



The Best Hotels Start with the Best Management

Kelco Management and Development is a team of professionals offering more than 95 combined years of expert worldwide hospitality management. From hotel and resort management to sales and marketing, food and beverage, accounting, and more—Kelco offers results-drive solutions.

Kelco Management & Development devotes itself to exceeding clients' expectations. Kelco offers services rendered by trained professionals, who will utilize the tools needed to make your hotel the dominant player within your region.

We are committed to bringing you positive results that count! We're a team of individuals which will effectively focus on achieving your hotel's revenue and customer service goals.

We will create an atmosphere of personal attention for your hotel guests and among hotel employees. We focus on personalized service and firmly adhere to the notion that a satisfied guest is not enough—a loyal guest is the goal!



Our Promises

Keeping both quality and your bottom line results high

Kelco Management & Development is a high performance management company experienced in helping hotel owners feel comfortable with their hotel assets and the company they have chosen to operate the same. Not only are we proud of our accomplishments, but we have a successful track record that evidences positive results for our owners. We have found that owners need a hotel company that exceeds goals in these major areas:

1. Higher Profits - Produce bottom line results that meet financial expectations.
2. Improved Sales - Positive marketing results by providing effective training, tools and systems.
3. Continued Quality - Proactive management running a quality operation.

Our hotel experience has proven that a qualified management company must also provide owners these key benefits:

1. Further Savings - Initial savings through our centralized services of accounting, payroll and benefits administration, bulk purchasing discounts and service contract pricing that flow right to the bottom line.
2. Peace of Mind - Accessibility and involvement of senior level management that will provide input, direction, guidance and leadership.
3. Customer Satisfaction - Proven integrity and results with existing clients.



Services

Providing professional direction in all areas of hotel management

Sales & Marketing

- Supervision of this area by the Vice President of Operations.
- Guide development and implementation of marketing plans.
- Organize group advertising and marketing.
- Coordinate attendance at appropriate trade shows and share costs with participating hotels.
- Offer continued sales and marketing training at regular group sales meetings.
- Provide available tools and systems for effective tracking and implementation of programs.
- Review and approve specific marketing strategies, programs and print materials (brochures, ads, flyers, etc.).
- Corporate review of monthly sales reports.
- Provide sales leads to hotels through our Cross-Sell Program.
- Participation and membership in key sales related organizations.
- Extensive corporate database for direct mail marketing, e-mail blast and fax blast.
- Produce press releases on a per need basis.
- Help in recruiting, interviewing, developing and hiring of sales staff.

Operations

- Supervision of the hotel management by Vice President of Operations.
- Regular inspections of the hotel performed by Vice President of Operations.
- Business Plan direction includes: Marketing Plans, Budget & Cash Projections and Capital Improvement Plans.
- Continuous evaluation of key personnel performance through use of Star Report, Guest Service Scores and Hotel Quality Inspection.
- Use of hotel evaluation system to monitor all areas of the hotel to ensure maximum profitability.
- Continuing General Manager and key department head meetings to ensure direction and ongoing training.
- Franchise knowledge and personal relationships with key franchise personnel.
- Communications with owner and/or personal representatives to ensure that all requests by Owners for financing, partnership issues and personal items are fulfilled.
- Monthly detailed operating reports.

Food & Beverage

Whether the profit center is room service, lounge, restaurant or catering, Kelco understands the key to successful operations is service. Our training program provides the staff with the tools to maximize departmental efficiency while giving our guests both quality service and satisfaction.

- Catering: increasing sales, room rental, A/V equipment rental and sundry sales.
- Maximizing the benefit on your meeting facility.
- Standard Operating Procedures strengthen your kitchen operation by improving food quality. Reduce inventory and food costs.
- A-la-carte and room service training.
- Maximize lounge revenues.
- Menu planning and merchandising.
- Utilize unique in-house advertising.
- 12-month food and beverage marketing plan.

Accounting

- Financial Statement production and analysis.
- Balance Sheet production and analysis.
- Accounts Receivable and Payable production.
- Payroll production, audit and coordination of all federal and state returns.
- Regular audit of the property by CFO and VP of Operations.
- Development and implementation of control systems.
- Cash Flow statements and analysis.
- Budget development, review and approval.
- Capital Expenditure budget.
- Cash Management. All accounting departments supervised by CFO.
- Statistical analysis and comparison with other Kelco Management & Development operated hotels.
- Production and distribution of all other reports requested by owners or their representatives.

