

September 10, 2003

Mr. Daniel Howe  
Strategic Projects Manager  
City of Raleigh - City Manager's Office  
Room 228, Raleigh Municipal Building  
222 West Hargett Street  
Raleigh, NC 27601

**Re: Request for Qualifications - Raleigh Convention Center Hotel**

Dear Mr. Howe:

On behalf of WinPort Ventures (“WinPort”), we are pleased to submit our response to the City/County’s Request for Qualifications to develop the proposed Raleigh Convention Center Hotel. WinPort is a venture between Raleigh-based Winston Hotels, Inc. and Portman Holdings, LP, a full-service real estate development company located in Atlanta, GA . Other WinPort team members include a contracting team comprised of Raleigh-based Clancy & Theys Construction Company and M.A. Mortenson Company and architect John Portman & Associates, one the industry’s most respected headquarters hotel architectural firms.

With WinPort, you have a team whose hotel development experience is quite simply unmatched. Collectively, our team has opened 47 individual hotel projects, 10 of which are full-service convention hotels. Moreover, WinPort is an entity that has put “its money where its mouth is” when it comes to supporting North Carolina tourism. The principals on our team are the largest group of local hotel investors in the state, with significant ownership interests in 18 North Carolina hotels including the state’s newest convention hotel, the Westin Charlotte. We also own eight upscale limited service/extended stay properties in the Raleigh/Durham market.

With WinPort on its team, city and county leaders can sleep at night knowing that their convention center project is in the hands of people who are going to be around long after the project is up and running. As you know, both Winston Hotels and Clancy & Theys are local to this community with roots going back generations. We understand and support the community vision, and we are committed to making it a reality. But we cannot tackle this challenging project alone, which is why we have teamed with Portman Holdings. Portman has an incredible track record of completing those projects considered by most to be impossible. They were the company that completed the last privately-owned convention hotel financed in the United States (the Westin Charlotte) and are on track to open the next (the Hilton San Diego).

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On project after project, we have demonstrated that the WinPort team is the best choice to make your project a reality. The **best team**, with local roots, **visionary design** and **guaranteed delivery** add up to the **Best Value** for Raleigh, North Carolina.

Our response to the RFQ, which provides the information requested, is attached. If you have any questions regarding our submittal, please contact me. We look forward to your response and selection of WinPort Ventures.

Sincerely,

**ON BEHALF OF WINPORT VENTURES**

Robert W. Winston III  
CEO & Director  
Winston Hotels, Inc.

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## II. TEAM STRUCTURE

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➤ **A. Primary contact name and contact information for all correspondence and legal notifications:**

The primary contact for our team is Robert W. Winston III. Mr. Winston's contact information is as follows:

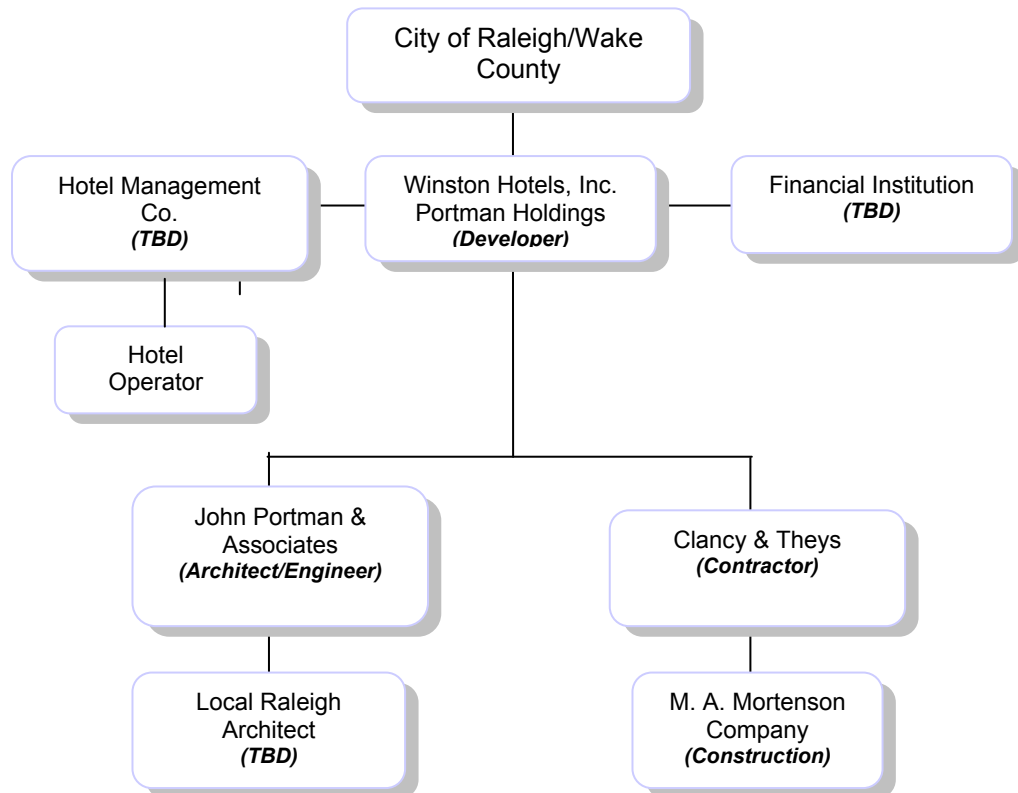
Mr. Robert W. Winston III  
CEO & Director  
Winston Hotels, Inc.  
2626 Glenwood Avenue, Suite 200  
Raleigh, NC 27608  
919.510.6002 / Email: bob@winstonhotels.com

