



NEW BEGINNINGS

Hear what it's really like,
straight from the experts

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SPOTLIGHT ON SUCCESS

The ambassadors living the
Greenwood values

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MEET THE WATERMARK

The hottest new hotel in the
portfolio - and Baton Rouge

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NEWSLETTER

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GREENWOOD
HOSPITALITY MANAGEMENT



Greenwood Quarterly Newsletter

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INTEGRITY + COOPERATION + EXCELLENCE



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FROM THE PRINCIPAL'S OFFICE

Updates on the Greenwood Quarterly Newsletter

by Tom Conran



Greenwood Principals taking in the Minneapolis Skyline at the 2016 Greenwood HR Conference

In 2016 we launched the Greenwood Quarterly newsletter. We knew it would be a great opportunity for us to keep everyone in the Greenwood family informed about happenings within the company.

We received feedback from many of you after the publication of the first issue. You liked the idea, but wanted it to focus more on our ambassador's stories. We took your input to heart and went back to the drawing board. We hope you like this "new and improved" version!

Each issue of the new Greenwood Quarterly will focus on one of the core areas of operation. It will include one feature article about

that topic with input from Greenwood and property team members. In this issue, our topic is the "how to" overview on hotel openings. We will also provide an exclusive profile on our most recent opening, the Watermark hotel in Baton Rouge, LA.

The balance of the newsletter will focus on YOU. We'll put a spotlight on the success of Greenwood ambassadors who exemplify the core values of Integrity, Cooperation, and Excellence; and we will spotlight ways that our ambassadors and our hotels are giving back to their communities. You will also be introduced to new job growth opportunities which will be posted from across the portfolio.

As we continue on this journey, we want your stories to appear within these pages and we look forward to your feedback and input.

The entire Greenwood executive team joins me in thanking you for being part of our team. We hope you enjoy the new Greenwood Quarterly!

We'll put a spotlight on the success of Greenwood ambassadors who exemplify the core values of Integrity, Cooperation, and Excellence

The Ultimate List Of OPEN POSITIONS



Bricco - Harrisburg, PA
Host / Hostess, Line Cook

Centro - Allentown, PA
Restaurant Manager

Conference Center - Summerdale, PA
Banquet Server, Banquet Set Up, Cashier

Crowne Plaza - Independence, OH
Chief Engineer, Room Attendant



DoubleTree - Minneapolis, MN
Banquet Cook, Banquet Houseperson, Banquet Server, Bartender,
Cook, Front Desk Clerk, Front Desk Supervisor, Room Attendant,
Sales Manager, Steward

DoubleTree - Wichita, KS
Banquet Dishwasher, Banquet Houseperson, Banquet Manager,
Banquet Server, Bellperson, Busperson, Director of Food & Beverage,
Front Desk Clerk, Maintenance Worker, Night Auditor,
Restaurant Manager, Room Attendant, Server

DoubleTree - St. Paul, MN
Barback, Bell Attendant / Van Driver, Class II Engineer, Chief Engineer,
Front Desk Clerk, Host / Food Runner, Night Auditor, Room Attendant

DoubleTree - Charlottesville, PA
Banquet Captain, Banquet Server, Bellperson, Room Attendant,
Sales Administrative Assistant, Sales Manager, Security Guard,
Server, Steward



Embassy Suites - Oklahoma City, OK
Banquet Bartender, Banquet Server, Bartender, Breakfast Attendant,
Breakfast Server, Cook, Food and Beverage Supervisor,
General Manager, Host / Hostess, Housekeeping Attendant,
Housekeeping Supervisor, Room Attendant, Server

Hilton - Oak Lawn, IL
Banquet Bartender, Banquet Houseperson, Banquet Manager,
Bell Attendant / Van Driver, Front Desk Clerk, Host / Hostess,
Line Cook, Room Attendant

Hilton Garden Inn - Hummelstown, PA
Assistant Director of Guest Services, Breakfast Server,
Director of Guest Services, Front Desk Clerk, Front Desk Supervisor,
Housekeeping Attendant, Maintenance Worker, Room Attendant,
Utility Housekeeper

Open Positions Continued...