Human Resources

- Executive Vice President is available for guidance.
- Guidance in benefits administration, including employee insurance purchasing and monitoring.
- Ensure compliance with all federal and state laws.
- Evaluate employee morale, promote a healthy working environment and employee records maintenance.
- Handbook, policy and procedure development and implementation.
- Training Resource: Provide proactive training and reactive counsel on employee issues to minimize employee lawsuits.

Development

- Experience in all phases of hotel development.
- Market analysis.
- Site Selection.
- Franchise Negotiations.
- Supervision of design team.
- Preparation of construction documents.
- Contractor selection and construction management.
- FF&E purchasing.
- Assistance in securing financing.
- Pro forma and valuation analysis.
- Pre-opening services with detailed critical path.

Training

- Training and guidance for all staff members.
- Conduct various training, including, but not limited to: Customer Service, Diversity, Sexual Harassment, Employment Law & Labor Liability, ADA Awareness and Safety & Security.
- Implement brand programs to develop the skills of staff. Topics covered are:
 - CRM, Time Management;
 - Handling Problems & Conflict;
 - Improving Employee Performance and Motivation and Team Building;
- Provide training checklist guide for the positions of front desk representative, room attendant and basic maintenance engineer, and;
- Coordinate and track progress of GM Development Program.

Portfolio

Kelco leadership experience ranges from luxury tropical resorts to urban boutique hotels



The Holiday Inn Express
Atlanta Airport, Atlanta, GA



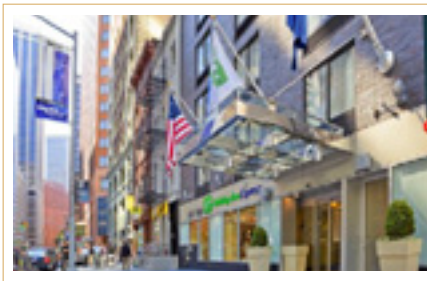
Homewood Suites
Tallahassee, Florida



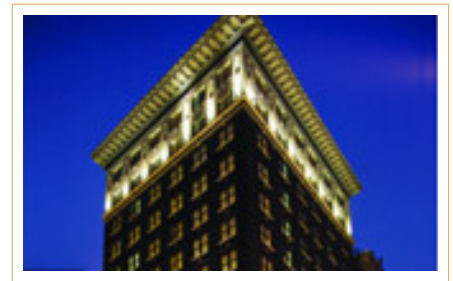
Hampton Inn Central
Tallahassee, Florida



Ocean Point Resort & Beach Club
Miami Beach, Florida



Holiday Inn Wall Street
Manhattan, New York



Winecoff Hotel
Atlanta, Georgia



Comfort Inn & Suites
Orlando, Florida



Hampton Inn
Dadeland, Miami, Florida



Clarion Atlanta Int'l Airport Hotel
Atlanta, Georgia

HOTEL MANAGEMENT EXPERIENCE (page 1)

State	Hotel Property	Location	# of Rooms
Alabama	Holiday Inn	Sheffield	206
	Holiday Inn	Birmingham	143
	Holiday Inn	Muscle Shoals	206
California	OMNI Hotel	San Diego	450
	Ramada Inn Airport North	Culver City	223
	Ramada Inn	Beverly Hills	216
	Ramada Inn Airport	Los Angeles	153
	Ramada Inn Airport	South Carson	141
	Ramada Inn Fisherman's Wharf	San Francisco	254
	Holiday Inn	Anaheim	247
	Holiday Inn	Torrance	260
	Holiday Inn	Ventura	240
	Holiday Inn	Modesto	180
	Holiday Inn	Stockton	129
	Holiday Inn	Anaheim	280
	Holiday Inn	Brentwood	260
	Holiday Inn	Costa Mesa	159
	Ramada Inn	San Jose	139
	Ramada Inn Airport	San Francisco	149
Ramada Inn	Palm Springs	119	
Colorado	Holiday Inn	Golden	239
Connecticut	Days Inn	Norwalk	120
	Ramada Inn	Hartford	260
Florida	Royce Hotel	Ft. Lauderdale	224
	Hilton Inn—Palm Beach	Singer Island	126
	Royce Hotel	West Palm Beach	208
	Diplomat Hotel & Country Club	Hollywood Beach	1,100
	Eden Roc Resort	Miami Beach	351
	Grand Prix Hotel	Miami Beach	152
	Howard Johnson	Miami Beach	150
	Turnberry Isle Yacht & Country Club	Aventura	360
	PMNI Hotel	Orlando	290
	Howard Johnson/Conference Center	Daytona Beach	323
	Ramada Inn	Boynton Beach	127
	Days Inn	Vera Beach	232
	Ramada Inn	Lakeland	129
	Casa Del Mar Resort	Daytona Beach	160
	Sheraton Hotel & Resort	Vero Beach	140
	Hilton	Gainesville	225
	Howard Johnson	Golden Glades	207
Embassy Suites Miami Int'l Airport	Miami	318	
Embassy Suites/Crown Sterling Suites	Ft. Lauderdale	347	
David Williams Condominium/Hotel	Coral Gables	209	
8801 Collins Hotel & Resort	Miami Beach	110	