➤ **B. Principal officers authorized to negotiate with the City:**

Robert W. Winston III (Winston Hotels, Inc.) and Roger J. Zampell (Portman Holdings) are the principal officers authorized to negotiate with the City of Raleigh.

➤ **C. Team Organizational Structure Chart:**

Our Team's organizational structure is outlined below.



## II. TEAM STRUCTURE (cont.)

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➤ **D. Description of the proposed legal structure of the team (i.e., prime with subcontractors, joint venture, partnership, etc.):**

The legal structure of our team is to be determined. In formulating our team for this project, we chose a team comprised of top performers in each of their respective disciplines, devoted to producing an outstanding project. We have partnered local and national firms together to bring the best organizations available for the success of the project.

➤ **E. Organizational history of primary firm:**

**Winston Hotels, Inc.**

**Winston Hotels, Inc.** (Winston) is a Raleigh-based real estate investment trust specializing in the development and active asset management of premium limited-service, upscale extended-stay and full-service hotels.

The firm was established in 1994 and since then has amassed a property portfolio comprised of 54 individual hotels geographically distributed across 14 states. Other facts regarding Winston Hotels include:

- With 54 assets and just under 4,000 rooms in its portfolio, Winston Hotels is the largest hotel company in North Carolina.
- With 17 individual properties containing over 2,200 rooms, Winston Hotel is not only the largest hotel company in North Carolina it also owns more hotels and hotel rooms in the state than anyone else.
- Winston is consistently ranked as one of the most active hotel development companies in the nation, having developed 30 properties over the past nine years. To put this in perspective, since 1994, the company has, on an average, open a new hotel every 3.5 months.
- With 31 properties, Winston is one of Hilton's largest licensees. It also has excellent business relations with Marriott (10 properties), Six Continents (nine properties) and Choice Hotels International (five properties).