Hilton - Harrisburg, PA

Assistant Restaurant Manager, Banquet Attendant, Banquet Server, Banquet Set Up Supervisor, Bell Attendant / Van Driver, Chef de Partie, Housekeeping Inspector, Journey Ambassador, Lobby Attendant, Maintenance Worker, Room Attendant, Security Guard, Server, Server Assistant

Holiday Inn Express - Detroit, MI

Front Desk Clerk, Front Desk Supervisor, Housekeeping Inspector, Night Auditor, Public Cleaner, Room Attendant

Hyatt Place - Nashville, TN

Chief Engineer, Front Desk Clerk, Housekeeping Attendant, Housekeeping Manager, Laundry Attendant, Night Auditor, Security Guard, Shuttle Driver

Intercontinental - St. Paul, MN

Banquet Bartender, Banquet Server, Bartender, Catering Specialist, Class III Engineer, Concierge, Cook, Front Desk Clerk, Host / Hostess, Housekeeping Supervisor, Maintenance Worker, Pastry Cook, Plaza Java Attendant, Room Attendant, Server, Steward

Radisson - Baltimore, MD

Bartender, Line Cook, Maintenance Worker, Server

Renaissance - Allentown, PA

Banquet Captain, Banquet Server, Barista, Beverage Manager, Cook, Dishwasher, Front Desk Clerk, Pastry Cook, Room Attendant, Server Assistant

Renaissance - Baton Rouge, LA

Banquet Manager, Banquet Server, Busperson, Line Cook, Server, Executive Housekeeper, Front Desk Clerk, Host / Hostess, Housekeeping Attendant, Housekeeping Inspector, Room Attendant, Human Resources Assistant, Regional Receiving Clerk

The Henry - Dearborn, MI

Banquet Manager, Front Desk Clerk, In Room Dining Server, Line Cook, Painter, Prep Cook, Room Attendant, Server Assistant, Sous Chef, Steward

The Watermark - Baton Rouge, LA

Banquet Captain, Banquet Houseperson, Banquet Server, Bartender, Front Desk Clerk, Line Cook, Night Auditor, Room Attendant, Server

Wyndham Garden - Baton Rouge, LA

Bartender, Class I Engineer, Front Desk Clerk, Room Attendant, Housekeeping Attendant, Laundry Attendant, Night Auditor

This list is current as of 2/9/17.

For more information about these positions please contact your director of human resources, or visit GreenwoodHospitality.com/careers





NEW BEGINNINGS

How To Survive Re-brands and New Builds From People Who've Been There

by Emily Dailey

John F. Kennedy once said, "Change is the law of life. And those who look only to the past or present are certain to miss the future."

Business, as in life, follows that same rule. If we focus only on how it always has been and not how it could or should be, we miss the opportunity to realize improvements and stay competitive. In the Greenwood portfolio, we view changes as a fundamental constant in our continuous goal to improve.

Renovations have and will remain part of a successful business strategy for Greenwood.

Opening a new hotel isn't the only time hoteliers and restaurateurs must manage major changes. You can see other examples of new beginnings throughout the portfolio. The Ritz Carlton Dearborn was reinvented as The Henry. The Hilton in Harrisburg showcases newly renovated rooms and

reimagined restaurants in 1700° Steakhouse and AdLib Craft Kitchen and Bar. The Hilton Garden Inn in Hershey took a patch of land and turned it into brand new suites and guest rooms. These are just a few examples of the many different ways in which a hotel can experience a new beginning.

Though change is inevitable, that doesn't mean it's easy. As we enter the New Year, many of you are looking forward to renovations, rebranding, and new openings. New beginnings can be intimidating, so we've turned to our veteran hoteliers to help guide you through the trials, tribulations, and triumphs of change.

On the surface it can seem as though there is little difference between opening a new hotel, or completely gutting and reinventing an existing property. Each new beginning presents its own unique set of challenges. The consensus among our hoteliers is that there is a major difference between the changes and the magic word "perception". We

