

FOCUS



Winegardner & Hammons, Inc.
HOTELS AND RESORTS



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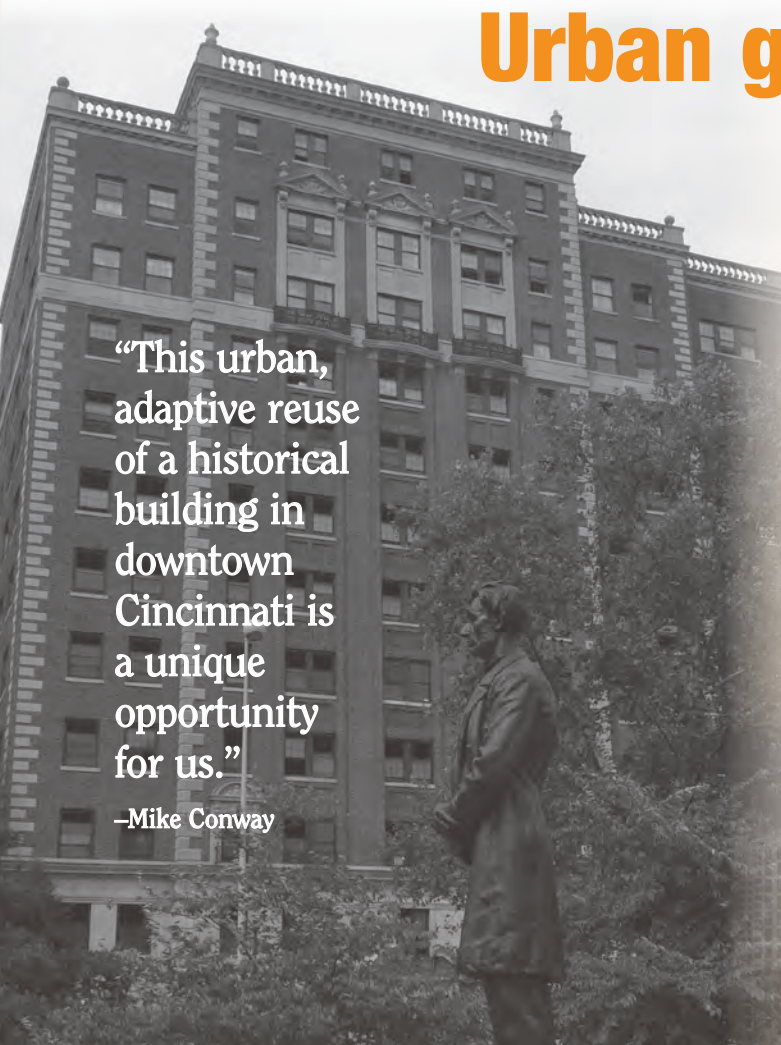
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Focus is published for the associates at our properties who continually strive to exceed our customers' expectations. Thanks for your efforts and commitment.

Urban growth marks milestone for WHI



"This urban, adaptive reuse of a historical building in downtown Cincinnati is a unique opportunity for us."

—Mike Conway

Winegardner & Hammons is teaming up with longtime partners Western & Southern Financial Group and Eagle Realty Group to give new life to a historic building in downtown Cincinnati. The Phelps Building, which dates back to 1926, will become a Residence Inn by Marriott, servicing the city's corporate citizens in the central business district.

"This urban, adaptive reuse of a historical building in downtown Cincinnati is a unique opportunity for us," shares **Mike Conway**, senior vice president of marketing. "Most urban markets have high barriers to entry with limited supply of select service hotels. If this venture is successful, it could lead to future development opportunities for our company."

Residence Inn Cincinnati-Downtown, the city's first Marriott-branded downtown hotel, will feature 134 one- and two-bedroom residential-style suites – the largest, most spacious hotel suites in the city's business epicenter. Each suite will feature separate living and working spaces, a fully-equipped kitchen, complimentary high-speed Internet access, a work desk with ergonomic seating and flat panel high-definition TVs.

Guest amenities will include complimentary hot breakfast; evening receptions; a fitness center; and The Market, which provides guests 24/7 access to a food and beverage pantry.

"It is truly an honor to be part of a project that finds a balance between the amazing history of a building in the city of Cincinnati and the modern styling of a first-class hotel," states **David Meisner**, GM. "The hotel is a one-of-a-kind addition to downtown Cincinnati."

The hotel is near many local leisure attractions, including Great American Ballpark, Paul Brown Stadium, Newport on the Levee, the Aronoff Center and the Taft Museum of Art. It also will sit just blocks away from a handful of Fortune 500 companies.

Residence Inn Cincinnati-Downtown will open in April 2011.



OHLA honors associates

WHI was well represented at the Ohio Hotel & Lodging Association's Stars of the Industry Award Luncheon, an annual event that recognizes the outstanding accomplishments of associates in the lodging industry. Winners included:

General Manager of the Year

Jason Kreul, Marriott Cincinnati-North

"Jason leads his team by example," explains Brian Perkins, regional vice president. "His hotel is a great demonstration of WHI's culture in action."

Under Kreul's leadership, the hotel consistently ranks among the best in Marriott's brand standards. It also is a "Hall of Fame" winner in Cincinnati's "Best Places to Work" competition. "Jason is involved in the community and represents the hotel and WHI with pride, confidence and leadership. He represents what's great about the hospitality business," Perkins adds.

Manager of the Year

Karen Lindsey, executive housekeeper, Holiday Inn & Suites Cincinnati-Eastgate

"Karen is an outstanding example of living the guest service philosophy, and she shows the team how being positive makes every day a little better for everyone," shares GM Jennifer Porter. "The knowledge Karen has from her 27 years with the hotel is invaluable to the success of the hotel and the development of the management team."

Server of the Year

Becky Cook, Marriott Cincinnati-North

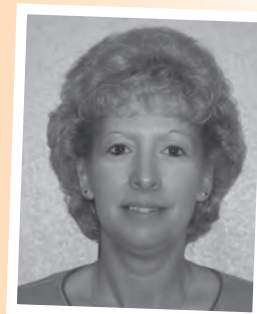
"Guests have been enjoying hot cups of coffee and bright smiles for the last seven years courtesy of Becky," says Elizabeth Hill, HR manager. "Her genuine empathy for everyone around her is heartwarming. Becky has been a great trainer and mentor to other associates without even being asked. She's also a 'breath of fresh air' according to one recent customer."

Congratulations to the following WHI associates who were also recognized:

- **Angie Craig**, room attendant at **Holiday Inn & Suites Cincinnati-Eastgate**
- **Anna Dooley**, front desk supervisor at **Marriott Cincinnati-North**
- **Natalie Bullock**, dining room supervisor at **Doubletree Guest Suites Cincinnati**
- **Rick Terry**, maintenance tech at **Doubletree Guest Suites Cincinnati**
- **Bob Craig**, maintenance tech at **Holiday Inn & Suites Cincinnati-Eastgate**
- **Melody Mira**, guest service representative at **Marriott Cincinnati-North**



Jason Kreul



Karen Lindsey



Becky Cook

Associate Appreciation Week

Themed days create camaraderie

"This year's Associate Appreciation Week was better than ever," says **Lisa Compton-Martin**, HR manager at **Marriott Cincinnati-Northeast**. "Managers sponsored days around their areas of specialty. We had Mental Monday with brainteasers by the pool; Spirit Tuesday with rounds of *Minute to Win It* to lighten our moods; Physical Wednesday with a zany obstacle course; Community Thursday with food and beverages chosen to represent the many countries of our diverse staff; and Team Friday with fun team-building activities."