## II. TEAM STRUCTURE (cont.)

### WINSTON HOTEL PORTFOLIO

<b>Arizona</b> Phoenix Phoenix	Homewood Suites Residence Inn	<b>Massachusetts</b> West Springfield	Hampton Inn	<b>New Jersey</b> Tinton Falls Secaucus	Holiday Inn Holiday Inn
<b>Connecticut</b> Windsor	Hilton Garden Inn	<b>Maryland</b> Baltimore	Hampton Inn	<b>Nevada</b> Las Vegas	Hampton Inn
<b>Florida</b> Orlando Clearwater Lake Mary Ponte Vedra Tampa	Comfort Inn Holiday Inn Express Homewood Suites Hampton Inn Hilton Garden Inn	<b>Michigan</b> Ann Arbor Ann Arbor	Courtyard Fairfield Inn	<b>New York</b> White Plains Albany	Hampton Inn Hilton Garden Inn
<b>Georgia</b> Gwinnett Brunswick Atlanta Atlanta Atlanta Alpharetta Sugarloaf	Hampton Inn Hampton Inn Hampton Inn Hampton Inn Hilton Garden Inn Homewood Suites Hilton Garden Inn	<b>North Carolina</b> Durham Fayetteville Wilmington Wilmington Winston Salem Boone Cary Charlotte Durham Jacksonville Raleigh Wilmington Raleigh Cary Durham Raleigh Chapel Hill, NC	Comfort Inn Comfort Inn Comfort Inn Courtyard Courtyard Hampton Inn Hampton Inn Hampton Inn Hampton Inn Hampton Inn Hampton Inn Hilton Garden Inn Hilton Garden Inn Homewood Suites Homewood Suites Homewood Suites Courtyard	<b>Ohio</b> Beachwood	Courtyard
<b>Iowa</b> Des Moines	Fairfield Inn			<b>South Carolina</b> Comfort Inn Charleston Greenville Hilton Head Charleston	Comfort Inn Comfort Inn Hampton Inn Quality Suites
<b>Illinois</b> Evanston	Hilton Garden Inn			<b>Texas</b> Houston Garland Houston Houston	Courtyard Holiday Inn Homewood Suites SpringHill Suites
				<b>Virginia</b> Chester Abingdon	Comfort Inn Holiday Inn Express

### Portman Holdings

**Portman Holdings** was established in 1995 to blend 40 years of experience in real estate development among three Portman Companies to best serve both domestic and international clients. Portman prides itself on creating landmark projects throughout the United States that have been the catalyst for economic development. Its projects are strategically positioned in the marketplace, socially responsible, aesthetically pleasing, and are renowned for providing a solid return on their investment. Portman has developed some of the most impressive convention centers and accompanying hotels in the country, including the award-winning Embarcadero Center/Hyatt Regency San Francisco, the **Westin Charlotte Convention Center Hotel (opened April 2003)**, the **Westin Warsaw (opened June 2003)**, three convention hotels at the Peachtree Center in Atlanta: the Hyatt Regency, the Westin Peachtree Plaza, and the Atlanta Marriott Marquis. In 2002, Portman was selected by the **City of San Diego** to develop its 1,200-room convention center hotel.

## II. TEAM STRUCTURE (cont.)

### PORTMAN HOTEL PORTFOLIO

HOTELS DEVELOPED BY PORTMAN HOLDINGS				
Hotel	Location	Design Year	Guest Rooms	Meeting Space (sf)
<b>Headquarters Hotels</b>				
Hyatt Regency Atlanta	Atlanta, GA	1967	1,264	180,000
Westin Peachtree Plaza	Atlanta, GA	1976	1,068	55,000
Atlanta Marriott Marquis	Atlanta, GA	1985	1,674	120,000
New York Marriott Marquis	New York, NY	1985	2,000	100,000
Hyatt Regency San Francisco	San Francisco, CA	1973	805	67,000
Marriott Renaissance Center	Detroit, Michigan	1977	1,298	100,000
Westin Bonaventure	Los Angeles, CA	1977	1,474	90,000
Westin Charlotte	Charlotte, NC	2003	700	33,213
Hyatt Regency O'Hare	Chicago, IL	1971	1,099	100,000
Portman Ritz-Carlton	Shanghai, China	1990	700	65,000
Hilton San Diego Convention Center	San Diego, CA	In Design	1,200	105,000
<b>Total Headquarters Hotels</b>		<b>11</b>	<b>12,082</b>	<b>910,213</b>
<b>Luxury Transient Facilities</b>				
Pan Pacific Hotel	San Francisco, CA	1987	329	14,000
Park Hyatt Hotel	San Francisco, CA	1989	360	13,100
Westin Warsaw	Warsaw, Poland	U/C	374	20,288
W Hotel	Philadelphia, PA	In Design	193	8,000
Club Tamesloht Hotel & Resort	Marrakech, Morocco	In Design	500	30,000
Porto Conte Hotel & Resort	Sardinia, Italy	In Design	700	30,000
<b>Total Luxury/Transient Hotels</b>		<b>6</b>	<b>2,456</b>	<b>115,388</b>
<b>Total Development Experience</b>				
Convention Headquarters Hotels		11	12,082	910,213
Luxury Transient Hotels		6	2,456	115,388
<b>Total Project Volume</b>		<b>17</b>	<b>14,538</b>	<b>1,025,601</b>