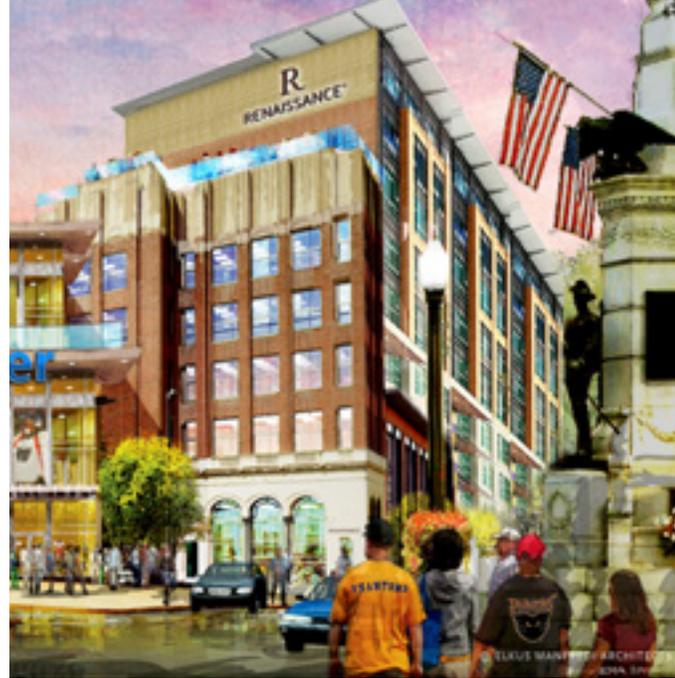
New Beginnings Continued...

spoke with our Regional Director of Sales & Marketing in Baton Rouge, Stefanie Allen, who went into detail regarding this matter. When renovating or rebranding a hotel or restaurant Stefanie says the challenge is to, "change the perception to guests on a product that has previously existed," but with a new opening "you have to create a perception to guests on a product that does not exist yet." There are many steps to accomplish this smooth building process of creating a perception. Joe Massaro, General Manager of the Hilton in Harrisburg believes it starts early in the process. When opening or re-launching a brand, he says focus is "staying true to the concept and overall branding via a keen focus on marketing, design, menuing, recruitment, uniforming, training and communication... It is our job to keep everyone honest to the brand being promised. The team will buy in if you are all in." Joe and Stefanie have been through five new beginnings collectively.

Building and maintaining excitement during and after completion of the project is a key to its success. Our sales teams cited the importance of sustained marketing to ensure conversation with customers stay active. At the same time, our operational teams focus on internal momentum. Assistant General Manager at the Hilton Garden Inn in Hershey, Barbara Lock says, "Although the Grand Opening or Re-Launch has passed, excitement can be sustained by setting new goals within each department on a monthly basis." Everyone we spoke with reiterated the importance of communicating and remaining true to the vision and to celebrate even after the renovation is completed. Celebrating the success among your ambassadors is a key strategy they mentioned as an assurance the property teams remain engaged.

Renovations are exciting, yet not easy. A successful outcome requires strict attention to proper planning, coordination and execution of the smallest of details. VP of Operations Joe Shurmur says, "Change is hard enough and removing as much of the unknown as possible is the key to success." Joe Massaro reinforced that the process takes time and patience and said that true success isn't measured until a year or so after the work is done.

The team has sage advice for those of you going through renovations. They were summed up in three words by our VP of Revenue Generation, Paul Wood, "patience, organization and diligence."; With collective experience spanning hundreds of renovations our hotel teams enjoy a significant breadth of knowledge. For that reason you should feel confident when reaching out for support. It is our collaboration and cooperation that positions Greenwood for continued success.



MEET THE WATERMARK

The hottest new property in Greenwood's portfolio is also the hottest new property in Baton Rouge!
by Paul Kesman

We're New in Town

MEET THE WATERMARK

Greenwood Hospitality is proud to have officially opened this fall the 135-room Watermark Baton Rouge, a member of Marriott's Autograph Collection of hotels. The only boutique hotel and Marriott brand in Baton Rouge's downtown area, the Watermark is nearby to downtown nightlife, the Louisiana Art & Science Museum, the USS Kid Memorial and Museum, the Old State Capital and Louisiana State University.

This is the third re-staging of this famous Baton Rouge skyscraper, which was originally erected by The Louisiana National Bank in 1924 and later became The State Office Building. Echoes of earlier eras preserved in the Watermark Baton Rouge by developer Mike Wampold include hand-painted ceiling murals, dramatic carved marble walls and staircases, and old bank vaults converted into dramatic meeting and dining spaces. The building's entry space features eight bas-relief plaster murals by famed Louisiana artist Angela Gregory depicting the history of industry, commerce and people along the Mississippi River.

"We are most excited to add The Watermark to our portfolio of managed properties", states Tom Conran. "The historical nature of the building and the design characteristics of the facility position the property as unique and singular to the Baton Rouge market."