Room attendants **Fama Dia** and **Yahaira Negron** compete in *Minute to Win It*.



Banquet set-up attendants **Sukhrob Radjabov** and **Jarrod Mobley** take a break from the obstacle course.

See Pages 6-7 for more articles.



Meredith Wilde

Best brew appetizer

Meredith Wilde, executive chef at **Ohio University Inn & Conference Center, Athens, Ohio**, took the prize "Best Appetizer in Athens" at the 5th Annual Ohio Brew Week. The challenge: create a dish using one of the sponsored beers.

Wilde explains: "I chose the Sommer Brau from the Gordon Biersch Brewery because it's brewed with citrus zest. This inspired me to make a jumbo lump crab cake with a key lime mustard sauce."

Best place to work

Marriott Austin-North at Round Rock, Texas, was awarded "No. 1 Best Place to Work" in the medium-sized company category in Central Texas. *The Austin Business Journal* hosted an award ceremony in May where associates **Jeremy Worrell**, 2009 Associate of the Year, **Mindi Munch**, 2009 Manager of the Year, HR manager **Mily Kennison** and GM **Kyle Covington** were all present.

"What a great honor it was to receive this recognition by the prestigious *Austin Business Journal*," Kennison says.



Mily Kennison

Shining star

Phyllis Wayland, a.m. dining room supervisor at **Marriott Columbus-Airport, Ohio**, has won the Manager of the Year award from Ohio Stars of the Industry sponsored by the Ohio Hotel and Lodging Association.

In her 17 years with WHI, Wayland has been known for greatly caring about her fellow associates and managers. She established an associate care committee fund at the hotel for associates in need. Money is raised through various fundraisers like bake sales and holiday gift bags. Her efforts were put to good use when an associate needed help paying a parent's funeral expenses.



From left to right: restaurant server **Melody Pallos**, restaurant supervisor **Phyllis Wayland**, **Bill Marriott** and dining room utility **Zunyi Xing**

Provider of top concierge experience

Concierge agents **Joni Stoker** and **Donna Ostott** have achieved an overall No. 1 ranking in "Concierge Experience" at **Marriott Dallas/Fort Worth Airport-South**. AGM **Carrie Spain** shares, "We are proud of you; thank you for all your hard work and dedication."



Joni Stoker (left) and Donna Ostott

Best entrée

The Bistro at **Doubletree Guest Suites Cincinnati** won "Best Entrée" for the 2010 Taste of Blue Ash festival for the third straight year. The winning entrée was the Doubletree signature steak with a chop house salad prepared by **Jason Ober**, executive chef. A panel of judges chose "The Best of the Taste" winners out of 14 competing restaurants.

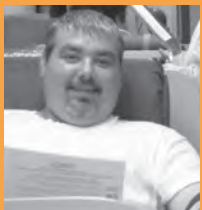
Exceeding the METS program

Marriott Cincinnati-Northeast's guestroom product scores have improved tremendously since maintenance technician **Derrick Thompson** arrived on the property. Thompson has been recognized for elevating the 14-year-old hotel to the top 7 percent in the brand for "Everything in Working Order." Prior to his arrival, the hotel was ranked in the bottom half.

GM **David Lanterman** says his hard work has not gone unnoticed. "Simply stated, Derrick takes complete ownership by being the best at his position. He understands his role in the customer experience. Derrick provides unforgettable service with an 'anything it takes' attitude day in and day out. He understands the importance of effective and high quality preventative maintenance work and its effect on our associates and customers."



Derrick Thompson



Sam Carter



Kris Rawlings



Barry Knot



David Papp

Saving lives

For the third consecutive year, **Embassy Suites Lexington, Ky.**, won the blood drive competition that involves several Lexington-area hotels. HR manager **Susan Klunenberg** went the extra mile and sent six donors to the center for their donations. The hotel had a total of 20 donors for a 20 percent participation rate, potentially saving as many as 60 lives.

GM ANNOUNCEMENTS



Ralph Mordocco

Ralph Mordocco is the new general manager at **Ohio University Inn & Conference Center, Athens, Ohio**. Mordocco enjoyed several successful assistant general manager assignments within WHI and has also served as interim GM at numerous WHI hotels.

Dave Gordon, VP-HR, states, "As AGM at **Marriott Columbus-Northwest, Ohio**, Ralph was instrumental in the hotel achieving outstanding results in virtually every WHI discipline." Mordocco graduated from The Ohio State University in 2002 with a Bachelor of Science in Hospitality Management.



Mike Miraglia

Mike Miraglia has been promoted to general manager at **Holiday Inn Dayton/Fairborn, Ohio**. Miraglia started his career with WHI in 1999 as a guest service

representative while attending Ohio University and has since worked in various hotel positions. While serving

Marriott Columbus-Northwest, Ohio, he was a GSR, assistant bookkeeper, p.m. guest service supervisor and dining room supervisor. Miraglia was AGM at **Doubletree Guest Suites Cincinnati** in 2004 and became AGM at **Embassy Suites Lexington, Ky.** in 2005. In 2007, Miraglia was promoted to GM of at **Ohio University Inn & Conference Center, Athens, Ohio**.

"As a result of Mike's leadership in sales and marketing, the OU Inn gained market share and improved food and beverage revenues as well as customer satisfaction. Please join me in wishing Mike much success in his new assignment," says VP-HR **Dave Gordon**.



David Meisner

David Meisner has been named the general manager at the new **Residence Inn Cincinnati-Downtown**. Meisner joined WHI in 2008 as an assistant general manager at **Marriott Cincinnati-North**.

"During his tenure at North, David contributed to the hotel achieving a No. 1 GSS ranking over the last year and improving ESS to the top 5 percent of the Marriott brand," shares VP-HR **Dave Gordon**. Meisner earned a bachelor's degree in finance and business management from San Diego State University.



You CAN bank on your future!

KA-CHING Take control of your future by increasing your savings through your 401(k) retirement plan.

CONVENIENCE You select the percentage of your biweekly paycheck that you'd like deducted for investing into your 401(k) plan.

MEET By **December 10, 2010**, talk with your GM and HR manager. Ask them to calculate what each 1% increase in your deductions would mean in actual dollars. Then decide if you are comfortable stepping up your savings in the 401(k) plan.

MATCH When you save any amount up to 6% of your biweekly paycheck into the 401(k) plan, the company will match each new dollar you* invest with 50¢. Do you know of any other savings plan or investment that will do that for you?

