4am

Number of tables? 2 Total number of seats? 25

How many stand-up bars/ bar seats are located on the premise? 1  
(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): L shaped bar 23 feet in length

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  
not currently but plan to incorporate food withing first 3 months

What are the hours kitchen will be open? from 1pm-2am

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

How many employees will there be? 12 including owner managers

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

Will there be TVs/monitors?  Yes  No (If Yes, how many?) 3 no sports movies in black and white

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: <sup>2</sup> self powered speakers sound board with limiter and A/B switcher to toggle between Jukebox and Ipod. \_\_\_\_\_

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) 1 licensed door man every night between 8pm-4:30am

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: Wild Spirits

Address: 1841 1st Avenue New York, NY Community Board # 8

Dates of operation: 2004-2007

**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? 15

How many On-Premise (OP) liquor licenses are within 500 feet? 28

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 agree to close any doors and windows at 10:00 P.M. every night?
2.  I will not have  DJs,  live music,  promoted events,  any event at which a cover fee is charged,  scheduled performances,  more than 2 DJs/ promoted events per month,  more than 1 private parties per month
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. Or  my business plan is to seek an upgrade at a later date.
6.  I will not participate in pub crawls or have party buses come to my establishment.
7.  I will not have a happy hour. Or  Happy hour will end by 8pm.
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.

# Proximity Report for Location:

February 28, 2017

Latitude: -73.9847894376892, Longitude: 40.7278447344823

\* 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
FUNG SING INC	138 1ST AVENUE	120 ft
WINESHOP LLC	438 A E 9TH ST	490 ft
SAKAYA INC	324 E 9TH STREET (WEST STORE)	640 ft
MIAT LIQUORS INC	166 2ND AVE	940 ft
CONVIVE PARTNERS LLC	196 AVENUE A	1145 ft
S & P LIQUOR & WINE CORP	89 2ND AVE	1210 ft
MRN LIQUOR INC	16 SAINT MARKS PL	1270 ft

## Churches within 500 Feet

Name	Approx. Distance
Saint Mark's Memorial Chapel	500 ft

## Schools within 500 Feet

Name	Address	Approx. Distance
------	---------	------------------

## On-Premise Licenses within 750 Feet

Name	Address	Approx. Distance
CHEAPSHOTS INC	140 1ST AVENUE	85 ft
CRIF DOGS ENTERPRISES INC	113 ST MARKS PLACE	165 ft
LITTLE REBEL INC	134 1ST AVE	165 ft
ST MARKS ENTERPRISES INC	132 1ST AVENUE	195 ft
NEW STATFORD RESTAURANT INC	121 ST MARKS PLACE	200 ft
TAQUERIA SAINT MARKS PLACE INC	79 SAINT MARKS PL	210 ft
SCHEIB S PLACE INC	80 ST MARKS PLACE	215 ft
CULLEN RESTAURANT INC	118 ST MARKS PLACE	220 ft
BUA NEW YORK LLC	122 SAINT MARKS PLACE	220 ft
LOVE PICIN INC	153 1ST AVENUE	225 ft
BARMAR LLC	77 ST MARKS PLACE	235 ft
1465 CDM INCORPORATED	126 1ST AVENUE	270 ft
PARMYS KABOB AND GRILL INC	125 127 1ST AVE	275 ft
75 ST MARKS PLACE LLC	75 ST MARKS PL	275 ft
SADA THREE LLC	132 ST MARKS PL	280 ft
JARLENE CORP	160 1ST AVE	280 ft
IMMIGRANT WINE BAR LLC, THE	341 E 9TH ST	300 ft

Name	Address	Approx. Distance
EAST VILLAGE HOSPITALITY LLC	242 E 10TH ST	350 ft
YORI NYC CORP	119 1ST AVE	365 ft
JCDC LLC	163 1ST AVENUE	365 ft
GETURDUN EZ LLC	120 1/2 1ST AVENUE	370 ft
PARLOR RESTAURANT LLC	166 1ST AVE	385 ft
W C O U RADIO INC	115 1ST AVENUE	410 ft
BAC 115 CORP	115 ST MARKS PL	425 ft
81 EAST 7TH PASTRY SHOP CORP	81 EAST 7TH STREET	450 ft
BLUE & GOLD BAR INC	79 E 7TH STREET	470 ft
INSIANG LLC	111 1ST AVE	495 ft
TDDG INC	126 ST MARKS PL	500 ft
TOMKIN SQUARE KIDS INC	73 75 E 7TH STREET	505 ft
MOLINERO LLC	107 1ST AVE	545 ft
SADA TWO LLC	105 1ST AVE	550 ft
FTCCM LLC	103 1ST AVE	580 ft
WISHBONE PRODUCTIONS INC	141 AVENUE A	605 ft
JUSTIFIED LLC	102 1ST AVENUE	615 ft
LUDWIKA MICKEVICIUS	135 AVE A	630 ft
ALOUETTE CORPORATION	131 AVENUE A	640 ft
ANGIE CORP	99 1ST AVENUE	645 ft
HOUSE OF HEALTH HEALING AND HAPPINESS INC, THE	405 E 6TH ST	645 ft
CHERRY TAVERN INC	441 E 6TH STREET	660 ft
119 AVENUE A RESTAURANT CORP	119 AVENUE A	670 ft
MARRY THE KETCHUP INC	95 1ST AVE	690 ft
TOZZER LTD	112 AVENUE A	705 ft
LITTLE HANDS PLAYCAFE INC	433 E 6TH ST	715 ft
YUCA BAR & RESTAURANT INC	111 AVENUE A	725 ft
SEVEN A CAFE INC	130 E 7TH STREET	740 ft

### Pending Licenses within 750 Feet

Name	Address	Approx. Distance
143 RESTAURANT CORP	143 1ST AVENUE	105 ft
RIVKA INC	101 ST MARKS PLACE	135 ft
SONS OF BROOKLYN LLC	424 E 9TH ST	145 ft
AGN RESTAURANT LLC	166 1ST AVE	410 ft
MOLINERO LLC	107 1ST AVE	540 ft
THREE SEAT ESPRESSO & BARBER LLC	137 AVENUE A	575 ft
177 1ST AVE LLC	177 1ST AVE	575 ft

### Unmapped licenses within zipcode of report location

Name	Address
------	---------

# 140 1st Avenue

## Legend

**LEGEND**

**On-Premise Licenses**

- On Premises Liquor
- ▲ On Premises Wine and Beer
- On Premises Beer

**Off-Premise Licenses**

- Off Premises Liquor
- ▲ Off Premises Wine
- Off Premises Beer

**Wholesale Licenses**

- Wholesale

**Pending Licenses**

- Pending

**All Licenses**

- On Premises Liquor
- ▲ On Premises Wine and Beer
- On Premises Beer
- Off Premises Liquor
- ▲ Off Premises Wine
- Off Premises Beer
- Wholesale
- Pending

**Churches**

- ◆ Churches

**Schools**

- ▲ Schools

**Zones**

- Zones

**Community\_Boards**

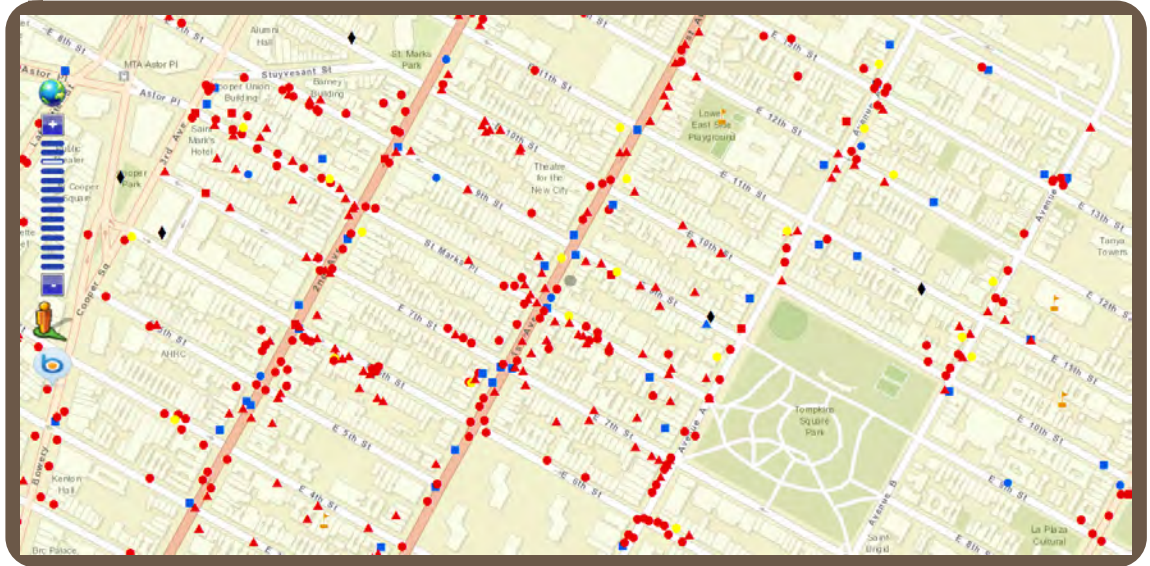
- Community\_Boards

**Police\_Precincts**

- Police\_Precincts

**Counties**

- Counties



Disclaimer: The NYS Liquor Authority is not responsible for the accuracy of maps or data obtained from third party sources.

# NEIGHBORING RESIDENTS VECINOS DE LA COMUNIDAD

**BIG LEE AND SASHI'S INC** <sup>DON</sup> **THE HARD SWALLOW**  
Company Name/ Contact Info      Nombre de la Compañía/el teléfono de contacto

Plans to open a:

Planifique abrir un/una:

**BAR NO SIDEWALK, NO BACK YARD**  
(Please choose) Bar/Restaurant      (Favor de escoger) una Barra/un Restaurante  
sidewalk café/backyard use      un café de acera o un patio de atrás

**140 1<sup>ST</sup> AVE NYC, NY 10009**  
address      dirección

Seeking a license to serve

En búsqueda de una  
licencia para servir:

**BEER | WINE & LIQUOR**  
Beer & Wine or Beer/Wine & Liquor      Cerveza y vino o cerveza/vino y bebidas alcohólicas

Public meeting  
for comments

Reunión público  
para comentarios

Monday, March 13, 2017 at 6:30pm  
Thelma Burdick Community Room  
10 Stanton Street (corner of Bowery)

At COMMUNITY BOARD 3  
SLA & DCA Licensing  
Committee Meeting

En la JUNTA COMUNITARIA 3  
La reunión del Comité  
de Licencias del SLA y del DCA

info@cb3manhattan.org - www.cb3manhattan.org



**ATTENTION RESIDENTS & NEIGHBORS**

**第 3 社區居民 請注意**

**BIG LEE AND SASHA'S INC THE HARD**  
公司名字(Company) and/和 聯繫人的資料 (Contact Info) **SWALLOW**

**Plans to open a (以上的店主想要在第 3 社區申請生意相關牌照擴展生意)**

**BAR NO SIDEWALK, NO BACKYARD**

(請選擇/please choose) 酒吧(Bar)/餐館 (Restaurant)  
戶外咖啡 (Sidewalk Café) or 或者  
後院花園咖啡(Backyard Use)

**140 1<sup>st</sup> AVENUE NYC, NY 10009**

Address/生意地址

**seeking a license to serve(以上的店主想要請以下相關酒牌照)**

**BEER/WINE & LIQUOR**

(請選擇/please choose) 啤酒和酒牌照(Beer & Wine) or/或者  
啤酒牌照 (Beer) or/或者  
酒和烈酒牌照 (Wine & Liquor)

**Public meeting for comments**

第 3 社區的居民有權利提出自己的意見和建議.