The attention to detail and pursuit of a singular experience in every aspect of the Watermark Baton Rouge extends to the dining experiences, explains Drue Vitter, Regional Executive Chef of the Renaissance Baton Rouge. Vitter and Chef Chad Galiano have carefully planned menus for New York Style-style deli Milford's on Third, named after Wampold's grandfather, and fine dining at The Gregory, named for artist Angela Gregory.

"Guest favorites at The Gregory already include frog legs, dishes prepared with the (ras el hanout) spice blend used in North African cooking and our signature charcoal roasted Gregory Steak, a 12-ounce bone-in filet," Vitter says.

All of us at Greenwood are proud to say this hotel is now part of our portfolio and we will make sure that, under our management, the Watermark leaves its mark on Baton Rouge!





SPOTLIGHT ON SUCCESS

Get to know the ambitious ambassadors moving up and personifying our Greenwood values

by DeShayla Cisero



At Greenwood Hospitality we aim to ensure that each of our ambassadors thrives in spaces that welcome personal development. We strive to help our ambassadors feel inspired and fulfilled during their time with us. Promoting from within and ambassador recognition are key to Greenwood's values of Excellence in Performance and Cooperation in Action.

We are excited to shine the spotlight on the ambitious and talented **Diana Daghlas**. Diana is the Food & Beverage Supervisor and Sommelier for TRIA, the restaurant located inside of The Henry | Autograph Collection in Dearborn, Michigan. Her desire to provide a "home away from home"

experience for guests is what drives her passion for the hospitality industry. She has been a dedicated Greenwood employee for 4 years now and she is striving to accomplish her ultimate goal of becoming a Wine Director.

Diana's position as server was the starting point of her desire to provide quality guest dining experiences. Diana was inspired by a fellow TRIA ambassador, who initially helped to grow her interest in learning more about wine, liquor, and beer. Another previous co-worker and Sommelier also inspired her with his vast knowledge of winemakers, geography, topography and more. These inspiring encounters encouraged her to study wine

more in-depth, complete her Level 1 Sommelier exam, and take on her current role. Through her industry knowledge and abundance of new ideas, Diana is excited to promote more opportunities for growth in her new role.

One of Diana's most memorable guest interactions included speaking with one of TRIA's regular guests about passing her Level 1 Sommelier exam. He expressed his fondness of Champagne as they discussed wine preferences. With her growing knowledge, Diana introduced him to a sparkling wine from New Mexico. The guest loved Diana's sparkling wine recommendation so much that as a thank you he gifted her a bottle of Taittinger Brut La Française.

Recently, Diana was invited to a Gaja wine seminar by one of TRIA's vendors. Gaja wines are some of the most distinguished wines and it was one of her most exciting job experiences. She was granted the opportunity to meet the owners of Gaja wines, taste some of the best wines in their portfolio and gain insight into their winemaking methods.

After a tough day, Diana likes to indulge in her favorite comfort foods of seafood pasta or filet mignon with garlic mashed potatoes.

Spotlight on Success Continued...

Her favorite travel destinations include Los Angeles, California and Piedmont, Italy.

Diana encourages other ambassadors to always be the best at what they do and to never give up. Sometimes hearing "no" one-hundred times does not mean that on the one-hundredth and first time, it will not be a "yes." She serves as an example of how dedication to growth and learning can take your career to the next level. We acknowledge and applaud Diana's extraordinary work and look forward to her continued growth. .

ERIC MCKNIGHT

Sales & Revenue Coordinator
DoubleTree Park Place Minneapolis, MN

What attracted you to hospitality?

"Managing multiple tasks and making a great experience."

What skill characteristic helped you be successful?

"My temperament, sometimes you have to roll with the punches in order to get things done."

What are you most excited about for your new role?

"Learning more about the business side of things and what has to go on behind the scenes to make it work."

How did you learn about this opportunity?

"Through an internal job posting."

What is your best advice for others seeking to grow?

"Never stop learning!"

IVANA CESSANTE

Sales Administrator
The Henry Autograph Collection, Dearborn, MI

What attracted you to hospitality industry?

"It's a people oriented profession where you have the opportunity to make a difference in someone's day and create personal connections. Also, with endless opportunities to grow there is the potential to see the world and better yourself."

What skill characteristic helped you be successful?

"My passion for professional self development."

What is your next dream job?

"To be a GM and have a change of scenery."

What is your best advice for others seeking to grow?

