



Mayor of Providence

David N. Cicilline

January 20, 2009

Honorable Members  
Providence City Council  
City Hall  
Providence, Rhode Island 02903

Dear Honorable Members:

Pursuant to Sections 302(b) of the Providence Home Rule Charter of 1980 and Section 42-63.1-11 of the Rhode Island General Laws, I am this day appointing Mr. Robert A. Cartwright, General Manager of The Westin Providence, Rhode Island, to the Greater Providence-Warwick Convention and Visitors Bureau for a term to expire on June 30, 2010.

Mr. Cartwright is completing the unexpired term of Mr. Sam Guedouar, who has resigned.

Sincerely,

A handwritten signature in black ink, appearing to read "David N. Cicilline", written over a horizontal line.

David N. Cicilline  
Mayor

DNC: ljp

IN CITY COUNCIL  
FEB 5 2009

READ  
WHEREUPON IT IS ORDERED THAT  
THE SAME BE RECEIVED.  
A handwritten signature in black ink, appearing to read "C. M. [unclear]", written over a horizontal line.  
CLERK

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## PERSONAL PROFILE

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Extensive experience in Hotel Operations, including Food & Beverage, Revenue Management, Front Office, Housekeeping, Guest Services, Security, Engineering, and Six Sigma. Proven ability to recruit, retain, mentor, inspire and lead teams of professionals. Strong analytical, financial and organizational skills. Special expertise in:

- Sales Operations & Revenue Management
- Service Culture
- Process Improvement
- Financial Leadership

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## WORK EXPERIENCE

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### **SHERATON SAN DIEGO HOTEL & MARINA**, San Diego, CA (1044 rooms)

#### **General Manager**

*Sep '06 – present*

- Hotel will generate over \$100MM in top-line revenue, 46.2% in House Profit, which is best-in-class performance for our peer group.
- Meeting Planner Satisfaction at 4.40, improved from 4.20 the previous year, and 3<sup>rd</sup> out of 68 hotels.
- StarVoice (Employee Satisfaction) of 90%, best-in-class, highest in the region, 2 years in a row
- Named "Green Hotel of the Year" for 2006 by the CHLA
- Pilot for new Sheraton outlet concept, "Relish – a burger bistro"
- Helped create a new lobby food concept, "Tapatini", which is being adopted system-wide.
- Best-in-class performance for food cost and beverage cost at 21% and 16% respectively. Overall profit for F&B was 38.7% including all outlets and Banquets & Catering.
- Member of the Board of Directors for SD Port Tenants Association, The Old Globe Theatre, and Vice President of the SD Hotel / Motel Association. Executive Committee Board Member of CONVIS.

### **STARWOOD HOTELS & RESORTS**, San Diego, CA (Corporate Regional Office),

#### **Senior Director, Operations & Six Sigma - Master Black Belt**

*Dec '04 – Sep '06*

- Responsible for supporting the General Managers and their overall operation of 15 managed hotels in Southern California and Nevada.
- Six Sigma trained "Master Black Belt". Region achieved 4.5MM of type 1 (P&L) benefit for FY 2005, and will realize an additional 2.5MM of P&L savings for 2006. Our banquet/catering profitability project yielded 1.4MM of incremental profit to the region.
- In addition to regional responsibilities, served as interim General Manager for The St. Regis Resort, Monarch Beach.
- Coordinated and executed Starwood Global Conference in January of 2006 for all San Diego Hotels

### **SHERATON SAN DIEGO HOTEL & MARINA**, San Diego, CA (1044 rooms)

#### **Hotel Manager**

*Dec '02 – Dec '04*

- Responsible for leading the operational departments of the hotel including Rooms, Food & Beverage, , Convention Services, Finance, Leisure Operations, STAR Destinations Meeting Management company.
- Responsible in supporting the outbound Sales effort to achieve forecasted Group Room goal of approximately 165,000 rooms annually.
- Recognized by the NAD Sales Organization in 2003 for having the most "creative and successful" SITE of the year for our efforts with securing a \$5MM piece of business with IBM for 2006.
- Achieved Associate Satisfaction rating of 91.6%, an improvement from 85.2% previous year and the highest in the region.
- Finalist in Starwood Hotels & Resorts "Hotel of the Year" for 2003, 1 of 3 hotels and the only Sheraton nominated.