**(CB3 SLA & DCA Committee Meeting)**

曼哈頓第 3 社區委員會

酒牌和紐約市消費局有關小商業牌照委員會

**Monday, March 13, 2017 at 6:30pm**  
**Thelma Burdick Community Room**  
**10 Stanton Street (corner of Bowery)**

時間 (Time) 和地點 (Location)

**info@cb3manhattan.org - www.cb3manhattan.org**

# ATTENTION RESIDENTS & NEIGHBORS

<sup>DBA</sup>  
BIG LEE AND SASHA'S INC THE HARD SWALLOW  
Company/DBA Name and Contact Number for Questions

Plans to open a

BAR NO SIDEWALK, NO BACKYARD  
(Please choose) Bar/Restaurant/Club and indicate if there will be a Sidewalk Café or Backyard Garden

at the following location

140 1<sup>ST</sup> AVENUE NYC, NY 10009  
Building Number and Street Name (Address)

This establishment is seeking a license to serve

BEER | WINE & LIQUOR  
Beer & Wine or Beer/Wine & Liquor

There will be an opportunity for public comment on

Monday, March 13, 2017 at 6:30pm  
Thelma Burdick Community Room  
10 Stanton Street (corner of Bowery)

Date/Time/Location

BIG LEE 646-204-0456  
Applicant Contact Information

At COMMUNITY BOARD 3  
SLA & DCA Licensing Committee Meeting  
info@cb3manhattan.org - www.cb3manhattan.org

From: biglee <biglee@thehardswallownyc.com>

To: bigleeofnewyork <bigleeofnewyork@aol.com>

Subject: Bar interior and storefront

Date: Tue, Feb 28, 2017 1:11 pm

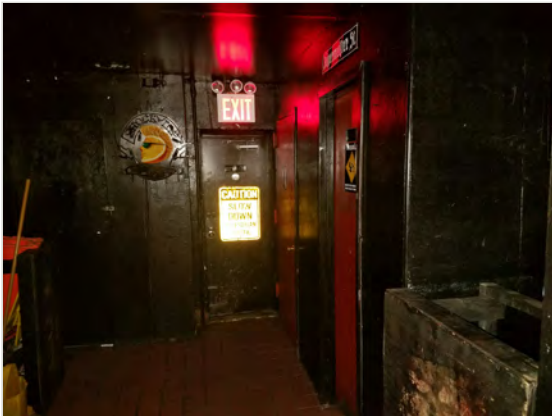
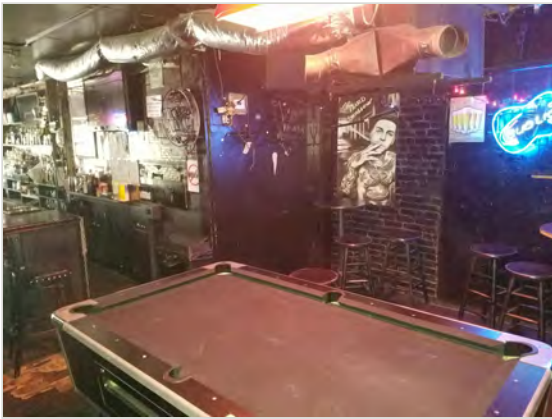
Attachments: 20170224\_161544\_resized.jpg (3333K), 20170224\_161754\_resized.jpg (2772K), 20170224\_161808\_resized.jpg (2531K), 20170224\_161824\_resized.jpg (2661K), 20170224\_161853\_resized.jpg (2473K), 20170224\_161904\_resized.jpg (2421K), 20170224\_161919\_resized.jpg (2607K), 20170224\_161935\_resized.jpg (2600K), 20170224\_161940\_resized.jpg (1514K)

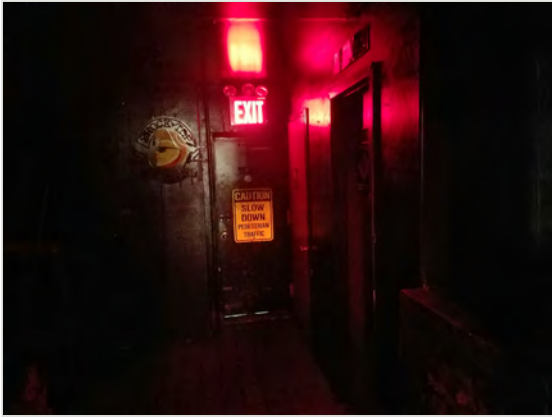
Sent from my T-Mobile 4G LTE Device

9 Attached Images









**LL**

# **LERROY J LLOYD (BIG LEE)**

**BAR MANAGER/NIGHTCLUB SECURITY (646) 204-0456  
215 ELDRIDGE STREET APT 2B, NEW YORK, NY 10002  
EMAIL: BIGLEOFNEWYORK@AOL.COM**

## **EDUCATION & LICENSES**

---

**NYS DEPT OF STATE • SECURITY  
LICENSE**

**CITY INVESTIGATIVE SECURITY • 16HR  
SECURITY GUARD TRAINING  
CERTIFICATE**

**CITY INVESTIGATIVE SECURITY • 8HR  
SECURITY TRAINING CERTIFICATE**

**NYC FIRE DEPT • F-33 FIRE GUARD LIC  
- FIRE DRILL CONDUCTOR**

**NYC FIRE DEPT • F-90 FIRE GUARD LIC  
- FIRE ALARM SYSTEMS**

**NYC FIRE DEPT • F-94 FIRE GUARD  
LICENSE – PUBLIC ASSEMBLY**

**NYC DEPT OF HEALTH • FOOD  
HANDLERS PERMIT**

**NY BARTENDERS ASSOCIATION •  
BARTENDER CERTIFICATE**

**GRAPHIC ARTS AND  
COMMUNICATIONS HIGH SCHOOL •  
ACADEMIC DIPLOMA 1990**

## **PROFESSIONAL SUMMARY**

---

An adept hospitality professional with over 20 years of experience working in night clubs and bars, gaining exposure to some of the best and effective management techniques. This experience has helped me to turn loss making units into profitable ventures, by cost-effective financial management, productivity enhancement, promotions and effective loss prevention policies. My core competencies include cost management, team management and strategic planning. I take pride in my ability to cultivate positive communicative relationships with surrounding neighbors and customers to ensure safety of patrons, community and employees of the establishment. My experience in General retail, Nightclub, security management and past ownership afford me a comprehensive and diverse set of skills valuable to managing the profitable success of a Nightclub venue.

## **RELEVANT EXPERIENCE**

---

**THE HARD SWALLOW • OWNER/MANAGER • JUL 2015 – JAN 2017**

**HOGS & HEIFERS • OPERATIONS MANAGER • JUN 2007 – JUL 2015**

**WILD SPIRITS • OWNER/MANAGER • NOV 2004 – JAN 2007**

**HOGS & HEIFERS • SECURITY MANAGER • JUN 2002 – DEC 2004**

**MAS SECURITY • SECURITY • NOV 2000 – SEP 2002**

**CONEY ISLAND HIGH BAR • SECURITY • FEB 1996 – NOV 1996**

## **SKILLS AND QUALIFICATIONS**

---

### **MANAGEMENT**

- **MANAGE THE PROFITABLE OPERATION OF VARIOUS NIGHTLIFE VENUE TYPES**
- **STAFFING INCLUDING HIRING AND TRAINING**
- **INVENTORY MONITORING AND ORDERING**
- **ACTIVE BOOKING AGENT FOR EXOTIC PERFORMERS AND LIVE BANDS**

### **SECURITY**

- **ID VERIFICATION, WEAPON SEARCHES, AND COLLECTED DOOR CHARGE**
- **MONITORED CCTV AND OTHER SECURITY DEVICES TO DETECT ILLEGAL ACTIVITIES AND LOSS PREVENTION.**
- **MANAGED AND SCHEDULED SECURITY STAFF AND POSTS**

**REFERENCES AVAILABLE UPON REQUEST**

From: bigleeofnewyork <bigleeofnewyork@aol.com>

To: 9a1blockassociation <9a1blockassociation@gmail.com>; ecruz <ecruz@nyalbor.org>; ck <ck@wingflix.com>

Subject: CB3 SLA Application

Date: Fri, Feb 24, 2017 3:35 pm

Attachments: Big Lee management Resume.docx (109K), sla notice.pdf (3394K)

---

To whom it may concern:

My name is Leroy Lloyd know to most as Big Lee. I have been the operating manager at the CheapShots bar located at 140 1<sup>st</sup> Avenue between St. Marks and E 9<sup>th</sup> Street since July 2015. I am currently seeking to take over the location as official owner and am scheduled to appear before Community Board 3 on Monday March 13<sup>th</sup>. Over the past year I have made quality improvements to the façade and operations of the bar within the limits of the former owners. This has allowed me to build good communicative relationships with my immediate neighbors and I look forward to opening a line of communication and strengthening these relationships with you and the residents surrounding the establishment so we can coexist without disturbance to your quality of life especially during late hours. The bar will be managed by my wife Sasha (Maria Lloyd) and my self. We are residents of the Lower East side/East village, and we are a family with 2 boys 9, and 16, so we empathize with the need for sleep and cooperative business owners. When we open my wife or myself will be available most hours and we welcome you to come and introduce yourself to us. In the mean time if you have any questions or concerns please do not hesitate to reach out to us either through email or my cell at (646) 204-0456 or my wife Sasha by (646) 204-0787. Feel free to shoot us text message as well if you prefer. Attached please find a copy of the notice for our scheduled community board hearing and a copy of my resume. I hope you will support our petition for our license and looking forward to meeting you in the future.

Best  
Leroy Lloyd  
Big Lee



Petition to Support Proposed Liquor License

Date:

2/24/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) ISIG LEE AND SASHA'S INC.

DBA THE HARD SWALLOW

Address of premises: 140 1st AVENUE BTWN ST. MARKS & E. 9th STREET

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:

SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
ANNE SWINDERS		738 E 6th Nymf 10009
Ben Brandl		132 1st Ave 10009
Tyson Furr		<del>197 E. 7th St 10009</del>
Hiroko Gson		32-16 23rd Street Astoria, OR 97103
Victor Quiles		738 E 6th 10009
Edward Spears		71 E. 3rd St. 10003
Shane Keny		1st St marks
Ben Heymann		425 E 6th 10009
Mary Rodriguez		60 1st Ave 10009
JOHN MAHER		80 1st Ave 10009
Dick Shea		153 Ave, #6 10009
Seamus Rowe		703 E 6th 10009

**Petition to Support Proposed Liquor License**

Date: 2/27/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW









Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET.

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be: SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Kelly Sterling		535 E 11th St NYC NY 10009
Haley Holmes		122 1st Ave NYC 10009
Bobby Dempsey		240 E 10th St, NYC, 10003
Sean Forbes		240 E 10th St, 10003
Setrako Konishi		240 E 10th 10003
KAREN C... (unclear)		227 E 10th
ROBERT VANCOMB		237 E 10th 10003
ERIC MADR... (unclear)		1st St NYC 10003

**Petition to Support Proposed Liquor License**

Date: 2/26/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW


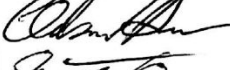



Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET.

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM - 4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Irene Reyes		132 1st Ave
ADAM ROSS		132 7th St. Apt 4
GUSTAV DANIELSSON		132 E 7th APT 4
Vera Seelo		141 AAPT
Paula Dinoris		153 1ST AVE 10003

**Petition to Support Proposed Liquor License**

Date: 2/27/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) ISIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET.