"Be confident in yourself. If there is a position that you want or a role that you see for yourself, use the outlets around you to gain knowledge, accept and learn from constructive criticism and go for it! Never let anything or anyone hold you back from what you want and never limit yourself."



Eric McKnight



Ivana Cessante

Around the Portfolio

OUR COMMUNITY

In May of 2016 Greenwood welcomed the Wyndham Garden and Renaissance Baton Rouge properties to the portfolio. In August, just three months later, a slow moving low pressure system dumped two feet of rain on the Baton Rouge area in only 48 hours. Tens of thousands of homes and businesses were damaged in the flooding. The destruction was far reaching and impacted numerous Greenwood ambassadors working at the Wyndham Garden and Renaissance hotels.

Across the portfolio ambassadors rallied around the Baton Rouge teams, determined to help these new members of our community recover. Our corporate team was proud to see such an outpouring of support and cooperation. Every property got involved in some way; we will highlight a few of those stories here.

Aid came in many forms such as clothing drives and creative fundraising initiatives. The Hilton Harrisburg's management team offered up their faces and each ambassador who made a donation was able to pie their chosen leader in the face. The culinary team, not to be outdone, partnered with chefs from the Harrisburg and Allentown areas to host "Rescue for the Bayou," a Louisiana-style tasting dinner to raise funds. We spoke with ambassadors from some other properties to get more detail about their initiatives.

We checked in with HR Manager Rebecca Dickow at The Henry. "The Henry Ambassadors donated gently used and new clothing and shoes along with several Gift Cards to send to our fellow Ambassadors at the Baton Rouge properties. HR along with volunteers, sorted through the clothing, folded them, boxed them up and shipped them out in two separate shipments of 4 to 6 large boxes per shipment. The HR Director was in contact with the HR director down in BR to find out specific needs and we bought those items in the recommended sizes. The response from our Ambassadors was so great, we were able to donate the additional, winter-type clothing to a local Detroit shelter as well."

We also spoke with Ashley Hucek at the DoubleTree in Charlottesville who shared, "Our Doubletree Team is proud to have supported our Louisiana sister properties with donations of clothes, shoes, linens and toiletries that were shipped to the affected area. We are also excited that we organized a "dress down" day in which our hotel team raised \$1200 that was donated to the GoFundMe page set-up to assist in the relief."



THE HILTON HARRISBURG



THE HILTON HARRISBURG



THE DOUBLETREE CHARLOTTESVILLE



THE HENRY DEARBORN

Our Community Continued...

Those who were not able to send donations directly to the property contributed to a GoFundMe page. The GoFundMe page was created by Adam Greiner our VP of Food & Beverage who was with the teams on a long-term basis during that time. The page alone raised over \$5,500 use for relief efforts. The path to recovering from a natural disaster such as this is long.

Upcoming Community Service Projects

The community engagement initiatives are abundant across the portfolio. Many of our properties have taken up the cause that is personally valuable to one or more ambassadors of the property. In order to amplify the outstanding work of our properties please see the list below of the upcoming initiatives of our properties. We hope you will join us in supporting and celebrating each other.

DoubleTree Minneapolis - Park Place, MN

March 4th

Several of our Ambassadors are participating in the Polar Plunge in Minneapolis, MN. The Park Place Plungers welcome your donations and support!

<https://reg.plungemn.org/team/parkplaceplungers>

April and May

We will be holding a clothing drive for STEP (St Louis Park Emergency Program) in addition to a volunteer event at the clothing closet or food shelf programs.

The Henry Dearborn, MI

April and May

We will be holding a clothing drive to benefit the Detroit Rescue Mission ministries in addition to donating used hotel linens.

Renaissance Allentown, PA

February 26th

The Centro and Dime culinary teams work with other chefs and restaurants and create delicious and unique dishes made with Girl Scout Cookies. attendees enjoy a variety of offerings and vote for their favorite Cookie-based dish. Proceeds from ticket sales benefit the Girls Scouts of Eastern PA.