*To be eligible to participate in the 401(k) retirement plan, an associate must be at least 21 years old and complete 500 hours of employment service within a period of six months.
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The 75 Percent Club

Associates can bank on their future by saving through the 401(k) retirement plan when they meet eligibility requirements and start participating.

By **December 10, 2010**, GMs and HR managers are meeting individually with all eligible associates. They will work out for every associate what each 1% increase in deductions would mean in actual dollars. Then every associate will be prepared to decide if he or she is able to boost their savings in the 401(k) plan.

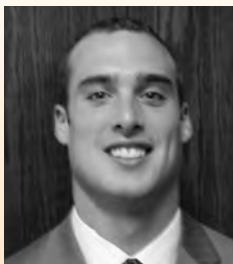
Congratulations to those associates who are taking control of their future. As of July 1, 2010, five hotels had participation rates among eligible participants of 75 percent or more in the 401(k) plan:

86%	Holiday Inn Cincinnati-Riverfront
84%	Marriott Hartford/Windsor Airport
82%	Marriott Cleveland-East
79%	Marriott Pittsburgh-North
76%	Holiday Inn Dayton/Fairborn.

All hotels are invited to join "The 75 Percent Club" by increasing participation among eligible associates in the 401(k) plan.

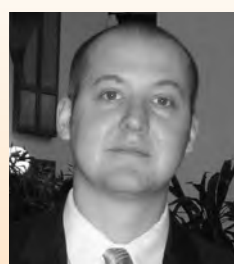
AGM ANNOUNCEMENTS

Gus Krimm is the new assistant general manager at **Marriott Columbus-Northwest, Ohio**. Krimm joined WHI following graduation from Cornell in 2009 and has served in a number of roles including internships at the Columbus Marriott in 2008 and 2009. Most recently, Krimm served as AGM and pool services manager at **Marriott Suites on Sand Key, Clearwater Beach, Fla.**



Gus Krimm

Lucas Laidlaw joins WHI as assistant general manager at **Marriott Chicago-Northwest**. Laidlaw graduated summa cum laude from Johnson & Wales in 2006. Following an internship with the Celtic Manor Resort in Wales, Laidlaw joined Omni Hotels in Indianapolis where he earned Manager of the Year in 2007 for his results in food and beverage. In 2009, Laidlaw was promoted to director of restaurants where his operations were consistently ranked in the Top 10 of the Omni brand.



Lucas Laidlaw

maintaining GSTS scores in the top 20 percent," shares VP-HR **Dave Gordon**. "He also contributed to a 10 percent increase in food and beverage revenue year over year."

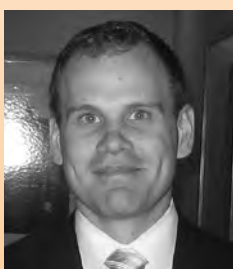
Jason Druso joins WHI as the new assistant general manager at **Holiday Inn & Suites Cincinnati-Eastgate**. Druso brings a wealth of food and beverage experience including seven years with Jeff Ruby's restaurants. Following four years as the general manager at Carlo & Johnny Steakhouse, Druso operated his own restaurant for three years achieving a "Best New Restaurant in City" award from *CityBeat* and a Wine Spectator Award of Excellence.



Jason Druso

Druso graduated with a bachelor's degree in finance and marketing from Miami University.

Nick Moschetti is the new assistant general manager at **Marriott Hartford/Windsor Airport, Conn.** Moschetti joins WHI following six years with Hyatt Hotels where most recently he served as executive assistant manager at the Hyatt Regency in Cleveland. During his tenure, he received four promotions and received his culinary degree from the Art Institute of Colorado. Moschetti was Manager of the Year at the Hyatt Regency in Tampa in 2005.



Nick Moschetti

Chris Reger has been named the new assistant general manager at **Marriott Cincinnati-North**. Reger joined WHI in 2008 as the assistant general manager at **Holiday Inn & Suites Cincinnati-Eastgate** following five years with Hyatt Hotels. He graduated from Erie Community College with a bachelor's degree in hospitality management.



Chris Reger

"During his time at Eastgate, Chris was instrumental in the hotel completing a successful renovation while

PROMOTIONS

from within WHI



Chris Aulisio



Savannah Keeble



Stephen Brown



Megan Staton



Kaitlyn Hall



Kyle Doles



Jennifer Medina



Christopher Cunningham



Karrie Walraven



Awilda Putthoff

BANQUETS

Marriott Suites on Sand Key, Clearwater Beach, Fla., announces the promotion of **Chris Aulisio** to banquet manager. Aulisio has had tremendous success throughout the hotel and most recently as a.m. restaurant supervisor. He graduated from Pennsylvania State University majoring in hotel, restaurant and institutional management. An intern in 2007, Aulisio was promoted to spa director upon graduation.

OPERATIONS

Savannah Keeble has advanced from entertainment director to pool deck operations manager at **Marriott Suites on Sand Key, Clearwater Beach, Fla.** Keeble received her MBA in hospitality management and her bachelor's degree in sports/entertainment and event management from Johnson & Wales University. In addition to entertainment, she also is responsible for supervising Kokomo's restaurant, the bar and overall pool deck operations.

SALES

Homewood Suites Dayton/Fairborn, Ohio, has promoted **Stephen Brown** to sales manager from the position of guest service representative. Brown has been an associate at Homewood Suites since 2006 and has received Associate of the Month and Associate of the Year.

HR manager **Gina Moore** shares: "Stephen has embraced and excelled in customer service as he has made every guest feel as if they were the only guest in the hotel. Not only does he help guests at work, he also volunteers to help feed the homeless."

Megan Staton is the new sales and catering manager at **Holiday Inn Dayton/Fairborn, Ohio**. Staton joined WHI in 2005 as a server at **Marriott Cincinnati-North's River City Grille** and continued to work part time through her college years. In 2008, she graduated from Bowling Green State University

with a bachelor's degree in education, tourism administration and event planning. Upon graduation, Staton returned to Marriott as the a.m. River City Grille manager before moving into the group sales coordinator role.

HR manager **Jacquelyn Evrard** states, "We are excited about the energy Megan is bringing to the team and know that only good things will follow."

Kaitlyn Hall has been named the new sales and catering manager at **Embassy Suites Lexington, Ky.** Hall has been with WHI since September 2008 and has served as p.m. guest service supervisor and sales coordinator. Hall has advanced by learning about different areas of the hotel and by assisting in various capacities for the sales manager and catering managers in the hotel. Hall graduated from the University of Kentucky with a bachelor's degree in hospitality management.

Holiday Inn Cincinnati-Airport, Erlanger, Ky., has promoted **Carolyn Russelburg** from room attendant to sales coordinator. She currently is attending the University of Cincinnati-Clermont. Russelburg stepped in to assist the hotel when the club-level concierge lounge attendant went on medical leave. Russelburg's success can be attributed to being cross-trained in almost every department, including front desk, restaurant, housekeeping and banquets.