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM - 4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Nicole Hudson		108 AVE B
Kelsey Longo		190 E 7th St
JUSTIN K		27 AVE C
Elizabeth Abuefi		209 E 7th St
Miguel Lopez		44 E 1st St
Jacob Andra		115 E. 9th St #677
Lizette Dora		115 E. 9th St
		115 E. 9th St #677

Petition to Support Proposed Liquor License

Date: 2/26/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW












Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET.

This business will be a: (circle)  Bar  Restaurant Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Chelsea Minuche		143 1st Ave NY, NY 10003
Thomas Kirby		149 1st Ave 6F
Jennifer Price		225 E 14th St #3C
TYLER JOPLIK		34 1/2 ST MARKS
Neil Magnuson		254 E. 7th St
SAWYER MITCHELL		647 E. 11th St
Aria Wetzler		67 E. 2nd St
JEANNE SOUBERG		23 E. 7th St
Erick Wilson		126 St Marks St
Stefano Medina		117 Penn #23
STEPHEN FALK		67 E 2nd street

**Petition to Support Proposed Liquor License**

Date: 2/26/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) ISIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET

This business will be a: (circle)  Bar  Restaurant Other: \_\_\_\_\_

The hours of operation will be: SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Gail Secular		240 E 10th St 10003
Jackie Fan		242 E 10th 10003
Daniel Devero		214 E 10th St #20 NYC, NY
		240 E 10th St - 70 NYC 10003
MEL VILLAGOMEZ		240 East 10th St 10003
ANDREW Secular		242 E 10th St #20
ERIN SUEA		242 E .10th St. #29
MILES BANE		156 E 10th St 10003
Danielle Alvarez		76 E 7th St 10003
Jeff Alvarez		421 E 9th St #2
Anthony Winfield		120 1/2 1st Av
RUBEN VILLAGOMEZ		81 E. 7th St.

**Petition to Support Proposed Liquor License**

Date: 2/28/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) ISIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Jwan Ahmad		138 1st Ave NY 10009
PENPA		138 1st Ave NY 10009
Erin Malmbek		120 1/2 1st Ave 10009
Seth Marker		242 E 10th St 10003
Erik Mattusen		240 E 10th St. 10003
Walker Hinerman		224 E. 10th 10003
Joey Coto		217 E 10th 10003
Hannah Lee		242 E 10th St. 10003
Dexter Mabutas		242 E 10th St 10003
Lyle Drucker		242 E 10th St 10003
Derek P Hassler		226 E 10th 10003
Robert Homeyer		151 1st Ave. #272
Bonnie Reanon		242 East 10th Street 10003

**Petition to Support Proposed Liquor License**

Date: \_\_\_\_\_

2/25/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1st AVENUE BTWN ST. MARKS & E. 9th STREET

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
KIM YA Z. HARPER		206 E 10
Avi Burn		242 E 10th St.
Raquel Ramirez		444 2nd Ave
Steffy Sacedo		159 1st Ave
Noelle Corti		N. Corti
Karina Ramirez		K. Ramirez
Nancy Ayala		N. Ayala
Anthony Hazzard		99 Stockholm St
Jetz Alvarez		149 1st Ave
Dr. Nathan Dorfman		159 1st Ave
Dr. Nicole Sargani		159 1st Ave
Vanessa Tode		159 1st Ave
Md. Zia		177 1st Ave
Md. Ali		177 1st Ave
John Gould		243 East 10th St
Jay Yang		145 1st Ave



lee

Petition to Support Proposed Liquor License

Date: 2/25/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG CEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET

This business will be a: (circle) Bar Restaurant Other: \_\_\_\_\_

The hours of operation will be: SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
GERARDO ROMAN	<i>Gerardo Roman</i>	242 East 10th St
Hilary Zarychy	<i>Hilary Zarychy</i>	140 2ND AVE
Mike Yester	<i>Mike Yester</i>	419 E 9th St
Byron Christian	<i>Byron Christian</i>	607 ST MARKS PL
Bambi Rossi	<i>Bambi Rossi</i>	242 E 10th
Carlos Rinto Carlos Rinto	<i>Carlos Rinto</i>	242 E 10th
Elizabeth A. English	<i>Elizabeth A. English</i>	179 ST MARKS PLACE
Korey Smith	<i>Korey Smith</i>	242 E. 10TH ST
Debra Rivera	<i>Debra Rivera</i>	224 E 10
Dann Dieloney	<i>Dann Dieloney</i>	240 E 10
Mike Zecario	<i>Mike Zecario</i>	240 E 10
Joseph Sebron	<i>Joseph Sebron</i>	240 E 10
Marc Mercante	<i>Marc Mercante</i>	115 1st Ave
Robert Zarru	<i>Robert Zarru</i>	242 E 10th #2
Francis Conyers	<i>Francis Conyers</i>	242 E 10th #1

Petition to Support Proposed Liquor License

Date: 2/26/2017  
 The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) ISIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1st AVENUE BTWN ST. MARKS & E. 9th STREET.

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
ELIZABETH HALEM		172 W DOW ST. NYC, NY 10002
Katie Hendrickson		338 E 11th St 10003
WALTER LYCHOLAT		347 E 6th NY NY 10003
Robert Rossi		419 E 9th St 10009 NY NY
GREGG HENRY		275 E 10th St. 10009 NY
Sadik Grice		75 St. Marks 10003 NY
Ericott Charles Johnson		320 E 17th St NY NY 10003
Jose Gambino		903 E 6th St NY NY 10009
NICK MACARIO		215 Thompson St 9175th 0079 NY NY 10012
Molly Fitch		419 E 9th St NYC NY 10009
KATHLEEN CHOCHRON		421 E 9th St. E2 NY NY 10009
Trevor Liu		120 1st Ave. NY, NY
Lance Fokine		140 1st Ave NY NY
Susan Willard		306 E. NY, NY. 11th St, #5C 10003

Petition to Support Proposed Liquor License

Date:

2/26/2016

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET

This business will be a: (circle) Bar Restaurant Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Eric T Redd		173 1st Ave NY NY 10003
Stephanie Scannell		173 1st Ave NY NY 10003
Billy Miller		104 2nd Ave 10003
George Cameron		77 E 1st St 10009
J.S. Murphy		253 East 10th St #2
Jonathan Solis		168 Elizabeth #5 NY NY
Calib Bask		21 Cleveland Pl NY NY 10012
Paul Williams		115 South St NY NY 10038
Kristin Sargent		115 South St NY NY 10038
Dubanny Rivera		733 E 5th St NY NY 10002
Gabriel Ramirez		94 St Marks NY NY 10009
Melina P...		94 St Marks NY NY 10009
Knushali Shah		1257 Park Ave 10029 NY
Mamon Shah		1257 Park Ave 10029 NY
Daniel Trumble		90 Stanton St 10002
Gi... Lib...		221 67th St

Petition to Support Proposed Liquor License

Date: 2/26/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG LEE AND SASHA'S INC.

Address of premises: DBA THE HARD SWALLOW  
140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET.

This business will be a: (circle)  Bar  Restaurant Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
CHLOE SWEENEY		34 1/2 ST. MARKS PL #3 NYC 10003
PETE FEATHERS		226 E 12TH ST 10003
Mark Vinogradov		7322 Bay Pkwy A1 Brooklyn, NY 11204
Janika Faylayer		20 St. Mark's NYC 10003
Dominiel Custodio		21 St marks NYC 10003
Milton X. Trujillo		#2 St Marks 58 St. Marks
Joshua Daly		35 stmarks pl #2 10003
Jeff Santel		10003
Peter Estruss		529 E 11th St Apt 3 NY NY 10009
Micelle Jacobelli		341 E 9th St 429 E 9th St NYC
SASHANA RUBIN MANN		1417 First Ave East Village Hotel
Robert Warko		134 1st Ave. NYC
Wendy Neg		
Beate Kiser		

**Petition to Support Proposed Liquor License**

Date: 2/27/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) BIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:  
SUN - SAT. 1PM - 4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Ed McCom		139 1st Ave
Jay Costa		139 1st
Pat O'Malley		735 St Marks Pl
Matt Measso		62 42nd St
Anthony Cefarelli		611 E. 7th St.
William Arney		352 E 9th St
Oscar Fellicier		319 E 9th St
Dan Hoyt		261 E 10th
Stefan Singer		139 1st Ave
LAWRENCE NELSON		170 E. 2nd St.
Ric Costo		233 E. 9th St
Charles Jenner		261 E 10th St.
MIRE PROPPAS		322 E 8th
Zofia Kazan		324 E 9th
Jami Hanth		99 Saint Marks

Petition to Support Proposed Liquor License

Date: 2/26/2017

The following undersigned residents of the area support the issuance of the following liquor license (indicate the type of license such as full-liquor or beer-wine) FULL LIQUOR LICENSE

to the following applicant/establishment (company and/or trade name) ISIG LEE AND SASHA'S INC.  
DBA THE HARD SWALLOW

Address of premises: 140 1ST AVENUE BTWN ST. MARKS & E. 9TH STREET.

This business will be a: (circle)  Bar  Restaurant  Other: \_\_\_\_\_

The hours of operation will be:  
SUN-SAT. 1PM-4AM

PLEASE NOTE: Signatures should be from residents of building, adjoining buildings, and within 2-block area.

Other information regarding the license:

Name	Signature	Address
Carter Baker		20 St. Marks PL NY NY 10003
Enrique Fentanas		35 St marks PL #2
Danielle Handrus		35 st marks PL #2
Kristin Huseby		147 1st Ave NY NY
Alex McNair		325 east 9th st. 10003
Sungem Lee		699 E 14th
Matt Doherty		417 E. 9th st. #6
John Hennings		135 1st Ave NY NY long
DAN BOROWSKI		135 1st Ave NY NY long
LUIGI ARON		83 ST MARKS 83 St mark. 10005
Alex Peck		536 East 14th 10007 apt 4

From: Information CB8M <[info@cb8m.com](mailto:info@cb8m.com)>  
To: bigleeofnewyork <[bigleeofnewyork@aol.com](mailto:bigleeofnewyork@aol.com)>  
Subject: Fwd: SLA history request  
Date: Thu, Feb 23, 2017 2:30 pm  
Attachments: SL December 2004 Resolutions - Big Lee's Inc.pdf (23K)

---

----- Forwarded message -----  
From: Jack Bernatovicz <[bernatovicz@cb8m.com](mailto:bernatovicz@cb8m.com)>  
Date: Wed, Feb 22, 2017 at 11:41 AM  
Subject: Re: SLA history request  
To: Information CB8M <[info@cb8m.com](mailto:info@cb8m.com)>

Hello Mr. Lloyd,

Attached below is the Manhattan Community Board 8 Street Life resolution (digital copy) for Big Lee's LLC, dba Wild Spirits, passed in December 2004.