- **F. Contact information for each key firm, including office location of key project participants:**

**Winston Hotels, Inc. - Developer**

Mr. Robert W. Winston III  
 CEO & Director  
 2626 Glenwood Avenue, Suite 200  
 Raleigh, NC 27608  
 919.510.6002

## **II. TEAM STRUCTURE (cont.)**

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### **Portman Holdings – Developer**

Mr. Roger J. Zampell  
Executive Vice President – Development  
303 Peachtree Street, NE, Suite 4600  
Atlanta, GA 30308  
404.614.5252

### **Clancy & Theys Construction Company - Contractor**

Mr. David T. Clancy, President  
516 West Cabarrus Street  
Raleigh, NC 27603  
919.834.3601 x266

### **M.A. Mortenson Company - Construction**

Mr. Bob Wheeler  
P.O. Box 710  
Minneapolis, MN 55440-0710  
763-522-2100

### **John Portman & Associates – Architect & Engineers**

Ellis A. Katz, R.A, Vice President, Director of Hospitality Studio  
303 Peachtree Street, NE, Suite 4600  
Atlanta, GA 30308  
404.614.5252

### III. DEVELOPER/OWNER INFORMATION

- **A. Firm development experience with comparable convention center hotels including year opened, hotel name, city, number of rooms, square feet of meeting space, related convention center, related convention center exhibit square feet, total development budget, and level of public participation:**

Our team’s development experience with comparable convention center hotels is outlined on the pages following this section of the RFQ.

- **B. Firm development experience with other hotels including year opened, hotel name, city, number of rooms, square feet of meeting space, total development budget, and level of public participation:**

Winston Hotels has opened one hotel every 3.5 months on an average since 1994, making it one of the most active developers in the hotel industry. The table below identifies these properties and opening dates. Regretfully, information on the development budgets of these assets and public participation levels (if any) is considered proprietary and cannot be released unless the confidentiality of such information is contractually protected by the City.

Concerning meeting space, each of these development projects has less than 10,000 sf of space.

	Opened	Rooms
Hampton Inn Brunswick	1994	129
Hampton Inn Southlake	1994	126
Hampton Inn Boone	1994	95
Hampton Inn Cary	1994	129
Hampton Inn Charlotte	1994	125
Hampton Inn Durham	1994	137
Hampton Inn Jacksonville	1994	122
Hampton Inn & Suites Gwinnett	1996	136
Hampton Inn Perimeter	1996	131
Courtyard by Marriott Wilmington	1996	128
Homewood Suites Cary	1996	120
Homewood Suites Phoenix	1998	126
Homewood Suites Lake Mary	1998	112
Hilton Garden Inn Atlanta Winward	1998	164
Homewood Suites Alpharetta	1998	112
Courtyard by Marriott Winston Salem	1998	122
Hilton Garden Inn at RDU Airport	1998	155
Homewood Suites Durham	1998	96
Homewood Suites Raleigh	1998	137
Hilton Garden Inn Albany Airport	1998	155
Hilton Garden Inn Windsor	2000	157
Hampton Inn Ponte Vedra	2000	118
Hilton Garden Inn North East Gwinnett Sugarloaf	2001	122
Hilton Garden Inn Evanston	2001	178
Hilton Garden Inn Tampa East Brandon	2002	153
Fairfield Inn & Suites Des Moines	2002	102
Courtyard by Marriott Beachwood	2003	113
Hampton Inn & Suites Baltimore Inner Harbor	U/C	116
Courtyard by Marriott Chapel Hill, NC	U/C	147
SpringHill Suites Houston Medical Center	U/C	190
Total Projects		30
Total Rooms		3,953

### **III. DEVELOPER/OWNER INFORMATION (cont.)**

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Our team's development experience with other hotels is outlined on the pages following this section of the RFQ.

➤ **C. Summary of key participant personal qualifications and the role they will play:**

A summary of each key participant's personal qualifications and the role they will play is outlined below.

**Winston Hotels, Inc. – Developer**

**Bob Winston** has served as Chief Executive Officer and Director of the Company since March 15, 1994. Mr. Winston also served as the Company's President from March 15, 1994 through January 14, 1999 and as Secretary for the periods from March 1994 through May 1995 and from October 1997 until May 5, 1998. Mr. Winston is a native of North Carolina and a graduate of the University of North Carolina at Chapel Hill with a B.A. degree in economics. From 1988 to 1991, he was employed by Hampton Inns Corporation where he was involved in the management of several hotels. Prior to that, Mr. Winston owned a hotel management and development company.