"Carolyn consistently shows us what an asset she is to our daily operations," shares HR manager **Awilda Putthoff**.

DINING

Kyle Doles has advanced to p.m. dining room supervisor at **Marriott Columbus-Airport, Ohio**. Doles has worked in the dining room since graduating from Purdue University with a B.S. in hospitality and tourism manage-



Carolyn Russelburg



Lindsay Chapon

ment. He previously worked for Walt Disney, Darden Restaurants and a resort hotel on Catalina Island in various food and beverage and front desk roles. Doles has been the hotel's Associate of the Month and Marriott's Superstar of the Quarter.

Marriott Cleveland-East announces the promotion of **Lindsay Chapon** to a.m. restaurant supervisor. A graduate from Virginia Tech with a B.S. in hospitality and tourism management, Chapon previously interned at **Marriott Pittsburgh-North's River City Grille** and served in various food and beverage positions in the banquet department.

HR manager **Michael Bosch** says: "Lindsay brings a strong knowledge of River City Grille from the Pittsburgh property to our team. She can mentor our college students pursuing their degrees in hospitality while working alongside our career veterans learning from their experience."

FRONT DESK

Jennifer Medina's hard work contributed to her recent promotion to relief front desk supervisor at **Marriott Cleveland-East**. In her three years with WHI, Medina has been a guest service representative and sales coordinator at **Doubletree Hotel Dearborn, Mich.** Transferring to Marriott Cleveland-East allows Medina to put her skills to work in her first supervisory role. GM **Keith Shopnick** says, "Jennifer is driven and very friendly ... she's a perfect match for our team."

Christopher Cunningham has advanced to a.m. guest service supervisor at **Ohio University Inn & Conference Center, Athens, Ohio**. Cunningham joined the WHI team three years ago as a dining room server assisting in banquets and guest services. "Christopher is a tremendous asset

to our operation as he is committed to exceeding all guests' expectations," shares HR manager **Karisa Batchik**. "He has received many letters and compliments in his previous role and continues to follow the trend in his new position."

CULINARY

Karrie Walraven is the new culinary supervisor at **Holiday Inn & Suites Cincinnati-Eastgate**. Walraven joined WHI in 2004 as a line cook and quickly excelled as a leader in the department, eager to take on added responsibility. With the absence of a sous-chef, Walraven stepped up to support the chef in day-to-day operations and supervision of the culinary department.

HR manager **Amy Rahe** states, "Karrie takes great pride in her culinary role and has sought out opportunities to train closely with the chef to understand and lead the team in food preparation and the overall operation of the department."

HUMAN RESOURCES

Awilda Putthoff has been promoted from sales coordinator to human resource manager at **Holiday Inn Cincinnati-Airport, Erlanger, Ky.** Putthoff joined WHI in 1991 as guest service representative and within a few years was promoted to revenue manager. She then spent several years in Nashville, Tenn., before returning as the revenue manager at Holiday Inn Cincinnati-Airport. With the restructuring of the revenue management department at WHI, she took on additional responsibilities in the sales office. In 2007, she was voted Best of the Best Revenue Manager by InterContinental Hotel Group.

TALENT— Raising the Bar

Recruiting great talent begins with a mindset and a commitment. The success of Winegardner & Hammons' hotels is directly related to, and a result of, this commitment.

"As the economy improves and business travel increases, WHI has an opportunity to attract more great people to share in our vision and our success," shares **Dave Gordon**, VP-HR. "Today's associates want more than just jobs; they want an organization that fits who they are, their family situation and their goals. They want a company with a reputation for being highly selective."

WHI hotels are utilizing best practices and establishing new tools to retain, recruit and develop the best of the best.

Hiring for the long haul



Kacey Knose

Kacey Knose, executive housekeeper at **Doubletree Guest Suites Cincinnati**, gives employment candidates a sneak peek of the job by pairing them up with experienced housekeepers for 20 minutes. This new step in the five-step interview process lets Knose know if an applicant is up for the challenge.

"The feedback I receive from my experienced housekeeper really helps," she explains. "If applicants intently follow the housekeeper around, ask questions or volunteer to help, it tells us that they're interested in learning the job."

This new process helps the housekeeping department hire the right candidates, thus improving the employee turnover rates.

'Change of Hats Day'

To retain and develop the best employees, GM **Ron Antonucci**, with assistance from HR manager **Michael Schlutz**, has instituted "Change of Hats Day," an initiative that allows employees to shadow their co-workers in different departments at **Marriott Pittsburgh-North**. Schlutz explains, "The program demonstrates that we embrace the growth piece of the Mission Statement, allowing associates to build their skills and knowledge in areas other than their home departments."

Some examples of the initiative include: Banquet server **Maureen Veverka** and GSR **Ashley Martin** have assisted with clerical duties in human resources; **Janice Hogan**, a.m. lobby attendant, has trained with the wait staff at River City Grille (RCG); line cook **Rick Defalco** has shadowed RCG managers to develop his leadership skills while seeing first-hand how his department's product is received at the table; and housekeepers **Sara Lynn Hunter** and **Gilmar Bayona** will try their hands at the front desk and in both kitchen and banquets, respectively.

"Developing associates and providing growth opportunities keeps the team engaged and gives the hotel depth from a cross-training standpoint, benefiting the associates, the hotel and, ultimately, guests," Schlutz adds.



Keeping associates 'in the know'

The new hire training checklist has expanded at **Holiday Inn Dayton/Fairborn, Ohio**, to include job shadowing of a maintenance associate. The maintenance department developed a checklist – with everything from "knowledge of systems" to "filling out maintenance request order" – so that associates know how to best do their jobs and maintain the hotel's product quality.

School partnerships net top talent

When the economy forced **Doubletree Hotel Dearborn, Mich.**, to reduce staff, the core team of associates that remained cross-trained, worked in other departments and gained a new appreciation of what other team members do on a daily basis.

As business levels increased, the hotel tapped the local schools for qualified candidates. "We have two local colleges with hospitality programs, and we've joined their advisory boards and have been able to recruit top students," shares HR manager **Sandra Deanna**. "I've been a guest teacher and have conducted training for them."

The hotel also has a co-op program with the local public school district that allows students to work two hours each weekday from January to June. They work for school credit and have one in-class training each month to learn work skills. "By the end of the semester, we can identify the superstars and usually end up hiring one or two," Deanna adds.

Pipeline of talent

Radisson Hotel Lansing, Mich., has a steady flow of talent thanks to its close proximity to Michigan State University. With one of the highest ranked hospitality programs in the country, MSU is a good recruiting resource.

The hotel maintains good relationships with the school and employs a number of students and alumni. Two recent MSU hires, GSRs **Quin "Haley" Lin** and **Tamara Harris-Brown**, have already made an impression on guests. "The school is a great recruiting resource for all majors," says HR manager **Michelle Miller**.