Let me know if you have any questions,

Jack Bernatovicz  
Community Associate  
Manhattan Community Board 8  
Phone: [212-758-4340](tel:212-758-4340)  
Fax: [212-758-4616](tel:212-758-4616)  
Email: [bernatovicz@cb8m.com](mailto:bernatovicz@cb8m.com)

On Wed, Feb 22, 2017 at 11:13 AM, Information CB8M <[info@cb8m.com](mailto:info@cb8m.com)> wrote:

----- Forwarded message -----  
From: <[bigleeofnewyork@aol.com](mailto:bigleeofnewyork@aol.com)>  
Date: Sat, Feb 18, 2017 at 12:28 PM  
Subject: SLA history request  
To: [info@cb8m.com](mailto:info@cb8m.com)

To whom it may concern:

My name is Leroy Lloyd. in 2004 I opened a bar called Wild Spirits at 1840 1st Avenue. it was opened under the corporation Big Lee's LLC, I was granted a full liquor license and was open till January of 2007. I am currently seeking to obtain a liquor license in the East village under community board 3. as part of their application package they have requested a community board history of any complaints and or other comments under any past licenses. I am not sure who I need to speak to, to obtain this information and my time is limited as I must submit this documentation to my community board by February 28th. I can be reached by phone at [646-204-0456](tel:646-204-0456). your prompt attention and help with this matter is appreciated.

best  
Leroy Lloyd  
Big Lee

December 16, 2004

Chairman Edward F. Kelly  
New York State Liquor Authority  
84 Holland Avenue  
Albany, NY 12208

**RE: Big Lee's Inc. d/b/a Wild Spirits—1843 First Avenue (95<sup>th</sup>/ 96<sup>st</sup>) Application**  
for a new on-premises liquor license.

Dear Chairman Kelly:

At the December 15, 2004 Land Use committee meeting of Community Board 8M, the following resolution was adopted by a vote of 31 in favor, 0 opposed and 0 abstentions;

**WHEREAS** this is a transfer license for a new owner,  
**WHEREAS** the food/liquor ratio 0/100,  
**WHEREAS** the hours are 12p.m.-4a.m. weekdays and 12p.m.-4a.m. on weekends,  
**WHEREAS** the current security person is taking over the establishment,  
**WHEREAS** there will be additional soundproofing,  
**WHEREAS** there will only be light music,  
**BE IT RESOLVED THAT** the application is approved based on the owner's agreement to the following stipulations:  
1) The applicant will abide by the bicycle guidelines.  
2) The applicant will keep the front of the establishment clean.  
3) The applicant will not place A-frames in front of establishment

Please advise this office of any action taken regarding this matter.

Sincerely,

Charles S. Warren  
Chair

Cos Spagnoletti & Nicholas Viest  
Co-Chairs, Street Life Committee

Cc: Honorable Gifford Miller, Speaker of the NYC Council  
Honorable Alexander B. Grannis, NYS Assemblyman  
Mr. Fred Gioffre, Deputy Commissioner of Licensing, NYS Liquor Authority  
Deputy Inspector James Rogers, Commanding Officer 19<sup>th</sup> Precinct  
Mr. Kevin B. McGrath



From: biglee <biglee@thehardswallownyc.com>

To: bigleeofnewyork <bigleeofnewyork@aol.com>

Subject: Notice photos

Date: Fri, Feb 24, 2017 3:40 pm

Attachments: 20170218\_192608\_resized.jpg (980K), 20170218\_192506\_resized.jpg (1001K), 20170218\_192500\_resized.jpg (938K), 20170218\_192602\_resized.jpg (1028K), 20170218\_192520\_resized.jpg (1308K)

Sent from my T-Mobile 4G LTE Device

5 Attached Images





# The Hard Swallow

---

140 1<sup>st</sup> Avenue, New York NY 10009 P (646) 858-2631 F (646) 858-2633

## **Plan of action for noise pollution and side walk loitering**

### Outdoor noise pollution and loitering

Licensed Security staff will be trained to keep the front of bar clear from loitering. Smokers will be curbed to right of the entranceway and kept clear from the front of the residential entrance to the building and neighboring businesses. All customers will be encouraged to move conversations inside and limit time outside smoking. They will assist customers in hailing cabs and call a car service at the customer's request or if safety is of concern. The front door of the bar will closed at 10pm and all patrons will be cleared from the sidewalk in front of the bar and neighboring buildings promptly at closing. They will receive and correct complaints from residents and provide them with the contact information of Big Lee and Sasha. Security will also be responsible for clearing the sidewalk of debris left by customers, sidewalk traffic, and snow. Should an emergency arise where a customer or passerby is in need of medical assistance they are directed to dial 911 for help, and report any such incidents to management.

### Noise created by bar, music, customers and employees

Probably the most troublesome area of control in a bar, fluctuations in sound levels tend to vary by bartender who have in the past had the ability to directly control the volume of the music. In addition to having installed soundproofing, a limiter which prevents the music from rising above a certain level has been installed and the old speaker system has been replaced with 2 speakers strategically placed to enhance fullness of sound quality without loudness of volume to encourage socialization and create a rich sound that does not disturb our upstairs neighbors. The location of the equipment has been moved from behind the bar further limiting the ability of the staff to alter the controlled levels of volume. The front door of the bar will be closed nightly at 10pm to contain sound coming from inside the bar and the public will be strictly prohibited from loitering the yard space which is a shared space with the landlord used for garbage storage. In the past Cheapshots the former bar received complaints by residents about the sound of bottles and staff traffic in the backyard spaces and this was corrected in changing the method of operations by having the porters take down the recyclables during the opening hours of the bar. Our upstairs neighbors are law students and will often let us know when they are taking exams, we instruct our staff to be considerate of this and intern when celebrations or communal holidays like Thanksgiving and labor day come around, where we provide a free Thanksgiving spread for our community orphans and neighbors we reach out to them and surrounding businesses to invite them to enjoy the celebration with us. We will continue to compromise and address issues that affect our neighbors as they are brought to our attention. We will be a consistent presence at the bar to be readily available to residents and our staff will provide them with our direct contact information in our absence.

# The Hard Swallow

---

140 1<sup>st</sup> Avenue, New York NY 10009 P (646) 858-2631 F (646) 858-2633

## **Plan of action for vehicular traffic**

The proposed location for The Hard Swallow at 140 1<sup>st</sup> Avenue is situated on the right side of the street and is a local bus stop on both the M15 bus routes and the City tour bus routes. Due to the nature of our business; serving alcoholic beverages and food; and the lack of on street parking personal vehicular traffic to and from the business is not encouraged. Customers will be encouraged make use of the convenient bus stop, and abundant yellow cab service currently available along 1<sup>st</sup> Avenue. Use of local car services will be promoted by bartenders and security personnel who will offer to call a cab for customers needing a ride home.

New Day car service (212) 228-6666

Lower East Side car service (212) 477-7777

Delancey Car service (212) 228-3302/01

For bridge and tunnel customers who frequent the bars and clubs of the East Village we will encourage those customers to use the 24 hrs parking Garage at:

310 E 11th St.  
Parking Garage  
310 E 11th St  
(212) 475-5262  
Open 24 hours

Vehicles standing in the street in front of the bar will be detoured by security doorman which will be posted 7 nights a week from 8pm-4:30am

From: Jack Bernatovicz <bernatovicz@cb8m.com>  
To: bigleeofnewyork <bigleeofnewyork@aol.com>  
Cc: Information CB8M <info@cb8m.com>  
Subject: Re: SLA history request  
Date: Fri, Feb 24, 2017 2:52 pm

---

Hello Leroy,

We have no records of complaints against Wild Spirits on record.

Let me know if you have any questions,

Jack Bernatovicz  
Community Associate  
Manhattan Community Board 8  
Phone: 212-758-4340  
Fax: 212-758-4616  
Email: [bernatovicz@cb8m.com](mailto:bernatovicz@cb8m.com)

On Thu, Feb 23, 2017 at 6:59 PM, <[bigleeofnewyork@aol.com](mailto:bigleeofnewyork@aol.com)> wrote:

Hi Mr. Bernatovicz,

Thank you for replying to my request. I believe CB3 is looking for a history of any complaints or records after i was approved ie. noise complaints or other comments about my establishment. I do not recall having any such incidents, but if you could look and see if there are any on record I'd greatly appreciate your time and effort. If none are found a short note stating so would be very helpful to complete my application. If you have any questions or need any further information, I can be reached at [646-204-0456](tel:646-204-0456).

thank you again for your time  
best  
Leroy Lloyd  
Big Lee

-----Original Message-----

From: Information CB8M <[info@cb8m.com](mailto:info@cb8m.com)>  
To: bigleeofnewyork <[bigleeofnewyork@aol.com](mailto:bigleeofnewyork@aol.com)>  
Sent: Thu, Feb 23, 2017 2:30 pm  
Subject: Fwd: SLA history request

----- Forwarded message -----

From: Jack Bernatovicz <[bernatovicz@cb8m.com](mailto:bernatovicz@cb8m.com)>  
Date: Wed, Feb 22, 2017 at 11:41 AM  
Subject: Re: SLA history request  
To: Information CB8M <[info@cb8m.com](mailto:info@cb8m.com)>

Hello Mr. Lloyd,

Attached below is the Manhattan Community Board 8 Street Life resolution (digital copy) for Big Lee's LLC, dba Wild Spirits, passed in December 2004.

Let me know if you have any questions,

Jack Bernatovicz  
Community Associate  
Manhattan Community Board 8  
Phone: 212-758-4340  
Fax: 212-758-4616  
Email: [bernatovicz@cb8m.com](mailto:bernatovicz@cb8m.com)

On Wed, Feb 22, 2017 at 11:13 AM, Information CB8M <[info@cb8m.com](mailto:info@cb8m.com)> wrote:

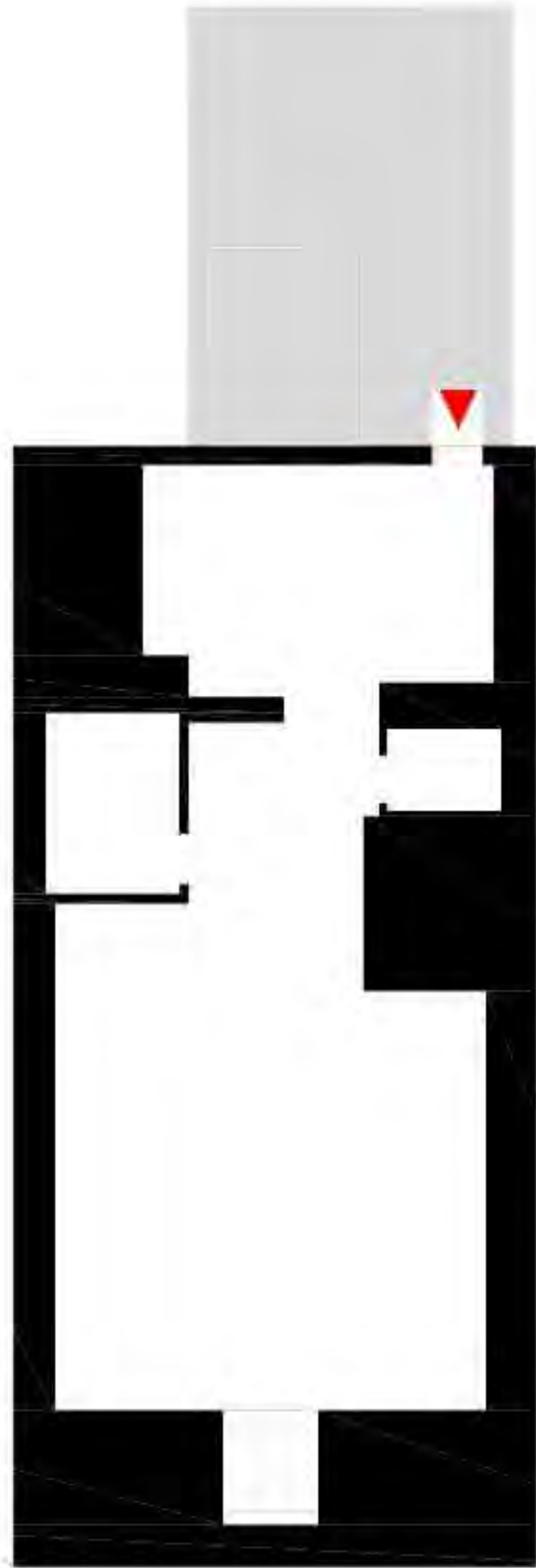
----- Forwarded message -----

From: <[bigleeofnewyork@aol.com](mailto:bigleeofnewyork@aol.com)>  
Date: Sat, Feb 18, 2017 at 12:28 PM  
Subject: SLA history request  
To: [info@cb8m.com](mailto:info@cb8m.com)