**Kenneth R. Crockett** is Executive Vice President of Development for Winston Hotels. Mr. Crockett is a graduate of the University of North Carolina at Chapel Hill with a B.S. degree in Business Administration. Prior to joining the Company, Mr. Crockett was an Associate Partner for project development in commercial real estate at Capital Associates, a real estate development firm located in the Raleigh, North Carolina area. From 1984 to 1986, Mr. Crockett worked for the Oberlin Company where he was responsible for the development and operation of nine limited-service hotels. Prior to 1984, Mr. Crockett worked for financial institutions.

**Charles Winston** has served as Chairman of the Board of Directors of Winston Hotels since March 15, 1994. Mr. Winston is a native of North Carolina and a graduate of the University of North Carolina at Chapel Hill with an A.B. degree. Prior to Winston Hotels' formation, he was Chairman of the Board of WJS Management, Inc., the former operator of nine of the hotels acquired by the Company at the time of Winston's IPO and a principal executive officer of several hotel development corporations. Mr. Winston also has more than 36 years of experience in developing and operating full service restaurants.

**Joseph V. Green** is the Chief Financial Officer of Winston Hotels. Prior to joining Winston he served as an advisor to Winston Hospitality, Inc. on matters regarding hotel acquisitions and finance, including the initial public offering of Winston Hotels, Inc. Mr. Green is a graduate of East Carolina University, was awarded his J.D. degree from Wake Forest University School of Law and received a Master of Laws in Taxation from Georgetown University.

### **III. DEVELOPER/OWNER INFORMATION (cont.)**

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#### **Portman Holdings - Developer**

**Russell S. LaGrone** is Senior Vice President and COO for Portman Holdings. He has over 15 years of real estate experience and, in addition to his corporate finance responsibilities, is currently the asset manager of several Portman projects including SunTrust Plaza, a 1.2 million-square-foot-office complex, and the Westin Peachtree Plaza, a 1,068-room hotel. Mr. LaGrone has been with the Portman organization since 1991 and has worked directly with representatives of pension funds, insurance companies, and other lenders and investors in the company's urban and suburban projects. Prior to joining Portman, he was the Corporate Controller of Chatham Properties, a real estate development company, and held positions at Price Waterhouse serving real estate and hospitality industry clients.

**Roger J. Zampell** is Executive Vice President of Development for Portman Holdings. With a master's degree in both architecture and business, he brings a unique perspective to this project. Mr. Zampell has over 30 years of experience ranging from design to project management to the business administration of major mixed-use urban projects. He has built a solid working relationship with clients throughout the world. In the mid-1980s, he was part of The Portman negotiating team for Shanghai Centre, the largest privately developed real estate project in China. While serving as Project Manager for Shanghai Centre, he became active in new business development for international projects. He has recently led Portman's efforts to: successfully secure the Charlotte Convention Center Hotel project; secure public funding for a hotel project in Philadelphia, which is currently in development; and was responsible for Portman being selected as the developer of the San Diego Convention Center Hotel.

**Warren S. Snipes** serves as Executive Vice President of Construction. He brings to Portman Holdings a wide range of experience as an architect, construction manager, owner, and developer. He has a solid understanding of the development process, not only from the design/construction aspect but also from the perspective of the owner and operator. After much experience with the Irvine Company, a major owner and developer of mixed-use communities in Southern California, Mr. Snipes returned to Atlanta in 1986 as Senior Director of Development for Portman Properties, where he was responsible for managing the overall project development through completion of construction for projects throughout the United States. In 1989, he was named Executive Vice President for John Portman & Associates, the architectural firm of the Portman organization. He had full management responsibility for the operations of the firm, which included the home office along with two overseas offices. In 1999, he returned to the development arm of the Portman organization with responsibility for managing the implementation of all its domestic projects, including the Westin Charlotte, which opened in April 2003.