Haley Lin



Tamara Harris-Brown



Beth Williams

Providing more opportunities

Marriott Columbus-Northwest, Ohio, develops and retains associates by offering more opportunities to work and learn through cross-training, according to p.m. dining room supervisor **Kathryn Loop**. "Banquet server **Beth Williams** is a prime example of cross-training. She works for the banquet department, bartends in River City Grille (RCG), works serving shifts in RCG and has worked in our concierge lounge," Loop states.

Works with associates

"Finding great people is only one part of the equation; making the hotel the best place to work is the second part of the equation that is essential to retaining these great associates," explains **Elizabeth Hill**, HR manager at **Marriott Cincinnati-North**.

The front desk department is one example of a successful team for which the hotel has had to develop a culture that supports flexible work schedules. Hill shares: "Nine out of 15 front desk associates are college students, which requires managers to be very flexible knowing school schedules are constantly changing. We're able to retain this friendly, dynamic group of associates by staying on top of their needs."



Left to right, front desk associates **Maggie Harrington**, **Anna Dooley** (manager), **McKenzie King** and **Sarah Gwinner**

Opportunity's knocking

With an improved economy comes increased confidence in the job market and higher turnover rates as employees across all industries seek new opportunities. At **Marriott Columbus-Airport, Ohio**, opportunity is knocking and associates can often find new challenges in other departments.

"We recently promoted one associate to a manager and moved three other associates into different roles in our hotel in an effort to retain them and offer new challenges," explains HR manager **Brett Caron**.

Caron also shares that the hotel maintains a good relationship with a local government-funded agency that helps refugees find jobs in the community. "The agency puts its clients through weeks of classes and helps them find jobs. We have fully staffed our housekeeping department with a combination of this agency's help and associate referrals."

Cross-training key to long-term success

"We are focused on recruiting and retaining quality candidates who are ready and willing to learn more than one position," says **Brenna Dill**, HR manager at **Embassy Suites Williamsburg, Va.** "Cross-training is vital for us because of the seasonality of our property. In order to keep our good employees, we need to make sure they have the skills and desire to learn and grow. This focus has resulted in some great long-term associates and people who provide service for the team, not just one department."

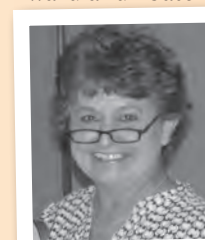
Teamwork and recognition in action

The teamwork displayed at **Embassy Suites Lexington, Ky.**, makes each associate feel a part of the WHI family. Associates can nominate co-workers through two recognition programs, the Medallion Award and "Catch Me at My Best."

The Medallion Award is presented weekly to an associate who has stood out for going above and beyond. The Embassy family of associates gathers together to applaud and praise the winner, and that winner enters his or her name into a drawing to win the ultimate Medallion Award Prize. "Catch Me at My Best" is another program that recognizes associates for good

work. **Sandy Wise**, room service server, currently leads the contest with approximately 150 cards.

"Good work does not go unrecognized at Embassy Suites or with WHI," says guest service supervisor **Brandice Seamon**. "It's the little extra rewards that help to retain associates and show them how much their hard work is appreciated every single day."



Sandy Wise

Boot camp whips managers into shape

Boot camp at **Marriott Cincinnati-Northeast** gives newer team members a jump-start on their careers as they spend time each week learning important management and WHI



topics, including METS, life-safety and quality assurance. "We've been able to recruit an amazing group of talented managers who came to our hotel with some management experience and no WHI experience," shares HR manager **Lisa Compton-Martin**. "We also are using it as a recruiting tool to attract more talent to our hotel."

Sessions are facilitated by GM **David Lanterman**, Compton-Martin, executive bookkeeper **Debbie Harding** and AGM **Bill Kilimnik**. Boot camp attendees have included executive housekeeper **Laura Lambert**, sous-chef **Josh House**, p.m. River City Grille manager **Nick Michael**, front desk supervisor **Kristi Polson** and **Gina Sylvester**, a front desk supervisor who attended boot camp while still a line-level associate.



Ruth Krohman celebrates 30 years with Keith Daub (left) and Erik Kamfjord.

Supervisor's role paramount

Lorraine Sanz, HR manager at **Marriott Cincinnati-Airport, Hebron, Ky.**, recalls the Gallup adage, "An associate joins a company but leaves a supervisor," as she was recently reminded of the importance of direct supervisors to the well being of associates.

WHI Chairman and CEO **Erik Kamfjord** and WHI President and COO **Keith Daub** recently visited the hotel to celebrate executive housekeeper **Ruth Krohman's** 30th anniversary with WHI. "In their praise of Ruth and all of her accomplishments, they reminded our staff how great supervisors affect associate retention and promote longevity and results on every level," Sanz states.

"The Q-12 questions and scorecards really get to the heart of all of this. If we are hitting the mark on those 12 questions, we will not only retain our best associates, we will attract the best of the best. Ruth's Q-12 score was a perfect 5.0."

Training and hiring from within

Holiday Inn & Suites Cincinnati-Eastgate is finding more opportunities for current WHI associates through cross-training and hiring from within. "Cross-training has allowed us to increase associate hours and better utilize the great associates that we already have on staff," says GM **Jennifer Porter**. "Several associates have trained in many areas of the hotel, building a great core of 'go-to' associates when the need arises."

The hotel also continues its commitment to recruit from within the WHI family. "We recently promoted one of our line cooks to culinary supervisor, and a GSR from another WHI hotel is our new front desk supervisor," Porter adds. "We continue to look for new ways to recruit and have visited local businesses to see what talent is out there. We also follow the WHI hiring procedures to add only the best talent."

Fresh faces welcomed with open arms

Employee satisfaction and retention is top-of-mind from Day 1 of employment at **Ohio University Inn & Conference Center, Athens, Ohio**. GM **Ralph Mordocco** spends time with each new hire at orientation to review the OU Inn brand, Pledge card and Mission Statement in



New associates pose for a picture in between games of volleyball and rounds of mini golf at the annual summer picnic.

detail. Mordocco, AGM **Michael Gaietto** or HR manager **Karisa Batchik** also is involved in new hire training.

"Each month at our All Associate Rally, we introduce new hires for everyone to applaud and make feel welcome and appreciated," Batchik shares. "Our goal is to show them each and every day that they are valued starting at orientation and continuing through their tenure."

Promoting fun and positivity

"To be excellent, you have to surround yourself with excellent people." That's the motto of **Paul O'Connor**, GM at **Renaissance Hotel Indianapolis-North**. The hotel looks to develop outstanding new leaders by recruiting recent college graduates.

"In the last 18 months, four line-level associates have been promoted to supervisory positions as part of an active succession planning effort," shares **Erin Hayek**, HR manager. "Recent college graduates are willing to jump into line-level positions if they know the company has a track record of promoting from within."

The hotel also aims to retain top talent by promoting fun and positivity in the workplace. "The easiest way to let guests know you appreciate their business is by thanking them; the same is true for associates," O'Connor says. "We regularly hand out thank-you cards, gift cards and promote verbal appreciation across the hotel."

Hayek adds: "We have loads of fun. We're promoting and having fun with whatever is going on in the city. When work is fun, you don't mind being there. And, you have no reason to look for greener grass!"