<http://.steelstacks.org/event/3887/girl-scout-cookie-crunch/>

June 2-4

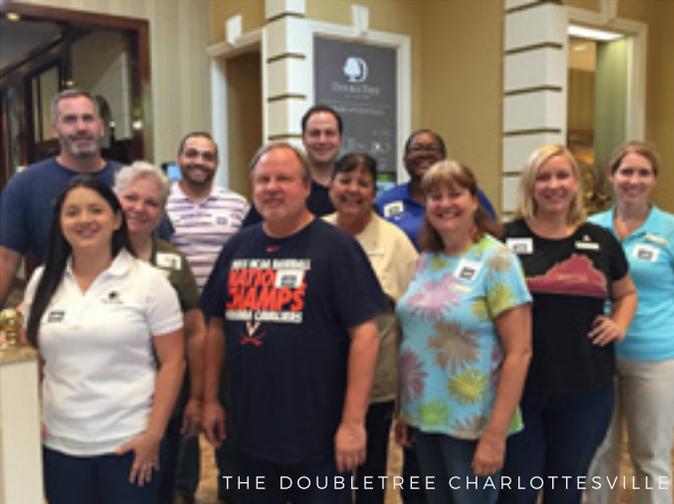
The Centro and Dime culinary teams participate in the Lehigh Valley Food and Wine Festival which provides hands on experience to local culinary and hospitality experiences and raises money for the Norwalk Community College Foundation <http://lehighvalleyfoodandwine.com/>



THE HILTON HARRISBURG



PENNSYLVANIA CULINARY TEAMS



THE DOUBLETREE CHARLOTTESVILLE



THE HENRY DEARBORN



WINTER POT ROAST

A Recipe from Executive Chef Drue Vittner

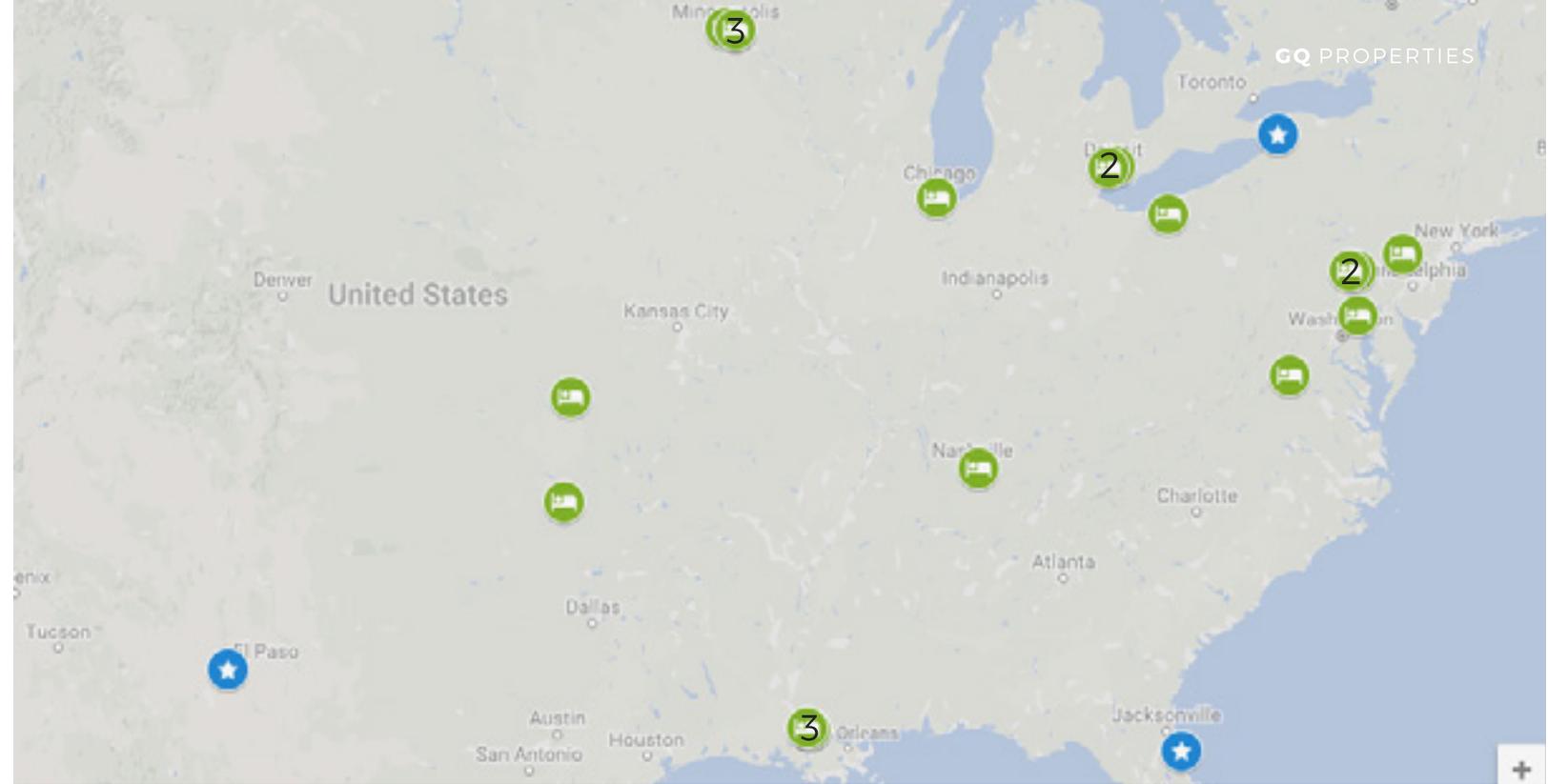
The key to moist meats is to cook them "Low & Slow" at a low temperature and for a long period of time, this one is a winner.