HOTEL MANAGEMENT EXPERIENCE (page 2)

State	Hotel Property	Location	# of Rooms
Georgia	Holiday Inn	Brunswick	126
	Holiday Inn	Jekyll Island	205
	Atlanta Terrace Hotel	Hopeville	110
	Holiday Inn Select Peachtree Corners	Norcross	
	Hampton Inn Downtown	Atlanta	
Hawaii	Ramada Inn Airport	Honolulu	169
Indiana	Holiday Inn	Bloomington	140
	Ramada Inn	Bloomington	190
	Rodeway Inn East	Indianapolis	110
	Holiday Inn	Columbus	193
	Holiday Inn	Indianapolis	276
	Howard Johnson	Richmond	97
Iowa	Westmark Inn	Des Moines	200
Kentucky	Royce Hotel	Louisville	150
	Hospitality Motor Inn	Lexington	150
	Holiday Inn	Louisville	289
	Ramada Inn East	Lexington	129
	Ramada Inn West	Lexington	229
Louisiana	Ramada Inn	Baton Rouge	292
	Sheraton Inn	Kenner	250
	Radisson Inn	New Orleans	759
	Best Western Downtown	New Orleans	205
Maine	Ramada Inn	Bangor	139
Maryland	Ramada Inn	Bethesda	159
Massachusetts	Comfort Inn	Chicopee	100
	Ramada Inn Airport	Boston	247
	Ramada Inn	Chicopee	129
Michigan	Detroit Airport	Hilton Troy	270
	Hospitality Motor Inn	Grand Rapids	150
	Michigan Inn	Southfield	412
	Northfield Hilton Inn	Troy	198
	Southfield Hilton Inn	Southfield	388
	Troy Hilton Inn	Troy	401
	Days Inn	Ann Arbor	124
	Sheraton	Saginaw	156
	Hilton Inn	Northfield	175
	Sheraton	Kalamazoo	156
	Sheraton	Ann Arbor	197
	Howard Johnson	Ann Arbor	123

HOTEL MANAGEMENT EXPERIENCE (page 3)

State	Hotel Property	Location	# of Rooms
Michigan (cont'd)	Marriott	Ann Arbor	187
	Hilton Inn	Lansing	253
	Ramada Inn	Ann Arbor	129
	Ramada Inn	East Lansing	139
Minnesota	McGuire's Inn	Arden Hills	157
Missouri	Holiday Inn Airport	Kansas City	200
	Sheraton Downtown	Kansas City	
	Ramada Inn Airport	St. Louis	230
Nevada	Ramada Inn Hotel & Casino	Reno	159
New Hampshire	Ramada Inn	Dover	131
New Jersey	Governor Morris-Royce Hotel	Morristown	202
	Days Inn	Rutherford	87
	Cherry Hill Inn	Cherry Hill	310
New York	Sheraton LaGuardia Airport East	Elmhurst	288
	Ramada Inn Airport	Rochester	145
	San Carlos Apartment Hotel	NYC	150
	Carriage House Hotel	NYC	160
North Carolina	Holiday Inn	Durham	
	Holiday Inn West	Durham	167
	Durham Hilton	Durham	
	Holiday Inn	Fayetteville	201
	Holiday Inn	North Raleigh	272
	Holiday Inn	Raleigh	203
	Holiday Inn Downtown	Raleigh	
Sea Trail Golf Resort (Condominium/Resort)	Sunset Beach		
Ohio	Hospitality Motor Inn	Willoughby	150
	Sheraton	Sandusky	150
	Holiday Inn	Dayton Mall	197
	Ramada Inn	Dayton South	203
	Holiday Inn	Columbus-OSU	243
	Holiday Inn	Beachwood	169
	Holiday Inn	Randall Park	278
	Holiday Inn	Mayfield	123
	Clarion	East Lake	102
	Hilton Inn	Cleveland	197
	Sheraton	Canton	156
	Ramada Inn Airport	Cleveland	143
	Ramada Inn North	Cleveland	129
	Ramada Inn Downtown	Dayton	220
	Ramada Inn Airport	Dayton	129
Ramada Inn	Sharonville	240	