To whom it may concern:

My name is Leroy Lloyd. in 2004 I opened a bar called Wild Spirits at 1840 1st Avenue.it was opened under the corporation Big Lee's LLC, I was granted a full liquor license and was open till January of 2007. I am currently seeking to obtain a liquor license in the East village under community board 3. as part of their application package they have requested a community board history of any complaints and or other comments under any past licenses. I am not sure who I need to speak to, to obtain this information and my time is limited as I must submit this documentation to my community board by February 28th. I can be reached by phone at [646-204-0456](tel:646-204-0456). your prompt attention and help with this matter is appreciated.

best  
Leroy Lloyd  
Big Lee



BASEMENT LEVEL



FIRST FLOOR

▲ = ENTRY FROM THE OUTSIDE



BASEMENT LEVEL



FIRST FLOOR

▲ = ENTRY FROM THE OUTSIDE



# The Hard Swallow

---

140 1<sup>st</sup> Avenue, New York NY 10009 P (646) 858-2631 F (646) 858-2633

## Proposed Food and Drink Menu

Limited floor space and a low basement ceiling restrict the ability to build a full service kitchen with proper Refrigeration. As no kitchen exists in the current space a small menu of quick service food items cooked on electric roller grill allows for the most cost effective and space saving option for implementing a food service program at The Hard Swallow. Food items will keep in line with the overall classic rock, punk and New York Cinema theme of the bar by offering fresh locally sourced concession stand like food options. Plans to purchase and upgrade equipment, and back bar will be executed within the first 3 months of operations.

### Food Menu

1. Antibiotic free-grass fed locally sourced all beef Franks and Roller Hamburgers.
2. Antibiotic free-cage free locally sourced Chicken Franks
3. Organic vegan dogs
4. Concession stand popcorn

<https://www.grownyc.org/greenmarket/farmers> -Recommended by friends at Veselka

All Roller food items will be a large ¼ lb size served on a warm pretzel bun and will be paired with sauces available in 3 flavor levels

- Mild (a small kick Thai Chile pepper)
- Hot (spicy Jalapeño pepper)
- The Hard Swallow ( hard to swallow ghost Pepper)

Pricing for food menu items will be competitive to surrounding businesses and based on a cost ratio expected to start at \$3.00 per hot dog

### Drink Menu

Drink menu will include basic dive bar favorites including a tall boy beer shot specials for \$6.00, Shots and drinks starting at \$4.00, and will later expand to include classic New York based movie title menu of drinks like

- The naked city – raspberry vodka, Cranberry Juice, triple sec, lime juice, sugar crusted martini glass with a lemon twist
- Death Wish- 1 ½ oz Bourbon Whiskey, sugar, Angostura bitters, Cherry juice splash of club \$9.00
- Cruising – Sweet vermouth, blue curacao, Gin, Martini straight up stirred \$10.00
- Taxi Driver- Vodka, orange Juice, club Soda \$6.00



BUSINESS PLAN  
APRIL 2015

## Confidentiality Agreement

The undersigned reader acknowledges that the information provided by The Hard Swallow in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of The Hard Swallow.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to The Hard Swallow.

Upon request, this document is to be immediately returned to The Hard Swallow.

---

Signature

---

Name (typed or printed)

---

Date

This is a business plan. It does not imply an offering of securities.

## Table of Contents

---

1. Executive Summary .....	1
1.1. Objectives .....	4
1.2. Mission.....	4
2. Company Summary .....	5
2.1. Company Ownership .....	5
3. Products and Services .....	5
4. Market Analysis.....	6
4.1. Competitive Landscape.....	7
4.2. Marketing Strategy.....	8
5. Management Summary .....	8
6. Financial Projections.....	9
6.1. Start-up Requirements .....	9
6.2. Revenue Projections.....	11
6.2.1. Food & Beverage Revenue .....	11
6.2.2. Swag Revenue.....	14
6.3. Expense Assumptions .....	14
6.3.1. Cost Of Goods Sold (COGS).....	14
6.3.2. General & Administrative Expenses (G&A) .....	15
6.3.3. Marketing .....	15
6.3.4. Personnel.....	16
6.4. Projected Profit and Loss .....	17
6.5. Projected Cash Flow .....	19
6.6. Projected Balance Sheet.....	20

## 1. Executive Summary

### THE WHAT

Fun times in New York City might make a tourist think of Broadway shows or Chelsea galleries. But for those of us who have carved out a home in New York that we can call our own, fun times happen at the local pub. The local bar is really the heartbeat of any neighborhood. It's where we get the news, forget the news and sometimes make the news.

Leroy Lloyd and Maria Lloyd, better known as Big Lee and Sasha, are two East Village residents who know this as well as anybody. They've spent decades in the local bar industry and they've helped mold a lot of places into neighborhood hubs.

Not only are they born and bred New Yorkers, but they know first-hand the range of New York neighborhoods and what each has to offer. So, when they decided to start an East Village bar, they knew it had to have a fresh but unmistakable New York element. They wanted to pay respect to New York's past and present – and translate it into something that would bring a neighborhood bar into the future.

The East Village has been home to some of the most memorable Dives and characters in New York's history. Places like CBGB's, Mars bar, Downtown Beirut, and McSorley's Ale House, made their mark on this neighborhood and its residents. They have become the legendary and iconic backdrops of films, pop culture, and literature. They captured our imaginations and are immortalized in classic film noir like "Naked City", and "Bar Fly". The wave of trendy lounges and nightclubs that have invaded the neighborhood, have alienated its residents, with sky rocketed prices and hipster patrons, the people of the East Village and Lower East Side are hungry for old Rock and Roll NYC. It is the seedy and gritty, but always open and familiar, home away from home. Where the bartender knows your name, and is serving your drink as you pull up a stool. This bar is all about the neighborhood and its colorful residents. Local legends like Iggy Pop, Lou Reed, Adam Purple and The Ramones, will serve as our celebrity wall right next to the unsung drunken hero's of the East Village/Lower East Side. A monthly feature of our "Hard Swallow Chronicle" a planned cartoon strip telling bartenders and customer experiences, will celebrate our regulars and give them a sense of belonging. This is the peoples bar. An old school bar where the bouncer doesn't care about your tie, or your construction boots – just your legal age and ID. Thus The Hard Swallow was conceived.

The Hard Swallow is the dark and dingy local dive bar. Coining Cheap Beer and Booze as it's motto we will feature budget friendly beer shot specials, classic movie themed cocktails and concession stand like food. It's concept is based on the real gritty dives of New York's past, old east village favorites like Lismar Lounge, and Jessie Malin's Coney Island High. There's no mistaking this place for a martini bar. The walls are covered in pictures of the "Norm's" (that guy from "Cheers") of the East village making our regulars celebrities and ensuring their loyalty. A TV behind the bar is showing movies from cult classics like Barbarella to New York staples like The Warriors, in black and white, and the dark interior is broken by glowing neon signs. When you enter you are carried back to when bars were gritty, drinks were cheap and laughs were free. Its surreal movie like atmosphere engulfs you. The bartender takes center stage behind the bar and greets you with your favorite beer. The local celebs have claimed their usual seats and sounds of The Clash, ACDC, The Beastie Boys, Johnny Cash and Jimi Hendrix, are pouring out the jukebox. Your night has just begun, a smile spreads across your face as your welcomed by the family, you can relax you're home at The Hard Swallow.

### THE TALENT

The heart of any good local dive bar is its bartenders and these bartenders set the mood. They are the host that will lift you up when your down, knock you down when you're too high and make this place your home away from home. They are our local Rock Star bartenders, the New York equivalent to the "girl next door"; the Star-Tenders. They know everyone, and the regulars know them. Well known in the community and making the Hard Swallow a home base for their large following, and the huge bar industry family that seek out they're favorite bartenders. These high energy Star-tenders love the music, and having a good time. All day and night they will serve up specialty drinks like smoked shots that enhance the smell and taste of the drink and entertain our customers with their gift of gob.. These neighborhood stars live and breathe the unique fabric of the East Village and its culture, a thriving small "Big" town in the big city where everyone wants a place to belong and the "transplants" look to the locals for approval of their tenure. They are everyone's best friends and we will honor the memories of our lost brothers Like Patrick Salt Ryan, and Shane Keogh by sharing their stories and keeping their legacys alive. The Bouncers also well known are the back bone of any good dive bar. Gentle giants will keep the loose cannons in line and allow women the safety and comfort of knowing their big brothers are watching.



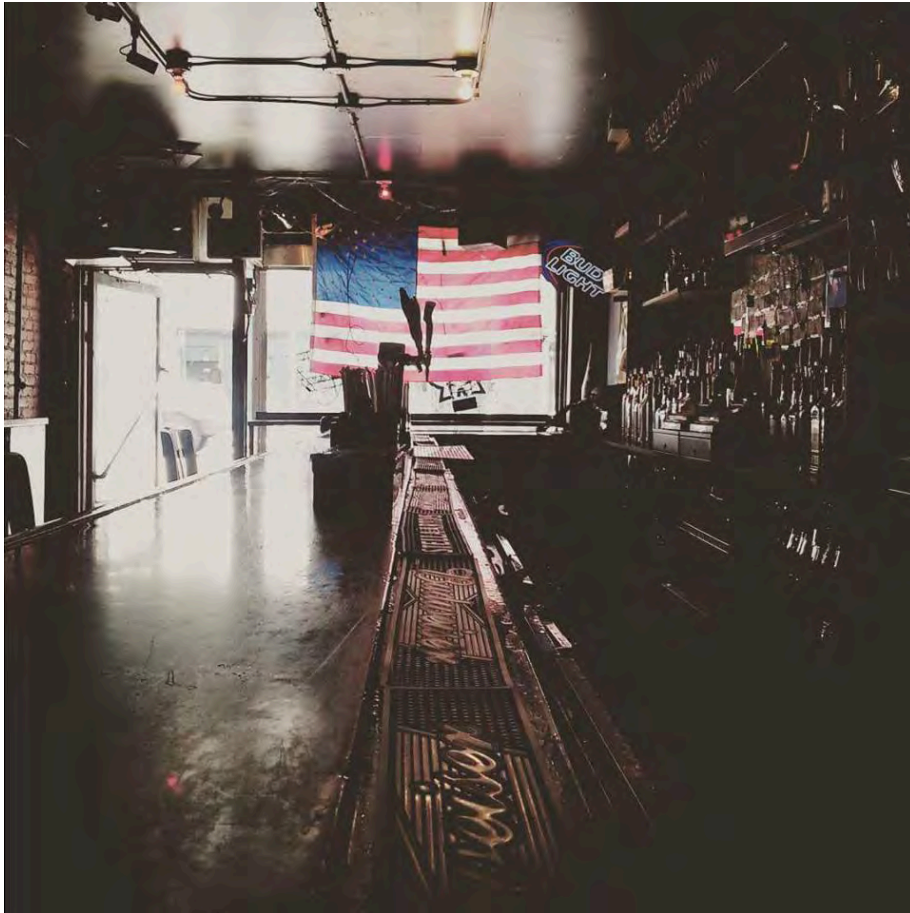
### THE SPACE

The team plans to lease an established bar in a busy section of the East Village. Situated on 1<sup>st</sup> avenue between St. Mark's place and East 9<sup>th</sup> Street, this local dive is already a favorite amongst local residents and is rest stop for the double decker New York sight-seeing tour buses. Equipment upgrades are planned to incorporate an electric grill/Fryer to allow us to serve a small menu of concession stand like food to boost revenue and improve customer experience. Inspection of the bar reveals a need for new flooring, as well as upgraded back of house equipment, but the structure is sound and space allows for both a food prep area and table seating.