WHI's specialties: first impressions, lasting impressions

WHI has built relationships by fostering a culture that makes customer satisfaction the No. 1 priority. Time and again, customers and prospective customers have chosen WHI properties for their ability to exceed expectations with every interaction.

Mike Conway, senior vice president of marketing, recalls a recent win for **Doubletree Guest Suites Cincinnati**: "Doubletree was not a main hotel in the Proctor & Gamble program. So, sales account manager **Donna Seeley** called the key decision-maker at P&G and invited him to do a walkthrough of the property so that he could see how it compared to the nearby competition in the program.

"Doubletree surpassed the competition at every turn and won the business."

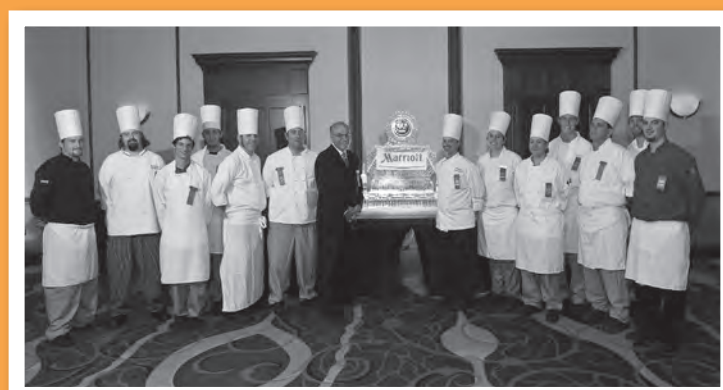
Marriott Pittsburgh-North also is a superior hotel in the eyes of its customers. The hotel recently celebrated a milestone with its client, Westinghouse Electric Company, as the company moved its world headquarters to the Cranberry Woods Campus, the business park that also is home to the Marriott.

"We hosted a welcome party with more than 200 associates and managers from the company," shares HR manager **Michael Schlutz**. "Our goal was to build on our existing relationships, make new contacts and show our gratitude for the past, present and future business they bring to our hotel."

The party included a cocktail reception with top-shelf bars and several upscale action stations featuring show-stopping menus created by the culinary team. The evening's cuisine included made-to-order pasta and risotto, a carving station and an oriental-themed station, complete with takeout containers and chopsticks.

Sales account manager **Jackie Gillespie-Ralston** was flooded with thank-you e-mails from the Westinghouse team expressing their sincere appreciation and compliments for a job well done. A few also expressed interest in holding department holiday parties at the hotel.

Westinghouse's new office space across from the Pittsburgh Marriott is 915,000 square feet, bringing its total office space nearby to 1.3 million square feet. "These are just a couple of examples of how WHI hotels are addressing customers' needs today and what they're doing to build and maintain these important relationships," Conway adds.



Marriott Pittsburgh-North culinary Team



Bartenders created customized cocktails by pouring them through the ice sculpture at the Martini Luge and Ice Bar.



The culinary team at **Renaissance Hotel Indianapolis-North** is serving up home-grown fare with its new indigenous initiatives. Pictured above, the hotel's breakfast selections use ingredients grown on local farms. Grille 39's dinner features also contain indigenous options from a nearby farm. In addition, all herbs used to prepare the dinner features are grown on the property's premises.

Renaissance also serves **Mad Anthony**, an Amber Lager brewed in Fort Wayne, Ind. AGM **Kenny Didier** shares: "The local beer is served in a custom Renaissance Amber Lager pint glass and is featured in our "Draft Beer Tuesday" promotion. It's wildly successful; we go through a keg a week."

Associate Appreciation Week

Time warp

“Make love, not war” was the mantra at **Marriott Austin-North at Round Rock, Texas**, as the housekeeping and maintenance departments ate brownies, made tie-dyed shirts and took pictures with rock stars from the sixties. “We know how to celebrate and appreciate our associates, and we did it by reliving the past, present and even the future,” explains **Mily Kennison**, HR manager.

Activities included blackjack during the 1920s prohibition, Hula Hoop contests and listening to Elvis on the jukebox. The banquet department stated that watching the neon lights and disco ball while dancing with John Travolta was “the bomb.”



Marriott Suites on Sand Key, Clearwater Beach, Fla.



Associate Appreciation Week at Sand Key was packed with lots of food and fun-filled activities. Each day was welcomed with tasty treats, including an ice cream social. The staff also enjoyed the sun, sand and water while experiencing the culinary magic of Chef **Jason Orchard** on the grill. The relaxation continued with massages and the Sand Key favorite, Boat Ride Bingo.



Associate favorites on tap

Associates could be found lounging around with popcorn while watching *Seinfeld* or *The Office* during Associate Appreciation Week at **Doubletree Guest Suites Cincinnati**. In addition to “Comedy and Popcorn” breaks, associates enjoyed ice cream sundaes, omelets prepared by GM **Dave Sundermann** and a trolling snack cart that included a grab bag of prizes, awarded to associates for correctly answering Doubletree Trivia.

“The week ended with an all-associate town hall meeting where everyone enjoyed Doubletree’s signature steaks,” shares **Kier Muchnicki**, HR manager.

Food and fun

“We celebrated a fun-filled week at **Radisson Hotel Lansing, Mich.**, to show associates that they are valued and appreciated,” says HR manager **Michelle Miller**. “We kicked off the week with a full, hot breakfast. Associates also enjoyed the ‘Happy Cart’ loaded with pick-me-up afternoon snacks, a barbecue with GM **Gus Pine** at the grill, an ice cream social and a pizza party.”

The week also included daily prize drawings.

Marriott Hartford/Windsor Airport, Conn.

“It was a feast of a week during Associate Appreciation Week,” states HR manager **JoAnn Masi**. GM **Michael Trostin** cooked omelets for breakfast while AGM **Michael Hogan** cooked pasta for dinner. Pictured right, Hogan serves GSR **Emily Williams**. “Both ensured everyone had exactly what they needed, and cooked right in front of everyone,” Masi adds.



Holiday Inn Dayton/Fairborn, Ohio

Associate Appreciation Week featured associates’ favorite activities at the Holiday Inn in Fairborn. The snack cart made its way through the hotel on Monday, and associates made their way to the chocolate fountain on Tuesday, dipping just about anything imaginable into flowing fountain. The middle of the week marked the annual cookout and associate car wash, with managers washing 20 cars.



Jaquelyn Evrard, HR manager, shares: “Associates also enjoyed Wii Bowling, made-to-order omelets by banquet manager **Steve Besen**, a Pledge Rally and ‘shout outs’ for associates going above and beyond.” Pictured above: **Emily Dunlavy**, bookkeeper, edges out room attendant **Jean Hu** in the final Wii Bowling challenge.

Associates go ‘green’

Associates celebrated Associate Appreciation Week at **Marriott Columbus-Airport, Ohio**, by going “green.” “We eliminated all Styrofoam cups and supplied associates with their own beverage cups,” explains HR manager **Brett Caron**. “We recycled batteries, cell phones and ink cartridges, and we gave away ‘green’ prizes such as fluorescent light bulbs, programmable thermostats and solar lights.”