HOTEL MANAGEMENT EXPERIENCE (page 4)

State	Hotel Property	Location	# of Rooms
Pennsylvania	Holiday Inn Greentree	Pittsburgh	205
	Holiday Inn Center City	Harrisburg	261
	Holiday Inn McKnight Road	Pittsburgh	147
	Holiday Inn Meadowlands	Washington	136
	Holiday Inn	Monroeville	190
	Holiday Inn Parkway	East Pittsburgh	155
	Holiday Inn Parkway	West Oakdale	190
	Holiday Inn Northeast	Philadelphia	117
	Holiday Inn Bristol	Levittown	118
	Philadelphia Airport Hilton	Philadelphia	238
	Holiday Inn Airport	Coraopolis	257
	Sheraton Inn on the Mall	Pittsburgh	200
	Westin William Penn Hotel	Pittsburgh	550
	Sheraton Airport	Pittsburgh	145
	Holiday Inn North Hills	Pittsburgh	63
	Sheraton	Buck County	167
	Ramada Inn	Erie	130
Ramada Inn Airport	Philadelphia	269	
Ramada Inn	York	129	
South Carolina	Holiday Inn	Hilton Head	200
	Hilton Head Inn	Hilton Head	202
	Holiday Inn	Florence	224
	Augusta Terrace Hotel	Clearwater	60
	Quality Inn Downtown	Florence	
	Holiday Inn Northeast	Columbia	
	Sheraton Swamp Fox Inn	Florence	
	Days Inn	Florence	
Tennessee	Days Inn Airport	Memphis	150
	Ramada Inn Airport	Memphis	123
Texas	Astro Village Complex—Astro Hotel, Astro Lodge, Astro Holiday Inn and Days Inn Astro	Houston	905
	Holiday Inn	Lufkin	208
	Holiday Inn	Nacogdoches	169
	Holiday inn	Tyler	160
	Sheraton Crowne Hotel	Houston	449
	Ramada Inn North	Dallas	175
	Best Western	Lubbock	210
	Holiday Inn College	Station	129
	Ramada Inn	Longview	139
Utah	Holiday Inn	Salt Lake City	290
Virginia	Holiday Inn Central	Richmond	160
	Holiday Inn North	Richmond	190
	Royce Hotel	Williamsburg	309
	Ramada Inn	Lynchburg	119

HOTEL MANAGEMENT EXPERIENCE (page 5)

International	Hotel Property	Location	# of Rooms
	Divi Little Bay Beach Resort	St. Maarten	
	Divi Southwinds Beach Resort	Barbados	
	Divi Heritage Beach Resort	Barbados	
	Divi Village Golf & Beach Resort	Aruba	
	Divi Aruba Phoenix Beach Resort	Aruba	
	Divi Dutch Village Beach Resort	Aruba	
	Divi Flamingo Beach Resort & Casino	Bonaire	
	Divi Tiara Beach Resort	Cayman Brac	
	Divi Carina Bay Beach Resort & Casino	USVI	
	Divi Aruba All Inclusive	Aruba	
	Divi Tamarijn All Inclusive	Aruba	



Key Executives

Professionals with industry experience and skills to provide positive results

Rick Spillett - Chairman

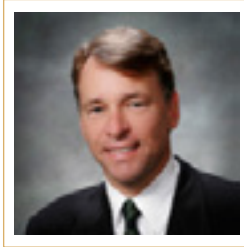


Overseeing the management activities of Kelco Management & Development is Chairman Rick Spillett, who has more than 30 years of successful management experience in the hospitality industry.

A graduate of the University of New Hampshire, Mr. Spillett held various management positions with Hospitality Motor Inns and the Oxford Development Company. He joined Servico Management Corporation in 1976. During his tenure he supervised the management of more than 75 of the company's hotels before being promoted to Senior Vice President.

