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### BAC-3915

<b>Board Name</b>	Tourism Improvement District	<b>Status</b>	Selected
<b>Salutation</b>	Ms.	<b>Type</b>	Appointment
<b>First Name</b>	Laura	<b>Preferred Email</b>	laura.lojas@marriott.com
<b>Last Name</b>	Lojas	<b>Other Email</b>	laura.lojas@marriott.com
<b>Contact Name</b>	Laura Lojas	<b>Preferred Phone</b>	303-317-1831
<b>Middle Name</b>		<b>Other Phone</b>	309-229-7022
<b>MMAC Trans. Mode Group</b>			

#### Work and Home Address

<b>Work Address</b>	8300 Pena Boulevard	<b>Home Address</b>	[REDACTED]
<b>Work City</b>	Denver	<b>Home City</b>	[REDACTED]
<b>Work State</b>	CO	<b>Home State</b>	[REDACTED]
<b>Work Zip</b>	80249	<b>Home Zip</b>	[REDACTED]

#### Additional Information

<b>Are you a registered voter?</b>	Yes	<b>Gender</b>	Female
<b>If so, what county?</b>	Jefferson	<b>Other Gender</b>	
<b>Denver City Council District No</b>	Unknown	<b>Race/Ethnicity</b>	Caucasian
<b>Occupation/Employer</b>	Westin Denver International Airport	<b>Other Ethnicity</b>	
		<b>Objection to appointment?</b>	No
		<b>Special Information</b>	

#### Reference Details

<b>Reference Name #1</b>	Meredith Innes	<b>Reference Email #1</b>	meredith.innes@marriott.com
<b>Reference Phone #1</b>	303-273-4051		
<b>Reference Name #2</b>	Brennan Conant	<b>Reference Email #2</b>	brennan.conant@marriott.com
<b>Reference Phone #2</b>	303-273-4005		
<b>Reference Name #3</b>	Michele MacPherson	<b>Reference Email #3</b>	michele.macpherson@marriott.com
<b>Reference Phone #3</b>	303-279-9100		
<b>Owner</b>	Denver Integration	<b>Created By</b>	Denver Integration, 6/5/2018 2:27 PM
		<b>Last Modified By</b>	Barry Burch Jr., 6/11/2018 4:28 PM

#### Board Members

Laura Lojas

**LAURA L. LOJAS**

**Mobile: 309-229-7022**

**EDUCATION:**

B.A. in Communications - University of Illinois at Chicago, 1988  
Certificate of Completion for Hotel Management Course - Echols International  
Hotel Schools, Inc., 1989

**EXPERIENCE:**

**Marriott International 1989-1992 and 1993-Present**

**General Manager May 2018 to Present**  
**Westin Denver International Airport**

**General Manager March 2014 to May 2018**  
**Marriott Denver West**  
Golden, Colorado  
*\$17.5 million, 305 room hotel with 110 associates*

- Exceeded 2017 total hotel revenue goal by 9.2%
- Exceeded 2017 total hotel house profit goal by 13.6%
- Exceeded 2017 group room night goal by 19%
- Exceeded 2017 group room night revenue goal by 15.4%
- Exceeded 2017 catering revenue goal by 5.8%
- Decreased 2017 voluntary turn-over by 16.2 points year over year
- 2017 RevPar Index: 127.1% (3.1% increase year over year)
- Achieved 2017 Engagement Survey: "General Manager Excellent Leadership Score" of 82%
- Nominated for Host Hotels and Resorts "Hotel of the Year" in 2016

**Dual Property Opening General Manager January 2013 to March 2014**  
**Peoria Marriott Pere Marquette and Peoria Courtyard by Marriott**  
Peoria, Illinois

- Awarded the 2013 Full Service hotel of the year from the Heart of Illinois Hospitality Association

**General Manager July 2011 to January 2013**  
**Dayton Marriott**  
Dayton, Ohio  
*\$15 million, 399 room hotel with 135 associates*

- 2012 RevPar Index Score of 171%
- 2012 Guest Satisfaction Overall Score increase of 5.7 points year over year

**General Manager March 2008 to July 2011**

**Marriott Hickory Ridge Conference Hotel**

Lisle, Illinois

*\$7.0 million, 383 room hotel with 125 associates*

- 2010 RevPar Index increase of 38.7% year over year
- 2009 Guest Satisfaction Overall Score Year End 70.5%
- 2010 Guest Satisfaction Overall Score YTD 75.7%
- 2009 ESS Overall Satisfaction Score Year End 50%
- 2010 ESS Overall Satisfaction Score YTD 73.4%
- 2008 Associate Engagement Score 82%
- 2009 Associate Engagement Score 79%
- 2010 Associate Engagement Score 82%
- 2011 Associate Engagement Score 87%
- 2010 Associate Engagement “General Manager Provides Excellent Leadership” 92%