**STARWOOD HOTELS & RESORTS, White Plains, NY**

**Corporate Director of Rooms, North America**

*April '01 - Dec '02*

- Responsible for supporting Rooms Operations for all hotels/brands in North America, including SPG Program Management & Training and Rooms Operations with an emphasis on Front Office.
- Team Leader for the development and implementation of the Sheraton Service Promise<sup>sm</sup>
- Developed and implemented "Arrival" Front Office training for all brands in North America
- We improved GSI results for line items impacted by "Arrival" by 10% YTD '02 vs. YTD '01
- Assisted VP's of Operations and GM's with hotels in need of GSI improvement. Successfully developed and implemented corrective action plans that resulted in an increase in GSI performance at all hotels visited

**THE WESTIN COPLEY PLACE, Boston, MA (803 rooms)**

**Director of Operations**

*July '99 - April '01*

- Primarily responsible for F&B and Rooms Operations for a four-star, four-diamond downtown convention hotel including: Front of the House, Housekeeping, Security, Valet Parking, & Reservations.
- Renovated and relaunched "Bar10", the restaurant was a "Best of Boston" award winner in 2001.
- We improved GSI Overall Satisfaction from 7.42 YTD '99 to 8.23 YTD '00. Final GSI Overall Satisfaction score as of YTD April '01 was 8.65
- From 1999 to 2000, we improved Associate Satisfaction scores for Overall Job Satisfaction (ASI) from 72.3% to 86.6%.
- For the year 2000, we achieved highest Rooms Profit percentage for all 257 owned/managed Starwood hotels in North America of 82.7%.
- We improved LRA Brand Assurance from 82.3% in 1999 to 92.4% in 2000
- Successfully assisted in the management a full \$30 million dollar rooms and public space renovation

**SHERATON GRANDE TORREY PINES, La Jolla, CA (400 rooms) (now Hilton)**

**Director of Rooms**

*May '98 - July '99*

- Perennial Four Star / Four Diamond Resort, named to the 1999 Conde Nast Gold List representing the top 500 hotels in the world. Also named number one Southern California Resort by "Arizona Business" magazine for 1998/99
- Hotel achieved the President's Club Award (Sheraton) for the first three quarters of 1998
- Improved JD Power GSI scores from, 1997 to 1998 as follows: Overall guest experience from 89.0% to 94.3%; Check-In from 85.7% - 93.1%; Check-Out from 89.2% to 93.0%; Safe/Secure from 92.4% to 96.3%; Friendliness from 90.0% to 97.0%; Responsiveness from 87.1% to 94.0%; Knowledge/Efficiency from 85.9% to 93.5%, Cleanliness from 92.0% to 96.0%
- Achieved 80.2% Rooms Profit versus a forecast/budget of 79.1% for 1998
- Achieved ASI Overall Job Satisfaction score of 93.3% for YTD '98 and mid-year '99 score was 91.3%

**THE RITZ-CARLTON, Marina del Rey, CA (306 rooms)**

**Rooms Manager**

*May '97 - May '98*

- Manage the daily operations of the Front of the House Rooms Operations, consisting of the Front Office, Bell stand, Concierge, Ritz-Carlton Club Lounge, and Valet Parking for a AAA Five Diamond and Mobil Four Star business resort
- Consistently scored above average results as rated by JD Power and Associates for Guest, Employee and Meeting Planner Satisfaction. Scores on a scale from 1 to 5 are as follows: Guest: 4.73; Employee 4.34; Meeting Planner 4.21
- Assumed responsibility for Housekeeping and Laundry Departments in the absence of an Executive Housekeeper

**SHERATON GATEWAY HOTEL, Los Angeles, CA (807 rooms)**

**Front Office Manager**

*Oct '95 - July '97*

- Manage the daily operations of the Front of the House Departments by achieving quality service standards, employee and guest satisfaction, and overall departmental profitability
- Increase the Guest Satisfaction Index from 79.1% to 86.8% for check-in within a six-month period
- Achieved an overall Employee Satisfaction Index rating of 4.35 out of a possible 5

**SHERATON SAN DIEGO HOTEL & MARINA**, San Diego, CA (1043 rooms)

*Jun '94 - Oct '95*

**ITT Sheraton General Management Training Program**

- Concentration in Finance, Rooms Management, Convention Services. Rotational program working with all departments and leadership positions over an 18-month period.

**SHERATON NEW YORK HOTEL & TOWERS**, New York, NY (2,400 rooms)

*May '91 - Dec '93*

**Accounting Department Coordinator**

- Served in Accounts Receivable and Payable with a significant emphasis on process improvement within the Front of the House Operations.

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## EDUCATION

**STATE UNIVERSITY OF NEW YORK**, Oneonta, NY

**Bachelor of Science, Economics, International Business**

**CORNELL UNIVERSITY**, Ithaca, NY

**Professional Development Program, Certificate in Real Estate, Development and Hotel Investment**

## SKILLS, ACCOMPLISHMENTS

- Served as discipline leader for the new builds & transitions team for the rooms division, responsible for opening over 40 hotels during tenure as Corporate Director of Rooms for Starwood Hotels & Resorts.
- Certified Six Sigma Master Black Belt
- Sheraton San Diego was a finalist in the 2003 "Hotel of the Year", one of three hotels and the only Sheraton to be nominated.