Ingredients:

Salt and freshly ground black pepper
One 3 to 5-pound chuck roast
2 or 3 tablespoons olive oil
2 whole onions, peeled and halved
6 to 8 whole carrots, unpeeled, cut into 2-inch pieces
1 cup red wine, optional
3 cups beef broth
2 or 3 sprigs fresh rosemary
2 or 3 sprigs fresh thyme

Steps:

Preheat the oven to 275 degrees F. Generously salt and pepper the chuck roast. Heat the olive oil in large pot or Dutch oven over medium-high heat. Add the halved onions to the pot, browning them on both sides. Remove the onions to a plate. Throw the carrots into the same very hot pot and toss them around a bit until slightly browned, about a minute or so. Reserve the carrots with the onions. If needed, add a bit more olive oil to the very hot pot. Place the meat in the pot and sear it for about a minute on all sides until it is nice and brown all over. Remove the roast to a plate. With the burner still on high, use either red wine or beef broth (about 1 cup) to deglaze the pot, scraping the bottom with a whisk. Place the roast back into the pot and add enough beef stock to cover the meat halfway. Add in the onions and the carrots, along with the fresh herbs. Put the lid on, then roast for 3 hours for a 3-pound roast. For a 4 to 5-pound roast, plan on 4 hours. The roast is ready when it's fall-apart tender.



PORTFOLIO GROWTH

All of the Hotels, Restaurants, and New Projects in the Greenwood Portfolio

Current Hotel Location

Hotel In Development

Current Hotel Locations

- The Renaissance - Allentown, PA
- The Radisson Cross Keys - Baltimore, MD
- The Renaissance - Baton Rouge, LA
- The Watermark - Baton Rouge, LA
- Wyndham Garden - Baton Rouge, LA
- The DoubleTree - Charlottesville, PA
- The Henry - Dearborn, MI
- Holiday Inn Express - Detroit, MI
- The Hilton - Harrisburg, PA
- Hilton Garden Inn - Hummelstown, PA
- Crowne Plaza - Independence, OH
- The DoubleTree - Minneapolis, MN
- Hyatt Place - Nashville, TN
- The Hilton - Oak Lawn, IL
- Embassy Suites - Oklahoma City, OK
- The DoubleTree - St. Paul, MN
- The Intercontinental - St. Paul, MN
- The DoubleTree - Wichita, KS

Current Restaurant Locations

- Centro - Allentown, PA
- The Dime - Allentown, PA
- Scoozi! - Baltimore, MD
- Tallulah - Baton Rouge, LA
- The Gregory - Baton Rouge, LA
- Milford's on Third - Baton Rouge, LA
- TJ's Tavern - Charlottesville, PA
- TRIA - Dearborn, MI
- Bricco - Harrisburg, PA
- Ciao - Harrisburg, PA
- Ad Lib - Harrisburg, PA
- 1700° - Harrisburg, PA
- Aura Bistro - Independence, OH
- Dover - Minneapolis, MN
- Whitney's 95th Street Bar & Grill - Oak Lawn, IL
- The Landing - Oklahoma City, OK
- Rival House - St. Paul, MN
- Citizen Supper Club - St. Paul, MN
- Bridgewood Catering at Central Penn - Summerdale, PA
- Legends - Wichita, KS

Hotels In Development

- The Reikart House - Amherst, NY
- The Renaissance - St. Augustine, FL
- Paso del Norte - El Paso, TX

GQ