## THE POTENTIAL

First and foremost, this is a neighborhood dive bar and proud of it. Regulars and foot traffic are what keep the lights on at a typical East Village bar. These elements have kept the doors open at this established storefront for over 20 years. With the addition of food, a necessary component to keep people in the bar longer, popularity and revenue will increase. The bar concept is inspired by fictional bars, from pop culture icons as well as the iconic New York Dives that they mimic. The locals will love it for its authentic New York 1980's pre-Giuliani vibe packaged pretty in a safe environment of familiar staff and well managed operations. Everyone will love the cheap booze and free laughs at this gritty but friendly local dive. Prices at this location have traditionally been below market and to keep the established positive customer based we will continue the popular beer shot specials, but costs of signature, and mixed drinks will be raised to competitive market levels.

With the word of mouth from locals in addition to the benefit of being a tour bus rest stop and the abundance of local trendy boutique hotels, they expect the saloon will bring in tourists in addition to a cast of regulars. Its New York underground atmosphere will appeal to those seeking the authentic New York experience, and keep its New York residents happy with a safe haven from gentrification.



## **SALES STREAMS**

The Hard Swallow sales channels are increased by swag sales for the New York, Punk Rock notoriety:

- I. Food and Beverage
  - a. Beer, alcohol, soft drinks, special drink menus and a small appetizer menu
- II. Branded Merchandise
  - a. Shot glasses and mason jars, T-Shirts, souvenirs and items specifically related to New York

Each of these is detailed in the financial section of this plan.

## **FINANCIAL SUMMARY**

Income, expenses, profit /loss and cash flow were projected for the first three years. These are based on Big Lee and Sasha's combined experience with New York City bars, restaurants, performers and shows.

They estimate that The Hard Swallow requires \$150,000 (rounded) to build-out and cover cash flow as it settles into the East Village. The financial section that appears later in this plan provides the detail.

### **1.1. Objectives**

The objectives are straightforward:

- Keeping up-front costs within reach by leasing the property at 140 1<sup>st</sup> Avenue in the East Village that previously served as a bar
- Raising an estimated \$150,000 to transform the space into The Hard Swallow – acquisition, building, furnishing, upgrading, decorating, inventory and working capital
- Opening immediately upon SLA license approval.
- Holding an opening event that will establish new ownership to the neighborhood
- Building a brand that people come to recognize, one that makes the neighborhood feel at comfortable, becomes a home for industry nightlife people, and gives tourists a real New York experience. A seedy bar that is women friendly.

### **1.2. Mission**

The Hard Swallow plans to preserve a small piece of New York culture that is being wiped out by gentrification. It is the first in a series of bars that we have planned with each bar focusing on a particular era or subculture of New York.



## 2. Company Summary

The Hard Swallow is a neighborhood dive bar/restaurant– fashioned in pop culture Film Noir, to be located in the East Village neighborhood of Manhattan. Its staff will be a collection of Characters that serve customers not just with food and drinks – but also with the comfort and familiarity of the local pub..

### 2.1. Company Ownership

The company is being organized in the state of New York with the co-founders, Leroy Lloyd and Maria Lloyd, owning equal stakes. That equity will be distributed as an investor or investors come on board.

## 3. Products and Services

The Hard Swallow is where the gritty, underground, seediness of 1980’s New York and the notoriety of the fictitious legendary bars of film give a range of customers an unscripted experience that is guaranteed to spread through word of mouth. It’s for locals, commuters and tourists – all in a place that can easily adapt to various moods and different crowd types through the day and through the week.

### FOOD AND BEVERAGES

The Hard Swallow will have a beer, liquor and soft drink selection priced at competitive market level as well as a smaller menu of 1980’s dive bar priced items. A signature drink menu has been designed including a souvenir shot called “the Hard Swallow” will be sold at \$15, a shooter which will include the branded glass it’s served in. The Hard Swallow food menu will carry a small selection of concession stand foods like Hotdogs and Roller Burgers served with its own line of specialty sauces. Food inventory will be locally sourced and organic to appeal to the health conscious and green minded neighborhood. People are expected to have a different per-head spend depending on the time of day, and day of week. But the average ticket – the average amount a customer pays for food and drinks when leaving – is expected to fall between \$14 and \$30.



**MERCHANDISE**

The Hard Swallow will have a range of merchandise for sale. People can bring home a bit of their experience with T-shirt, beer mugs and other glassware. The selection will be small, just items that most people gravitate to when they want to bring home their memories or show their allegiance. Keeping with theme, we will offer an extra large craft shooter priced at about \$20-25 that will come served in a souvenir rocks glass.



**CHANNEL PARTNERS**

The Hard Swallow is not intended to be a tourist trap, rather, an authentic home to an old New York bar culture and tradition that welcomes tourists. In fact, the tourist crowd is often a good way to keep a venue busy at typically slow times of the day or week – and it also brings word-of-mouth beyond the borders of the boroughs. The Hard Swallow is determined to stay true to the roots, but will take advantage of the sight-seeing bus tours and build informal partnerships with hotel concierge to increase turnover during off seasons and slow days like Monday nights.



**4. Market Analysis**

The East Village is one of the last parts of Manhattan that is celebrated for both its history and its ongoing innovations in culture. Few neighborhoods in New York, if not few in America, have such a mash-up of time and culture. But here in the East Village, it’s a calling card.

This legacy and reputation is mostly due to the neighborhood’s active historic preservation societies – mixed with a constant influx of students and artists. Places like the Lower East Side Tenements

Museum and Katz Deli, capsule a time period of New York's immigrant struggles in the "ghetto" and the hometown it once was for many. It's a logical place to maintain, and preserve the lingering culture and its people

In addition to a bar culture, The East Village residential demographic is ideal for The Hard Swallow:

- High population, and a higher-than average walking culture translates into street traffic, which is a major marketing force for bars and restaurants
- Above-average spending money in comparison to the rest of the City means that the neighborhood can spend more for food, beverages, entertainment and ambiance
- A lower marriage rate than the rest of the city makes The Hard Swallow a gathering place for friends, singles and dates who are looking for fun outside of the home
- Crime rates are below the national average, which provides a safe and welcoming location for residents and tourists

These figures are not conjecture – they are backed up by NYC and census data that is presented below:

EAST VILLAGE: Young, Mixed Race, Educated, Good Quality of Living, Extra Income

- Population 63,000, approximate  $\frac{3}{4}$  of a square mile
- Household income is roughly 15% higher than rest of New York
- Almost even male/female split
- Average age 35
- Low marriage rates
- 35% born elsewhere and moved to New York City
- Walking culture (few cars owned)
- Crime rates below national average
- Professional occupation rate is high

NEW YORK TOURISM: One of largest tourism industries in the world

- 54.3 million visitors per year
- \$38.8 million dollars spent
- \$9.6 million spent on food and entertainment
- NYC jobs supported through tourism: 400,000
- Average hotel occupancy: 88.3%
- Average cost spent on dinner: \$43.46

The Hard Swallow does not intend to appeal to the entire population listed above. However, even considering just 0.01% of the tourists and 10% of the residents as *potential* customers comes to more than 60,000 people any given year.

### 4.1. Competitive Landscape

The East Village is home to hundreds of bars, restaurants and nightclubs that appeal to a big range of people – natives and visitors alike.

What might be considered "theme" venues outside of Manhattan are really genuine in this neighborhood. It's known for "hidden secrets" that, oddly, everyone knows about. Whether it's a hookah bar, the country rock icon Coyote Ugly, or a 60-year-old diner, they thrive because they remain true to their core and deliver what they promise.

This environment backs up the assumption that East Village is a logical choice for The Hard Swallow.

### 4.2. Marketing Strategy

Any neighborhood hub needs to subscribe to these elements in terms of marketing:

- LOCAL
  - Location, location, location
  - Strong street view presence and design to lure street traffic
  - Cross promotions with other establishments
  - Local sponsorship (arts, education, East Village historic societies)
- GENERAL
  - Good social media presence
  - Online Blog; a community network created and managed by Big Lee and Sasha inc. that will serve as a platform to unify New York subcultures and create a “club” of followers for the Hard Swallow and the other bars the team plans to create. It will feature stories of our local celebs and the shenanigans at the Hard Swallow and beyond.
  - Youtube channel showcasing video clips of patron testimonies and Bartender bios and East Village urban legend stories.
  - Both blog and Youtube channel will be linked to website, and social media accounts.
- PR/EDITORIAL COVERAGE
  - Time Out spotlight and listings
  - “Best Bar” competitions

## 5. Management Summary

Leroy Lloyd and Maria Lloyd developed The Hard Swallow.

Leroy, commonly known in the bar and entertainment industry as “Big Lee,” has extensive experience in hospitality management and venue security. He has managed the New York City location of the legendary bar/event club “Hogs and Heifers” since 1999, including the management of bartenders and their performances and security. From 2004-2007 he managed his own live music venue, “Big Lee’s Wild Spirits” while maintaining a working relationship with Hog’s and Heifers where he is still employed. He is a veteran of the Coney Island High Bar and Nightclub and is a well known booking agent for local bands. In addition to managing Hogs and Heifers full time, Big Lee has been an in-demand promoter for local bars on the Lower East Side and East Village. Through his event and party promotions he has developed a strong party following of loyal customers.

In addition, Lee has security guard certification from the NY Department of State, the NY City Investigative Security, the NYC Fire Department and the NYC Department of Health. He has studied and has experience in Graphic Arts and Communications.

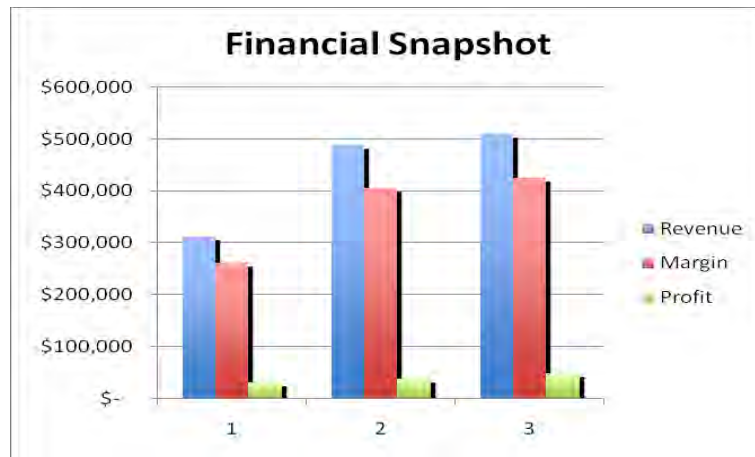
Maria Lloyd, a Lower East Side/East Village native, has been an in-demand head bartender, manager and staff trainer at bars and lounges throughout the city since 2002. Also an expert at graphic arts and design, she has designed hundreds of promotional materials for bars, promoters and other industries. She is a certified food handler by the Dept. of Health and her experience as a manager and

entertainment booker for promotional events, has given her an inside edge to various subcultures in NYC. Sasha is also a skilled mixologist and has designed a signature drink menu for The Hard Swallow.

## 6. Financial Projections

The financial plan below is based on an underlying, detailed set of projections. The detailed financial model is available request. The following subsections summarize the results of those projections in quarterly and/or annualized charts and graphs. In addition, the subsections below discuss the general methodology and underlying assumptions that resulted in these projections.