Guests also joined in the fun; they were given two “thank-you” coins and encouraged to give them to associates for exceptional service. Associates, in turn, passed coins on to each other when they received exceptional service. “If guests are unable to find an exceptional service provider, we will remove \$5 off of their bills,” Caron adds. “In the five years we’ve been doing this, we’ve never had guests ask to have \$5 taken off of their bills.”



Marriott Columbus-Northwest, Ohio

Associates competed head-to-head during Associate Appreciation Week. **Jason Shalosky**, sous-chef, enjoys some ice cream before taking on bellman **Scott Cooper** in a hula hoop contest.



‘Cleveland Rocks’

Marriott Cleveland-East celebrated Associate Appreciation Week with food and music. The week’s main event was the “Cleveland Rocks” Pledge Rally featuring free-throw competitions and two full-size screens of dueling Guitar Hero and Rock Band contests. Housekeeping utility **Christian Dear**, pictured left, was the grand-prize winner.

Associates also enjoyed themed meals each day, as well as snacks delivered by HR manager **Michael Bosch** and GM **Keith Shopnick**.



Thanking associates out loud

Associate Appreciation Week was jam-packed at **Embassy Suites Williamsburg, Va.**, with donuts, bagels, smoothies, catered lunches and daily activities. Employees enjoyed massages on Monday, a mini-golf tournament on Tuesday, scratch-off lottery tickets on Wednesday, goody bags on Thursday and a Friday filled with games.

HR manager **Brenna Dill** shares: “We laughed and we ate. What more can you ask for from a week when we show out loud what we sometimes only say privately - thank you?”

Pictured above, room attendant **Rebecca Ogle** (left) and maintenance tech **Kelvin Fieldings** compete in Face the Cookie, a game challenging employees to move an Oreo from their foreheads to their mouths ... using nothing but facial muscles. Below left, maintenance tech **Eldar Lomashvili** dunks AGM **Janelle Richard**. On right, room attendant **Deloris Smith** dunks housekeeping supervisor **Jennifer Pierce**.





Associates plan entertaining week

The Make a Difference committee at **Embassy Suites Lexington, Ky.**, brought back some old favorites and incorporated some new ideas into the hotel's Associate Appreciation Week. "We celebrated by having putt-putt for scratch-off tickets, a car wash and cookout, milkshake/smoothie day, dinner and a movie, goody bags, an ice cream social and a water balloon event," share p.m. restaurant supervisor **Stephen Pratt** and assistant banquet manager **Tina Kohrs**.

"We wanted to make our associates smile and know they are appreciated for everything they do."

Above: **Don Gay** (left) and **Scott Sheriff**

Below: (Left to right) **Sybil Sidney, Trish Johnston, Jason Faulkner** and **Brice Benavides**



Doubletree Hotel Dearborn, Mich.

Associate Appreciation Week included chair massages, ice cream, a barbeque and more at Doubletree. One of the week's highlights included GM **Ashkey Bahl's** made-to-order omelets. HR manager **Sandra Deanna** admits that Bahl got off to a rocky start when he burned executive housekeeper **Leticia Smith's** omelet. "He quickly recovered though," she states.

Associates also enjoyed playing the hotel's version of *Minute to Win It*. "Just like the show, associates had to compete in challenges using common household items," Deanna says. Pictured right, associates attempt to shake 15 ping pong balls out of a tissue box without using their hands.



Work hard, play hard

Associates at **Marriott Cincinnati-North** enjoyed back massages, a car wash, a visit from the ice cream truck, picnics and lots of laughter during Associate Appreciation Week. "This week lets associates know that we value their hard work, and it lets us have a little fun together," shares HR manager **Elizabeth Hill**. "We are a very competitive and hardworking group; we love to play hard and work hard. Washing associates' cars is not only fun for associates, it's a great team-building experience for the management team."



Marriott Cincinnati-Airport, Hebron, Ky.

GSR **Kristina Warman**, pictured right, wins a free hotel stay during the Prize an Hour giveaway, one of the many opportunities for associates to win prizes during Associate Appreciation Week.



Managers washed associates' cars while the team enjoyed tropical shaved ice.



New events unveiled

Associate Appreciation Week at **Holiday Inn & Suites Cincinnati-Eastgate** was filled with tasty eats thanks to **Stephanie Adkins**, executive chef. Adkins assembled made-to-order burritos for "Burritos and Bingo;" created "McKenna's Café" with frappes, iced coffee and smoothies; and fashioned a "Top Your Own Pizza" station.

The week also included a visit from the Good Humor Ice Cream truck, a Dunkin Donuts breakfast and a spa day in which specialists from a local salon performed manicures and hand massages. "Associates were touched by this recognition from the hotel and WHI," states **Amy Rahe**, HR manager.

Mission Statement comes to life

Renaissance Hotel Indianapolis-North kicked off Associate Appreciation Week by giving thank-you notes and totes of treats to each associate. "With such outstanding associates, it makes appreciating them very easy," explains AGM **Kenny Didier**. Each department got in on the action by presenting thank-you gifts to another department.

The week also included an associate car wash, Wii and Guitar Hero competitions and amazing meals. "I appreciate the kitchen for cooking extra special meals," states HR manager **Erin Hayek**. "My favorite was the pasta bar with tons of different toppings and sauces. It was a dream meal!"

The celebrations ended with the second annual picnic at West Park in Carmel. GM **Paul O'Connor** shares, "It's fabulous to watch our team rally together and embody the Mission Statement – it comes to life."

Pictured at right: (left to right) - rooms coordinator **Jamie Kirkman**, Grille supervisor **Jeremie Smith** and AGM **Kenny Didier** rocked the stage.



Above: The sales team poses with its giant thank-you card (in seven languages) from the housekeeping department.



Above: Managers take a break from washing cars during AAW.

Engaging employees

Associates enjoyed a week of fun and giveaways at **Holiday Inn Cincinnati-Airport, Erlanger, Ky.** Concert tickets, Cincinnati Reds tickets, hotel stays and tickets to other local attractions were awarded throughout the week. "We ended the week with our 'Stay You' event as we rolled out the new InterContinental Hotel Group employee engagement program, along with plenty of appetizers and desserts," explains HR manager **Awilda Putthoff**.

In your face, managers

Associates at **Ohio University Inn & Conference Center, Athens, Ohio**, enjoyed special breakfasts, lunches and dinners during Associate Appreciation Week. "We dedicated each afternoon to specific activities, including a Wii party, a cornhole tournament and a pie toss in which associates had a chance to throw pies in their manager's faces," says **Karisa Batchik**, HR manager.

The main event of the week included sumo wrestling, jousting and a dart tossing game where all associates tossed darts at balloons with managers' faces on them. "Each balloon had cash, paid day-off certificates, scratch-offs or an assortment of other fun prizes," Batchik adds.