### **III. DEVELOPER/OWNER INFORMATION (cont.)**

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➤ **D. References for three similar projects that have been completed:**

Mr. Tom Flynn – Assistant City Manager  
City of Charlotte  
600 East Fourth Street  
Charlotte, NC 28202  
704.432.1396  
Project: Westin Charlotte

Mr. Stanley P. Steinberg  
750 Park Avenue, NE  
28 North  
Atlanta, GA 30326  
404.365.9443  
Project: Pan Pacific/Park Hyatt

Mr. A.J. Robinson  
Central Atlanta Progress  
50 Hurt Plaza  
Grand Lobby  
Atlanta, GA 30303  
404.658.1123  
Project: Portman Ritz-Carlton at Shanghai Centre

➤ **E. Acknowledge that you and your operator will be willing to enter into an agreement with the City that would make available 80% of the hotel's rooms/suites and all the meeting space for up to 14 event nights each month for a city-wide event booking the convention center at least 24 months in advance. The City will retain the right to impose a room block rate cap on each type of room (standard room suite, etc.) equal to 110% of the group average daily rate for the applicable type of room if the City determines it is required to book the event. The operator can reasonably request release of dates for certain high-impact, in-house group events. This agreement is to have a term of at least 50 years and is to become a covenant on the land:**

WinPort is thoroughly familiar with room block agreement standards nationwide and will agree from the outset to enter into the general form of agreement that is in use in Charlotte, Houston and Myrtle Beach. Moreover, as our principals did in Charlotte, we will work with the City to craft inventory release and rate provisions that enable the City to achieve its convention booking goals without compromising the economic feasibility of the project.

### **III. DEVELOPER/OWNER INFORMATION (cont.)**

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We are uncomfortable making the blanket acknowledgement requested because we know both the inventory holdbacks(80% of the inventory for 24 months) and the rate caps (110% of the group rate) to be more restrictive than the provisions in place among comparable cities. What we can acknowledge is that we will agree to inventory and rate restrictions that are consistent with those in place in other cities and that we will be reasonable in negotiating harsher standards as long as the City has compelling data that supports why Raleigh requires a more restrictive room block agreement than has been required in other comparable cities.

- **F. Indicate if you would be willing to provide a room block commitment from other hotels in the area. If so, please provide the total number of rooms available at the property, number of rooms blockable, number of days blockable each month, and the rate cap based on an average daily rate benchmark:**

Winston Hotels, Inc. has three upscale limited service hotels in Raleigh that could make inventory available to the CVB for citywide events. However, WinPort is not prepared at this point to make any commitments in regard to these properties.

#### **IV. HOTEL MANAGEMENT COMPANY INFORMATION**

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WinPort will not be identifying its selection of hotel brand/manager at this time because we do not believe that it is in the best economic interest of the project to do so. Our rationale for this decision is as follows:

- 1. WinPort will have no problem securing a hotel manager.** Both Winston and Portman have excellent ongoing relationships with all of the major hotel companies and as the project developer, will have no problem securing the services of any brand that is not contractually constrained in the market.
- 2. A full complement of brands is not currently available to us.** The brands that are currently constrained in the market are Sheraton, Hilton and Marriott. Sheraton is constrained for the long-term; Hilton through 2007; and Marriott only until a developer is selected (see attached letter). Clearly, we want to consider Marriott as an operator, but Marriott has made a prior commitment to another team and cannot make commitments to us unless we are named as developer (at which time, Marriott is released from all prior commitments). To keep all of our options open, therefore, we have decided not to name an operator at this point.

## **V. HOTEL CHAIN AFFILIATION**

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As indicated above, whoever manages the hotel will also brand the hotel.

## **VI. PROPOSED ARCHITECT INFORMATION**

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- **A. Lead architect experience with designing comparable convention center hotels including year opened, hotel name, city, number of rooms, square feet or meeting space, related convention center, related convention center exhibit square feet, and total development budget:**

Our team's architectural experience with comparable convention center hotels is outlined on the pages following this section of the RFQ.

- **B. Lead architect experience with designing other hotels including year opened, hotel name, city, number of rooms, square feet of meeting space, and total development budget:**

Our team's architectural experience with other hotels is outlined on the pages following this section of the RFQ.