**General Manager, March 2006 to March 2008**

**South Bend Marriott**

South Bend, Indiana

*\$9 million, 300 room hotel with 100 associates*

**General Manager, November 2000 to September 2002**

**SpringHill Suites by Marriott Lincolnshire**

Lincolnshire, Illinois

*\$4.2 million, 161 room hotel with 35 associates*

**General Manager, November 1998 to November 2000**

**Courtyard by Marriott Deerfield**

Deerfield, Illinois

*\$3.5 million, 131 room hotel with 40 associates*

- Developed annual hotel operating and capital expenditure budgets
- Created and implemented annual business plan and sales strategy
- Mentored two operation managers
- Maintained and enhanced hotel façade and building mechanics
- Increased hotel house profit by 11% in 1999 from 1998
- Improved Overall Associate Satisfaction score by 18 points in 1999
- Increased General Manager Provides Excellent Leadership score by 36 points in 1999
- Organized the 1999 Marriott/Children's Hospital Golf Tournament
- Raised an additional \$29,000 from previous year for the Marriott/Children's Hospital Golf Tournament

**Assistant General Manager, October 1996 to November 1998**  
**Courtyard by Marriott Deerfield**  
Deerfield, Illinois

- Managed Front Office, Restaurant and Sales departments
- Facilitated 5 Star Service Advantage Training classes for hourly associates
- Scheduled and organized training classes for Marriott Northshore hotel managers
- Implemented new Courtyard dinner delivery program
- Administered Human Resource policies and procedures
- Managed receivable and payable accounts
- Developed tracking procedures to monitor departmental goals

**Front Office Manager, September 1994 to October 1996**  
**Chicago Marriott Suites Deerfield**  
Deerfield, Illinois  
*300 All-Suites Hotel with 20 Front Office Associates and 3 Managers*

- Hired and trained Front Desk, Bellstand, PBX and Night Audit associates
- Created budget for Front Office, Gift Shop and Phone Departments
- Implemented Marriott "Guest Response" program within departments
- Attended Marriott Midwest Region "Revenue Management" and "Impact Leadership" training classes

**Front Desk Manager, November 1993 to September 1994**  
**Chicago Marriott Oak Brook, Oakbrook, Illinois**

**Front Office Manager, June 1992 to November 1993**  
**Houston Marriott Westside, Houston, Texas**

**Front Desk Manager, July 1991 to June 1992**  
**Chicago Downtown Marriott, Chicago, Illinois**

**Night Manager, August 1990 to July 1991**  
**Chicago Downtown Marriott, Chicago, Illinois**

**Front Desk Supervisor, May 1990 to August 1990**  
**Chicago Downtown Marriott, Chicago, Illinois**

**Marriott Management Training Program, October 1989 to May 1990**  
**Chicago Downtown Marriott, Chicago, Illinois**

**ACHIEVEMENTS**

Marriott Financial Excellence Award 2012  
Marriott Financial Excellence Award 2011  
Marriott Financial Excellence Award 2010  
Marriott Market Share Excellence Most Improved Award 2010  
Chairperson of Marriott/Children's Hospital Golf Tournament 1999, 2000, 2001, 2002  
Marriott "Special Achievement Award for Hotel Opening" 2001  
Marriott "Living the Vision" Special Achievement Award 2000  
Marriott 5 Star Service Advantage Certified Trainer 1998  
Courtyard by Marriott Outstanding House Profit 1996, 1997, 1999  
Courtyard by Marriott Outstanding Guest Tracking Results 1996, 1997  
Courtyard by Marriott Outstanding Associate Satisfaction 1996, 1997, 1999  
Marriott Midwest Region Best Overall Rooms Operations 1995  
Marriott Manager of the Quarter 1993  
Marriott Leadership Award 1991  
Marriott Manager of the Quarter 1991  
Marriott Associate of the Month 1990

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## BAC-4066

<b>Board Name</b>	Tourism Improvement District	<b>Status</b>	In Process
<b>Salutation</b>	Mrs.	<b>Type</b>	Appointment
<b>First Name</b>	Tracy	<b>Preferred Email</b>	tracy.blair@sheraton.com
<b>Last Name</b>	Blair	<b>Other Email</b>	
<b>Contact Name</b>	Tracy Blair	<b>Preferred Phone</b>	3039944587
<b>Middle Name</b>		<b>Other Phone</b>	
<b>MMAC Trans. Mode Group</b>			

### Work and Home Address

<b>Work Address</b>	1550 Court Place	<b>Home Address</b>	[REDACTED]
<b>Work City</b>	Denver	<b>Home City</b>	[REDACTED]
<b>Work State</b>	CO	<b>Home State</b>	[REDACTED]
<b>Work Zip</b>	80202	<b>Home Zip</b>	[REDACTED]

### Additional Information

<b>Are you a registered voter?</b>	Yes	<b>Gender</b>	Female
<b>If so, what county?</b>	Douglas	<b>Other Gender</b>	
<b>Denver City Council District No</b>	Unknown	<b>Race/Ethnicity</b>	Caucasian
<b>Occupation/Employer</b>	The Sheraton Denver Downtown Hotel	<b>Other Ethnicity</b>	
		<b>Objection to appointment?</b>	No
		<b>Special Information</b>	