COMMUNITY INVOLVEMENT

Associates at WHI properties are active contributors to the communities in which they live and work. *Focus* correspondents at the following properties reported news of groups of associates and individual employees who contribute time and effort to help others.

Feeding the hungry

Sales account manager **Betsy Baringer** has been the vehicle that has kept **Ohio University Inn & Conference Center, Athens, Ohio**, involved in community outreach with the Athens Rotary. As a representative of OU Inn, Baringer has been an Athens Rotarian for nearly 12 years and has participated in many community activities. Most recently, she has been the chair for the community service committee where she coordinates the Thanksgiving food baskets for families through Children's Services.

Each year, more than 30 families are provided with enough food for Thanksgiving dinner. With the cooperation of area grocery stores, Rotarians and the hotel staff, the food is purchased and baskets are assembled.



Betsy Baringer

Community outreach

On the Fourth of July, several members of the sales and food and beverage teams from **Renaissance Hotel Indianapolis-North** participated in Carmel Fest, a city-wide celebration. Organizations from the community had an opportunity to get involved with Carmel Fest by setting up booths and handing out free food and brochures.

GM **Paul O'Connor** shares: "Carmel Fest was a great representation of our hotel in the local community. AGM **Kenny Didier** did a great job organizing the event; thanks to the rest of the team for jumping in and having fun."



Dunking for dough

Many full-service hotels in Indianapolis serve the community each year by participating in Extreme Dreams, a project that's mission is to makeover the bedroom of a child with a disability from a family in need. To help raise money for the event, **Renaissance Hotel Indianapolis-North** elected to have a dunk tank party for its July associate event. Everyone paid for a chance to dunk GM **Paul O'Connor** and AGM **Kenny Didier**.

Sales coordinator **Lauren Durham** said: "The dunk tank day was a great way to raise money for a great cause. I felt pride in not only being the first employee hired to work at the hotel but also the first to dunk Paul." Both O'Connor and Didier claim they are still drying out.



Team mom

Holiday Inn Cincinnati-Airport, Erlanger, Ky., HR manager **Lorraine Sanz** volunteers her time as Team Mom for a Boone County pee wee football team with 81 players and 58 cheerleaders, ages six to nine years old. The Team Mom duties include buying uniforms and equipment, fundraising and handling all money, making sure players and parents know the schedule and cleaning up boo-boos and bloody noses.

This year, the Knights picked up trash on three miles of roadway (home of two WHI airport hotels) in Boone County, Ky., for a community awareness event.



Lorraine Sanz led a youth football team's efforts to clean up its neighborhood.

Serving the community

Debi Byrnside, a.m. River City Grille server at **Marriott Cincinnati-Northeast**, always is there to lend a hand both inside and outside of the hotel. At the hotel, she is a server trainer and unofficial ambassador of bereavement. Outside of the hotel, Debi is active in her church and works at the Good Shepherd homeless shelter. Despite all of this, Byrnside finds time to visit members of a local nursing home who have no family nearby.



Debi Byrnside

Exceeding children's expectations

Embassy Suites Williamsburg, Va., participates with the Casey Cares Foundation each year to provide vacations and family trips for terminally-ill children whose parents cannot otherwise afford them. The hotel sponsored three families and donated complimentary rooms along with a great experience. **Angela Greenhow**, assistant bookkeeper and sales assistant, has been the leader in making this program successful by recruiting volunteers to help shop for gifts and decorate the rooms specific to each child's interests and hobbies.

"Our last child was a big sports fan, and we transformed his room with posters from his favorite sports teams, magazines, team shirts and, of course, a basketball," shares HR manager **Brenna Dill**. "He was so excited and really enjoyed his stay even more because we made him feel special."



Raffles for a cause

Marriott Columbus-Northwest, Ohio, is the host hotel for the Memorial Golf Tournament each year. The hotel participated in a raffle to raise money for the tournament's No. 1 beneficiary, Nationwide Children's Hospital.

"Participating in the raffle was good for our hotel, and it was an honor to be able to give back to the community," shares top ticket-seller **Tiffany Stewart**, front desk associate.



Tiffany Stewart

In memory of Carrie

In May, team members from **Doubletree Hotel Dearborn, Mich.**, participated in the Race for the Cure event held at Comerica Park in downtown Detroit in support of breast cancer awareness.

This cause is near and dear to the hearts of Doubletree staff as former sales manager **Carrie Noble** passed away from the disease last year. Banquet manager **Lauren Rodriguez** led team "Carrie's Crew" while the hotel sponsored a banner in her honor for the event. Rodriguez is very active in this cause and participates in events and fundraising throughout the year in memory of her good friend, Carrie.



Lauren Rodriguez (left) and Jenn Medina

Coasting for Kids

Executive housekeeper **Mike Albrycht, Holiday Inn Dayton/Fairborn, Ohio**, participated in the 2010 Coasting for Kids Marathon. On July 29, Albrycht and a group of 30 other participants rode Kings Island's Racer roller coaster for 10 hours to raise money for Give Kids the World Village. Kings Island designated a special line specifically for the group, allowing the participants to ride continuously without waiting. The participants raised more than \$2,500 for the charity.



Volunteering at the Y

When server **Heather Smith** isn't working at **Holiday Inn Dayton/Fairborn, Ohio**, she is volunteering at the local YMCA. Smith helps the YMCA conserve money on staff allowing them to use money for kids programs and lunch programs for underprivileged children. Smith's duties include working the front desk, assisting with lunch service and passing out flyers about upcoming events. Smith also negotiated with the YMCA to get special pricing on memberships for Holiday Inn staff.



Heather Smith

Support through teamwork



For the sixth consecutive year, associates and managers at **Marriott Pittsburgh-North** participated in the Cranberry Cup, a charity event consisting of numerous activities, including a golf tournament and softball tournament. More than 100 teams participated in this local charity event that benefits a family that has faced a traumatic event. The Marriott team did not bring home the trophy this year, but it continues to make a name for itself and the entire hotel.

Fun-filled festival

Doubletree Guest Suites Cincinnati participated in the Sycamore Township Festival this past July. This festival is an annual event at which families in the community enjoy good food, games and music. A portion of the proceeds help to fund community activities and support local Boy Scout Troops.

"The hotel was excited for the opportunity to sponsor and participate in the event," says GM **David Sundermann**. "Not only did we get to help the local community, we also had the opportunity to market the hotel and restaurant."



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www.whihotels.com

Publisher
Kent Bruggeman, WHI Senior VP of Operations & Human Resources
Corporate Editor
Dave Gordon, WHI VP of Human Resources

Editorial Staff:
Vehr Communications
513-381-8347 (phone)
Laura Phillips, editor
Amy Jones, writer
Katie Denis, writer
Amelia Riedel, designer
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FOCUS CORRESPONDENTS

WHI's company newsletter relies on a correspondent from each property to submit newsworthy information about co-workers and his or her hotel. Please welcome **Raluca Leibowitz, Marriott Dallas/Fort Worth Airport-South**, and **Awilda Putthoff, Holiday Inn Cincinnati-Airport, Erlanger, Ky.**