- **C. Summary of key participant personal qualifications and the role they will play:**

### **John Portman & Associates – Architect & Engineers**

*John C. Portman, III*, is CEO of John Portman & Associates and Vice Chairman of Portman Development. He has led the company's international endeavors in the design, development and management of overseas projects. He is responsible for the firm's entry into China and has initiated projects in other countries in the Pacific Rim. Working first with the domestic arm of the company's real estate development, he later established Portman Overseas to pursue international real estate development and property management.

Recognizing the tremendous potential in the Pacific Rim, he established the first Portman office in Hong Kong in 1979, living there until 1982. He was responsible for projects that included housing in Hong Kong, hotels and mixed-use development in Singapore and mixed-use complexes in Malaysia, Indonesia, and Thailand.

In 1980, he pioneered Portman's entry to China and laid the groundwork for the design and development of Shanghai Centre, the largest foreign investment project in China. As a developer and investor, his commitment to China was demonstrated during the challenges presented by the changing political climate within the country. Through numerous trips and a conscientious effort to build solid, long-term business relationships, he was instrumental in the opening of Shanghai Centre in 1990. The overwhelming success of the project spawned the increased activity for the firm in China, Malaysia, Indonesia, and Korea.

## **VI. PROPOSED ARCHITECT INFORMATION (cont.)**

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*Ellis A. Katz, R.A.*, Vice President, Director of Hospitality Studio has repeatedly demonstrated the results of team leadership. He is the head architect currently working on the Schaumburg Convention Center Complex. Dedicated and energetic, he has successfully managed large-scale architectural projects in which he showed a clear understanding of the technical requirements of the project as well as being sensitive to the design issues. His communication skills and personal demeanor make him an excellent team player. His organizational skills and conscientious follow-through help keep his team focused.

Prior to joining John Portman & Associates as a Senior Project Architect, Mr. Katz was an Associate Principal with Loeb Schlossman & Hackl, Inc. in Chicago. His work included some design and master planning but primarily focused on project management with responsibility for complete project coordination through tenant move-in.

➤ **D. References for three similar projects that have been completed:**

Mr. Warren Snipes  
Portman Holdings  
303 Peachtree Street, NE  
Suite 4600  
Atlanta, GA 30308  
Project: Portman Ritz-Carlton at Shanghai Centre

Mr. Ray Sylvester  
Starwood Hotels and Resorts  
777 Westchester Ave.  
White Plains, NY 10604  
713.960.6524  
Project: Westin Charlotte

Mr. Bob Schleu  
General Manager  
Hotel Atrium Sp. z o. o.  
Ul. Ciepla 8  
00-854 Warsaw  
48.22.653.7280  
Project: Westin Warsaw

## VII. PROPOSED CONSTRUCTION TEAM INFORMATION

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- **A. Contractor experience with building comparable convention center hotels including year opened, hotel name, city, number of rooms, square feet of meeting space, related convention center, related convention center exhibit square feet, and total development budget:**

Our team's construction experience with comparable convention center hotels is outlined on the pages following this section of the RFQ.

- **B. Contractor experience with building other hotels including year opened, hotel name, city, number of rooms, square feet of meeting space, and total development budget:**

Our team's development experience with other hotels is outlined on the pages following this section of the RFQ.

- **C. Summary of key participant personal qualifications and the role they will play:**

### **Clancy & Theys Construction Company**

**David T. (Tim)** Clancy is President of Clancy & Theys Construction Company and has 32 years of construction experience. His background includes terms as a project manager and estimator for the company's key projects. He is the company's CEO, but conducts weekly inspections of job sites managed by the company's Raleigh headquarters. He periodically selects key projects in which to become more deeply involved, as he did for the company's \$20 million AXA/Equitable project in South Boston, Virginia, and the \$27 million headquarters office building for Sprint/Carolina Telephone.

Tim will be personally involved with the convention center hotel, and will provide the leadership and allocation of all necessary resources to ensure the project's success.

**Joel T. (Tick) Clancy** serves as Executive Vice President and has 28 years of progressively responsible management experience. As owners, he and his brother have led the company for 15 years. A staff of 10 project managers reports directly to him. He is responsible for 30 superintendents, with the general superintendent reporting to him. He has supervisory responsibility for all projects managed by the Raleigh office. Fleet management, warehouse management, and the company's safety program also fall under his purview. All of the projects completed by Clancy & Theys' Raleigh headquarters since 1986 have been completed under his oversight.