### Reference Details

<b>Reference Name #1</b>	Sean McNamara	<b>Reference Email #1</b>	sean.mcnamara@sheraton.com
<b>Reference Phone #1</b>	3032468869		
<b>Reference Name #2</b>	Tony Dunn	<b>Reference Email #2</b>	tony.dunn@sheraton.com
<b>Reference Phone #2</b>	7203809533		
<b>Reference Name #3</b>	Bill Young	<b>Reference Email #3</b>	bill.young@sheraton.com
<b>Reference Phone #3</b>	3035962689		
<b>Owner</b>	Denver Integration	<b>Created By</b>	Denver Integration, 7/25/2018 3:08 PM
		<b>Last Modified By</b>	Barry Burch Jr., 7/30/2018 12:00 PM

### Notes & Attachments

[Blair\\_Tracy\\_ProResumeMI-V1.docx](#)

# TRACY A. BLAIR

303.994.4587 ♦ [tracy.blair@sheraton.com](mailto:tracy.blair@sheraton.com)  
[www.linkedin.com/in/tracy-blair-8581a21a](http://www.linkedin.com/in/tracy-blair-8581a21a)

## Operational Leader

Team Leadership and Development | Revenue Growth | Strategic Planning

Resourceful and collaborative leader looking to utilize 20+ years of proven hospitality leadership, offering expertise in talent development, revenue growth, strategic planning and owner relations, to serve in a Marriott International operational leadership role.

### *Strengths and Core Expertise*

Executive Committee Member • Client Relations • Business Development/Acquisition • Owner Relations • Goal Setting • Brand Promotion • Public Relations • Marketing • Operational Excellence • Technology Innovation • Group/Transient/Catering/Event Management Expertise • Market Share • Strategic Planning • Competitor Evaluation • Data Analytics • Team Collaboration • Market Influencer • Forecasting Acumen

## PROFESSIONAL EXPERIENCE

*The Sheraton Denver Downtown Hotel, Denver, CO (2013 to Present)*

### DIRECTOR OF SALES AND MARKETING

Strategic sales leader consistently driving team performance to record-setting, top-line revenue into the largest convention hotel in Colorado with 1,231 rooms and 133K square feet of meeting/event space. Built an award-winning sales team.

- Drive \$57MM+ in rooms revenue and \$18MM in banquet/catering revenue annually.
- Restructured and redeployed the group sales team to achieve group room revenue production growth from \$31MM to \$48MM, or a 55% increase during a four-year tenure.
- Lead a team of 30+ sales, catering and event management associates consistently improving team performance to drive total hotel revenue from \$73MM to \$88MM, with an occupancy increase from 68% to a 79% over four years.

*The Westin Denver Downtown, Denver, CO (2003 to 2013)*

### DIRECTOR OF SALES AND MARKETING (2008 to 2013)

Led a team of 18 managers within the sales and catering team with 430 rooms and 40K square feet of meeting space. Created a clear vision coupled with effective strategies to consistently exceed revenue goals in group, transient, banquet and catering business.

- Achieved best in class supervisory effectiveness scores of 95+ in the Employee Satisfaction Survey yearly with proven success attracting, retaining and developing talent from within.
- Established a strong cooperative relationship with the Denver Metro Convention and Visitors bureau to generate revenue growth.
- Successfully prepared and executed the strategic sales plan, sales/marketing budgets, forecasts and goals.

## EARLY CAREER HISTORY

Served in a variety of operational and Sales & Catering roles within Starwood Hotels and Resorts and Hilton Hotels and Resorts from 1999-2003. Owned and Operated a 110 seat Italian Café in Denver, CO from 1997-1999.

## EDUCATION AND PROFESSIONAL DEVELOPMENT

BACHELOR OF SCIENCE – HOTEL, RESTAURANT AND INSTITUTIONAL MANAGEMENT  
Pennsylvania State University, State College, PA

## HIGHLIGHTED HONORS, AWARDS AND RECOGNITION (PERSONAL AND HOTEL)

- Nominated to the Marriott Emerging Leadership Program in 2018
- Achieved Marriott International's Chairman's Circle Award in 2018
- Top Influential Women Innovator Award by Smart Meetings-2017
- Outstanding Women in Business Awards Nominee – Denver Business Journal (2017)
- Nominee – Denver Business Journal Women in Business (2016)
- Starwood Hotels and Resorts North America Sales Team of the Year – (2005,2015)

# TRACY A. BLAIR

303.994.4587 ♦ [tracy.blair@sheraton.com](mailto:tracy.blair@sheraton.com)  
[www.linkedin.com/in/tracy-blair-8581a21a](http://www.linkedin.com/in/tracy-blair-8581a21a)

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