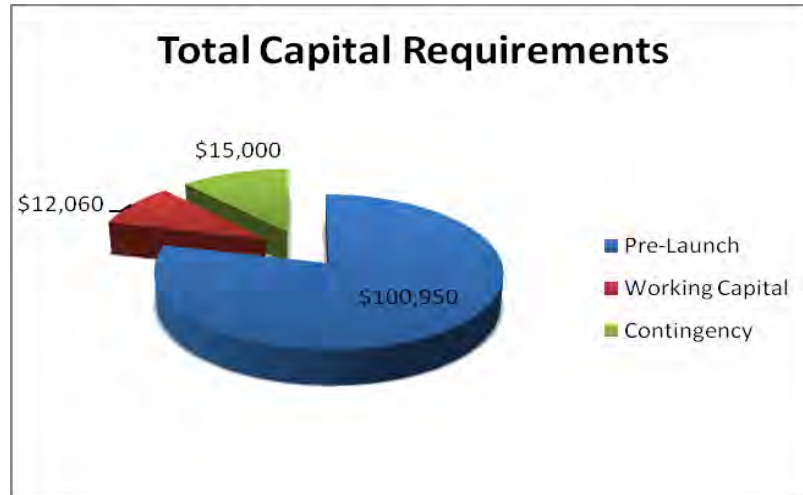
As a quick overview, this startup business requires \$130,000 in capital. It will have 3 revenue streams – food and beverage, merchandise and events. Its gross margin is expected to hover at 74% of topline revenue and net profit that hovers at 10% by Year 3. It will experience overall growth as brand –as well as channel partners – are developed.



### 6.1. Start-up Requirements

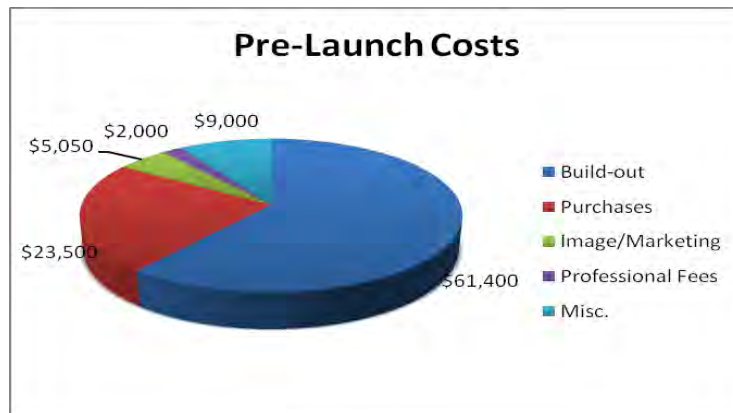
Total capital requirements amount to \$130,000 (rounded). The amount is comprised of pre-launch expenses, working capital and a contingency.

*Pre-launch expenses* are comprised of all costs expended prior to the establishment opening for business. *Working capital* is the amount of money required between opening and when the establishment is self-sustaining. Contingency is a reserve to protect the business and its investors from damages caused by unforeseen circumstances.



### (1) PRE-LAUNCH EXPENSES

This category includes all the expenses required prior to opening day, divided into five categories.



- Build out costs range from buyout and construction costs to rental deposits and back-of-house purchases
- Purchases range from front-of-house furnishings and inventory to POS systems and staff trainers
- Image/Marketing includes website build-out, funding a pre-launch PR event, signage and media kits
- Professional fees include attorneys, accountants and consultants

The figures have been thoroughly researched based on the target neighborhood as well as comps from other similar establishments. Further details of each category are available upon request.

### (2) WORKING CAPITAL

The financial model's statement of cash flow projects a \$12,000 (rounded) cash shortfall between the venue's opening and when it becomes self sufficient. A contingency of \$15,000 is also being raised. These amounts, when added to the pre-launch costs above, comprise the full capital raise required by the company.

## 6.2. Revenue Projections

The Hard Swallow has two revenue streams: Food & Beverage; and Swag (Logo Merchandise).

It is anticipated that the company will experience this trajectory:

### Year 1: The “Opening Effect”.

The novelty of the new establishment will attract a high level of interest from the neighborhood and the millions of people who travel through it as both residents and tourists. Food and Beverage revenue will be strong. However, event revenue is not expected to be operating at full capacity.

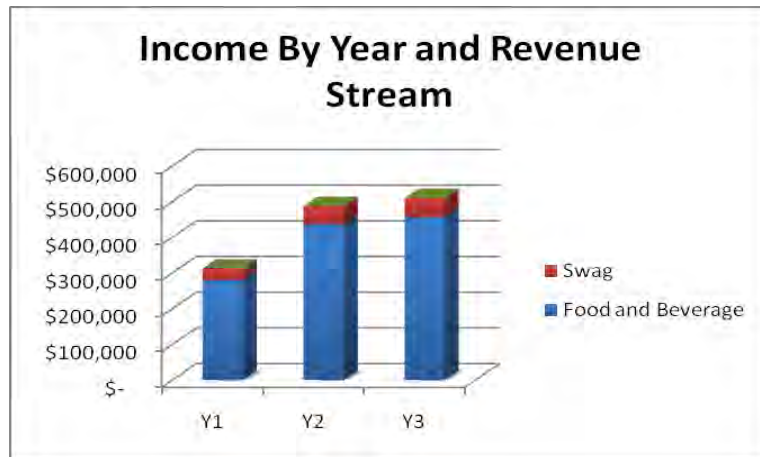
### Year 2: “Regulars and Branding”

Local “curiosity seekers” should reduce in number as the bar/restaurant becomes a fixture of the neighborhood. But during Year 2, the restaurant and bar will have developed a core set of regulars.

### Year 3: “Stability”

The brand will be established as well as channel partners, who will assist in occupancy. Revenues for the primary revenue streams of food & beverage and merchandise will grow and level off at that point – unless the venue expands.

The following chart summarizes the above trajectory and the following subsections discuss each of these three stages in more detail.



### 6.2.1. Food & Beverage Revenue

To determine revenue from food and beverage sales, the financial model projects:

- The average ticket price based on time of day and day of week
- The percentage of full occupancy expected by time of day and day of week to determine daily revenue
- The impact of seasonality and business cycles

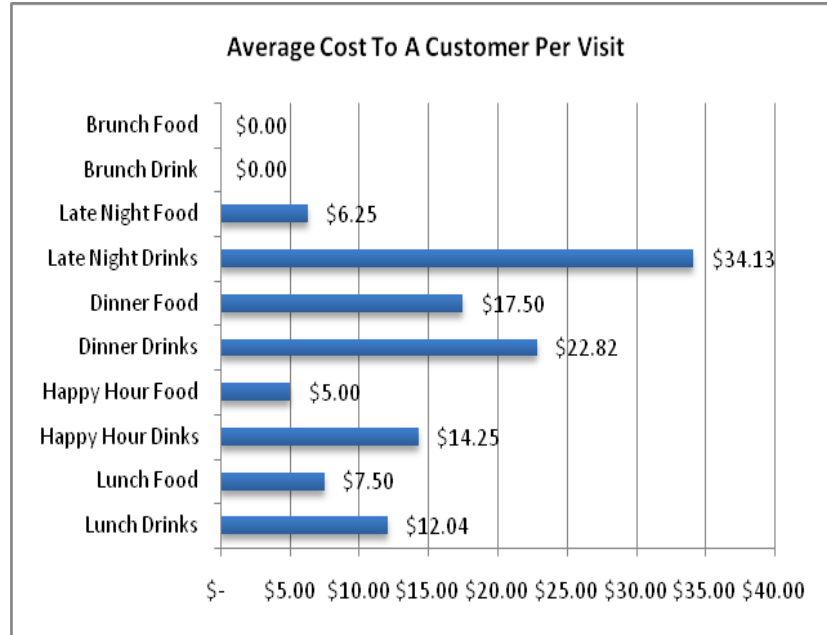
#### AVERAGE TICKET PRICE

The menu will offer beer, liquor, soft drinks, and menus for both lunch and dinner - as well as a breakfast/brunch menu earlier in the day. .

## The Hard Swallow

The average amount paid by customer at a barstool or table will be different at different times of the day. Happy Hour, for example, will have reduced-price beverages. Customers are expected to order more food and/or beverages at dinnertime and later in the night than they will at happy hour or lunch.

Taking the above into consideration, the average price a customer pays when leaving is \$14-\$30. The table below is more illustrative of the operation than the average ticket price across all shifts.

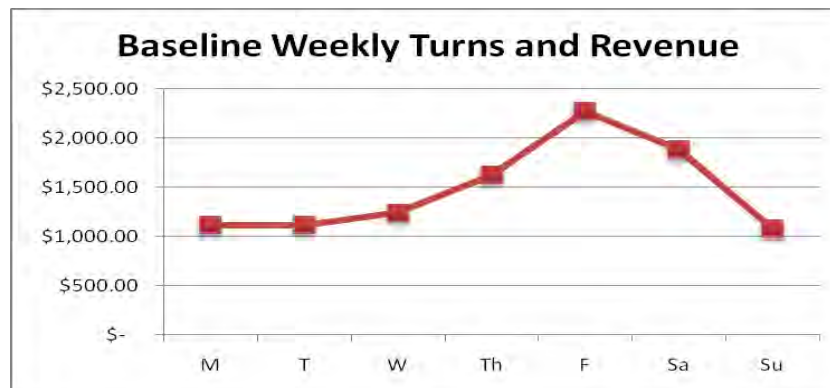


### DAILY REVENUE BASED ON OCCUPANCY

Daily occupancy ranges from a projected 60% to 90% based on time of day (brunch, lunch, happy hour, dinner) and the day of the week. *100% occupancy is never assumed in the projections as an average.*

Table turns during each “shift” are assumed to be an average of 2 turns.

The average ticket, assumed occupancy and number of table turns allow the model to project baseline revenue for each day of the week. As would be expected, the weekend is the busiest period of the week.



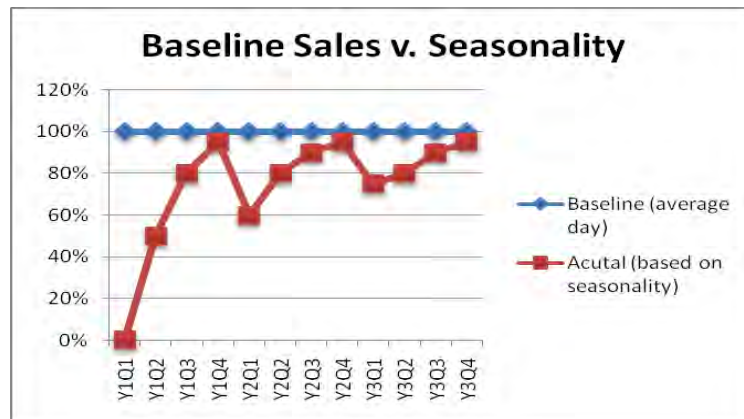


Baseline revenue, presented above, is the average revenue that the restaurant would expect to see on any given day. It does not take into consideration seasonality or business cycles.

**SEASONALITY AND BUSINESS CYCLES**

The venue is not expected to do the same amount of business every day of the week, and seasonal cycles have an impact of business volume as well. The financial model takes the baseline figures above and adjusts the figures to reflect these eventualities.

The chart below shows how each cycle during the year impacts sales volume. Some seasons are more active for bars and restaurants than others.



For example, occupancy will rise and fall under the baseline as seasons alternately bring people outside for fun or back to their homes for holiday gatherings.