In addition to his general management oversight and supervision of the project managers, Tick also provides project management and estimating for selected construction projects, and often handles some of the company's most challenging or unusual projects.

## **VII. PROPOSED CONSTRUCTION TEAM INFORMATION (cont.)**

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He will personally oversee the project management and supervision of the convention center hotel.

**John V. Adams** serves as Vice President of Estimating. John has 21 years of construction experience including general contracting and concrete construction. As Vice President, Estimating for Clancy & Theys, he is in charge of an estimating staff of four people. He oversees the company's competitive bids, and pre-construction services, and is the liaison to the subcontractor marketplace. In addition to his management and supervisory responsibilities, he focuses on directing the company's efforts for negotiated, fast-track, design-build, and team-build projects.

John will provide C&T's preconstruction and estimating services for the convention center hotel.

### **M. A. Mortenson Company**

**John Wood is Senior Vice President.** John grew up in Manchester, England, and was educated at Xaverian College and Salford Technical College. His career began in quantity surveying, which is the equivalent to construction management in the United States. John joined M. A. Mortenson Company in 1977 and is currently Senior Vice President providing leadership for Mortenson's Minnesota operations. In addition, John is also a member of Mortenson's Senior Leadership Team that provides overall direction and management of all company operations.

**Ken Sorensen is Vice President** and received his Bachelor of Construction Engineering degree from Iowa State University in 1976 and has been with Mortenson for 18 years.

As vice president for Mortenson's Minneapolis office, Ken's primary role is to provide specific project management responsibilities on select individual projects. Since 1992, as project executive, Ken has overseen the construction of some of Mortenson's largest and most challenging construction management and negotiated construction projects.

**Jim Yowan is Construction Executive** and received his Bachelor of Architectural Engineering degree from the Pennsylvania State University in 1986 and joined M. A. Mortenson Company in 1990.

Responsibilities as a project executive for Mortenson include customer and architect relationship management, overview and leadership of preconstruction services and management overview of project operations. Currently, Jim is part of the leadership for Mortenson's Company Projects Group, which oversees the company's largest and most complex projects.

## **VII. PROPOSED CONSTRUCTION TEAM INFORMATION (cont.)**

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➤ **D. References for three similar projects that have been completed:**

**Clancy & Theys Construction Company**

Mr. Tim Stiffler  
Tidewater Hotels & Resorts  
3600 Pacific Avenue  
Virginia Beach, Virginia 23451  
757.425.5422

Mr. Robert G. Beck  
Beck Company  
1323 Jamestown Road, Suite 101  
Williamsburg, Virginia 23185  
757.565.4100

Mr. Dilip Desai  
LTD Management  
1564 Crossways Boulevard  
Chesapeake, VA 23220  
757.420.0900

**M. A. Mortenson Company**

Mr. Bret Smith  
Vice President, Hotel Development Services  
Radisson Hotels & Resorts Worldwide  
Minneapolis, Minnesota  
763.212.1417

Mr. Steve Bartolin  
President and Chief Executive Officer  
The Broadmoor Hotel  
Colorado Springs, Colorado  
719.577.5728

Mr. David Thyer  
President  
Hedreen, LLC  
(Elliott Grand Hyatt)  
Seattle, Washington  
206.624.8909

## **VIII. SPECIAL CONDITIONS**

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- **A. Any and all special conditions that the Developer may wish to propose or ask the City to provide as part of the final Development Agreement:**

There are no special conditions that the Developer may wish to propose or ask the City to provide as part of the final Development Agreement at this time.

## **IX. STATEMENT OF MWBE PARTICIPATION**

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➤ **A. Indication of the good faith efforts to be used to encourage MWBE participation in the project:**

The principals of WinPort are committed to affording MWBEs the opportunity to participate meaningfully in the project. The very core of our commitment to diversification is that no one is left out. We will meet or exceed any city/county requirements for MWBE participation in the development, construction and operational phases of the project.

➤ **B. Strategies or opportunities offered for long-term career enhancement for MWBE firms in the Raleigh area:**

We offer the following strategies to ensure that long-term career enhancement for MWBE firms in the Raleigh area are ongoing:

- An ongoing informational media campaign designed to alert MWBE candidates to the many opportunities available in the design, development, construction and operations of the Project; and
- An application process that facilitates the collection and processing MWBE resource/bidding materials.