Overall, though, the sales in food and beverages are expected to grow during the first three years as the number of events increase and the saloon uses its developing brand to reach out for business beyond the neighborhood.



### 6.2.2. Swag Revenue

Swag includes logoed merchandise and merchandise that relates to a particular event.

Based on an approximate 50% cost of goods against the retail price, this means that the average sale will be \$17 and the average direct cost of that sale will be \$8.

To project sales, the financial model assumes that merchandise sales will be about 3% on top of revenue. Hence, the projections mirror the trend of the revenue projections shown above.



### 6.3. Expense Assumptions

Expenses include Cost of Sales, General & Administrative costs, a Marketing Budget and Personnel.

Projections reflect an underlying strategy that ensures a consistent 74% gross margin and more than a 10% net profit.

Each expense category is discussed in the subsections below.

#### 6.3.1. Cost Of Goods Sold (COGS)

COGS are defined herein as any non-discretionary expense required to make a sale. For this business model, COGS fall into the following categories:

##### Cost of Food and Beverage

This is calculated at 40% of revenue brought in from food and beverages. It's a blended average that takes into consideration the fact that markups on beverages are significantly higher than markups on food. 40% is used as a baseline.

##### Cost of Swag

Logo items such as shirts and mugs will have a 2x mark-up. A mug purchased for \$5 will be sold for \$10.

**Credit Card Processing Fees**

Merchant service fees are calculated at 2.5%, with an estimated 30% of customers paying for food and beverages with their credit or debit. Accepting credit cards makes the saloon a more feasible destination for many prospective customers, particularly the abundant population of college students in the immediate area.

**6.3.2. General & Administrative Expenses (G&A)**

G&A includes fixed costs related to overhead and operation of the establishment.

The following table shows the projected costs in annualized format for the three years projected.

	Year 1	Year 2	Year 3
Rent	\$136,800	\$141,600	\$144,408
Store supplies	\$1,200	\$1,200	\$1,200
Cleaning supplies	\$600	\$600	\$600
Paper (0.5% of sales)	\$1,512	\$2,184	\$2,284
Glasses/Utensils (0.1% of sales)	\$255	\$457	\$356
Decorations	\$-	\$-	\$-
Utilities	\$11,400	\$11,400	\$11,400
Laundry & Linen	\$420	\$420	\$420
Telephone/Cable	\$1,000	\$1,000	\$1,000
Menus	\$-	\$-	\$-
Maintenance	\$537	\$537	\$537
Music	\$240	\$240	\$240
Health Insurance	\$-	\$-	\$9,600
Professional Fees	\$-	\$-	\$-
General Insurance	\$9,600	\$9,600	\$9,600
Cartage	\$2,640	\$2,640	\$2,640
Exterminator	\$1,800	\$1,800	\$1,800
Water	\$1,200	\$1,200	\$1,200
Contingency	\$8,460	\$8,744	\$9,364
	\$177,665	\$183,622	\$196,650

These costs are common overhead costs for a bar/restaurant, and figures have been drawn from management’s experience in the industry as well as comparisons to information provided discretely by similar companies.

**6.3.3. Marketing**



General marketing strategies are discussed earlier in this document. In financial terms, to execute those strategies, there is a budget of \$500 per month or 4% of topline revenue, whichever is greater.

The Hard Swallow’s branding efforts are expected to make each marketing dollar more productive as time goes on, which is beneficial in terms of attracting touring during otherwise slow time of the day are predictably slow months.

**6.3.4. Personnel**

The table above depicts anticipated personnel costs based on management’s experience as well as proprietary data relevant to similar operations.

	Year 1	Year 2	Year 3
Owner/Manager	\$26,000	\$30,000	\$35,000
Owner/Manager	\$-	\$15,000	\$17,500
Bartender 1	\$9,360	\$9,360	\$9,360
Bartender 2	\$9,360	\$9,360	\$9,360
Bartender 3	\$6,240	\$6,240	\$6,240
Bartender 4	\$6,240	\$6,240	\$6,240
Bartender 5	\$4,680	\$4,680	\$4,680
Bartender 6	\$4,680	\$4,680	\$4,680
Porter 1	\$7,800	\$7,800	\$7,800
Porter 2	\$3,120	\$3,120	\$3,120
Security 1	\$31,200	\$31,200	\$31,200
Security 2	\$12,480	\$12,480	\$12,480
Other	\$-	\$-	\$-
	\$121,160	\$140,160	\$147,660

Notes:

- The Hard Swallow will be run like a typical East Village dive bar in terms of personnel and wages. Bartenders will be paid at tipped wage minimum, and other personnel will be compensated in an hourly wage.

## 6.4. Projected Profit and Loss

The following table shows consolidates the assumptions and results discussed above and presents them in the form of an annualized P&L.

- REVENUE
  - Two revenue streams are projected
  - Swag/Merchandise is tied into total food and beverage revenue (a small portion of people spending money on food and beverage are expected to purchase merchandise)
  - Note\* Revenue has been calculated based on average liquor sales only recorded over the last 15 months. Profit numbers are expected increase about 10-15% as the cost of food program has already been factored into the expenses without calculating the revenue produced by food program.
- COST OF SALES
  - These are discussed in detail in the COGS section earlier in this document
- EXPENSES
  - Personnel is based on ordinary staffing for similar businesses
  - Personnel taxes are calculated at 15% of salaries
  - G&A is detailed earlier in this document
  - Marketing costs are based on \$500 per month or 4% of revenue, whichever is greater
  - Comps decrease over time and are considered a loss leader during the early stages of the business
  - Note that all profits are pre-tax
  -

The Hard Swallow

PROJECTED INCOME STATEMENT

	YEAR 1	YEAR 2	YEAR 3	TOTAL
<b>REVENUES</b>				
Food and Beverage	\$ 279,936	\$ 436,700	\$ 456,856	\$ 1,173,492
Swag	\$ 32,797	\$ 51,164	\$ 53,525	\$ 137,487
Events	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
<b>Revenues:</b>	<b>312,734</b>	<b>487,864</b>	<b>510,381</b>	<b>\$ 1,310,979</b>
<b>Cost of Sales</b>				
Food And Beverage	\$ 37,959	\$ 62,482	\$ 64,497	\$ 164,938
Swag	\$ 10,714	\$ 17,055	\$ 17,842	\$ 45,610
Merchant Services	\$ 2,100	\$ 3,275	\$ 3,426	\$ 8,801
Item	\$ -	\$ -	\$ -	\$ -
Item	\$ -	\$ -	\$ -	\$ -
Item	\$ -	\$ -	\$ -	\$ -
Events	\$ -	\$ -	\$ -	\$ -
	\$ 50,773	\$ 82,812	\$ 85,765	\$ 219,350
	\$ 261,961	\$ 405,053	\$ 424,616	\$ 1,091,629
<i>Gross Margin</i>	<i>84%</i>	<i>83%</i>	<i>83%</i>	<i>83%</i>
<b>EXPENSES</b>				
Personnel	\$ 80,773	\$ 140,160	\$ 147,660	\$ 368,593
Personnel Taxes	\$ 12,116	\$ 21,024	\$ 22,149	\$ 55,289
G&A	\$ 118,920	\$ 183,622	\$ 196,650	\$ 499,192
Marketing Costs	\$ 4,000	\$ 6,000	\$ 4,000	\$ 14,000
Comps	\$ 15,887	\$ 16,662	\$ 5,104	\$ 37,653
Other	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
	\$ 231,697	\$ 367,468	\$ 375,563	\$ 974,728
<i>Percent of Revenue</i>	<i>74%</i>	<i>75%</i>	<i>74%</i>	<i>74%</i>

## The Hard Swallow

---

	\$	\$	\$	
EBITDA	30,264	37,585	49,053	\$ 116,902
Cumulative	30,264	67,849	116,902	

### 6.5. Projected Cash Flow

#### PROJECTED CASH FLOW STATEMENT

	YEAR 1	YEAR 2	YEAR 3
<b>CASH RECEIVED</b>			
Cash Sales	\$ 281,460	\$ 439,078	\$ 459,343
Cash: Receivables	\$ 26,520	\$ 39,279	\$ 51,038
Investment	\$ -	\$ -	\$ -
<b>Total Cash Received</b>	<b>\$ 307,980</b>	<b>\$ 478,357</b>	<b>\$ 510,381</b>
<b>EXPENDITURES</b>			
Direct Cost of Sales	\$ 50,773	\$ 82,812	\$ 85,765
Payroll	\$ 80,773	\$ 140,160	\$ 147,660
Payroll Taxes	\$ 12,116	\$ 21,024	\$ 22,149
Accounts Payable	\$ 135,251	\$ 199,772	\$ 205,509
Pre-Launch Expenses	\$ 100,950	\$ -	\$ -
Long-Term Assets	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 379,864</b>	<b>\$ 443,768</b>	<b>\$ 461,083</b>
<b>NET CASH FLOW</b>	<b>\$ (71,883)</b>	<b>\$ 34,590</b>	<b>\$ 49,298</b>
<b>CASH BALANCE</b>	<b>\$ (71,883)</b>	<b>\$ (37,294)</b>	<b>\$ 12,004</b>

Notes to the statement of cash flow include:

- 90% of sales booked in any period are collected during that period
  - The 10% balance is collected the following period
    - That 10% is a safety margin in the projections to account for such things as merchant service delays and deposits for private events that are made in one period – and the balance is paid in the next; this would apply to such things as private parties which make a deposit and pay the on the day of the event
- No investment is included under cash as the company is still in the fundraising phase

## The Hard Swallow

- Direct cost of sales, payroll and payroll taxes are paid in the period in which they are booked
- Pre-launch expenses are detailed earlier in this document
- The amount of capital required is taken from a detailed cash flow that reflects monthly and quarterly balances but appears in the above table under “Surplus/Loss”

### 6.6. Projected Balance Sheet

		<b>PROJECTED BALANCE SHEET</b>		
		YEAR 1	YEAR 2	YEAR 3
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	\$	(71,883)	\$ (37,294)	\$ 12,004
Accounts Receivable	\$	4,754	\$ 14,261	\$ 14,261
Other Current Assets	\$	100,950	\$ 100,950	\$ 100,950
Total Current Assets	\$	33,820	\$ 77,917	\$ 127,215
<b>LONG-TERM ASSETS</b>				
Startup Assets	\$	-	\$ -	\$ -
Accumulated Depreciation	\$	-	\$ -	\$ -
Total Long-Term Assets	\$	-	\$ -	\$ -
<b>TOTAL ASSETS</b>	<b>\$</b>	<b>33,820</b>	<b>\$ 77,917</b>	<b>\$ 127,215</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$	3,556	\$ 10,068	\$ 10,313
Current Borrowing	\$	-	\$ -	\$ -
Other Current Liabilities	\$	-	\$ -	\$ -
Total Current Liabilities	\$	3,556	\$ 10,068	\$ 10,313
<b>Long-Term Liabilities</b>				
Long-Term Liabilities	\$	-	\$ -	\$ -
Other	\$	-	\$ -	\$ -
Total Long-Term Liabilities	\$	-	\$ -	\$ -
Total Liabilities	\$	3,556	\$ 10,068	\$ 10,313
<b>EQUITY</b>				
Infrastructure	\$	-	\$ -	\$ -
Retained Earnings	\$	20,482	\$ 47,352	\$ 99,786
Earnings	\$	9,782	\$ 20,497	\$ 17,116
Total Equity	\$	30,264	\$	\$ 116,902



The Hard Swallow

---

			67,849	
<b>TOTAL LIABILITIES &amp; EQUITY</b>	\$	33,820	\$ 77,917	\$ 127,215