Mr. Spillett formed Turnberry Hotel Group in Miami in 1988 and managed several large hotel properties. In 1990, Mr. Spillett formed Palm Beach Hotel Group, and as its president and partner he led the development efforts of the company, which had 15 hotels under management at its pinnacle. In his career, Mr. Spillett has overseen management of more than 100 different hotel properties, with franchise affiliations such as Holiday Inn, Hilton, Marriott, Sheraton, OMNI, Royce, Ramada, Clarion and Hampton.

Kelley D. Slay - *President*



As President of Kelco Management & Development, Kelley D. Slay directs the development and acquisition of Kelco hotels. Mr. Slay, a business graduate of Florida State University, is responsible for developing new business opportunities for Kelco including providing recommendations regarding hotel markets, supply and demand dynamics and cash flow projections.

Mr. Slay selects target markets, identifies potential sites and acquisitions and arranges franchise affiliations and secures contractors for development or renovations. Mr. Slay has worked with Servico's hotel development department and has earned membership into the esteemed appraisal Institute (MAI designation). He has held various top positions in the hospitality industry including that of president for the Miami-based consulting firm International Hospitality Advisors.

Kelly Spillet Slay - *Executive Vice President*

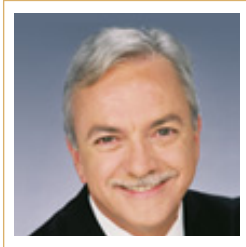


As Executive Vice President for Kelco Management & Development, Kelly Spillet Slay oversees and directs the vice presidents and governs all operational and administrative matters of the company.

A graduate of Florida State University, Ms. Slay also is a graduate of the University of Miami School of Law. After working as an associate attorney for Kelley, Dye & Warren, Ms. Slay joined her father, Rick Spillet, in 1994 as a consultant and legal counsel on international hotel development and management matters.

Mr. Spillet, Kelley Slay and Ms. Slay together formed Kelco Management & Development.

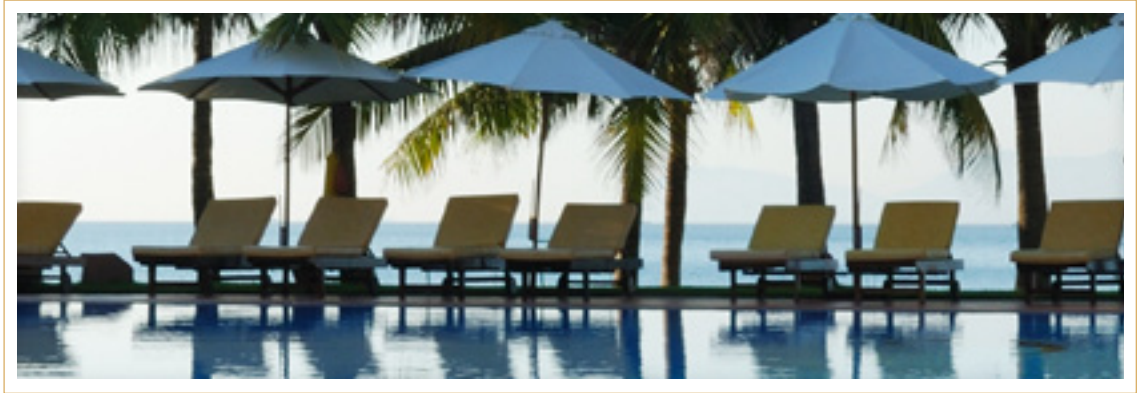
Ray L. Hobbs - *Senior Vice President*



As Senior Vice President of Kelco Management & Development, Ray Hobbs oversees and directs the operations of the hotels managed by Kelco Management & Development. Mr. Hobbs received his CHA designation in 1983, and he is a 40-year veteran of the hospitality industry.

Mr. Hobbs has extensive experience in all hotel related disciplines. He has served in management roles for franchise affiliations such as Hilton Hotels, Sheraton, Holiday Inn, and Clarion Hotels. Mr. Hobbs' background includes development of sales, marketing, and operations strategies to revive and/or reposition distressed hotel operations.

Prior to Kelco, Mr. Hobbs served as President and Chief Operating Officer of Divi Resorts. Mr. Hobbs directed and led the overall operations for this multi-use timeshare resort company's nine locations throughout the Caribbean. He has also served as a Hotel Consultant for lending institutions and private ownership groups.



Job Opportunities

Join a dynamic company

We believe that the only way for a “little company” to outsmart the giant hotel chains is to empower hotel managers to be the chief executive officers of their own businesses.

We want managers to **think outside the box** and start creating success.

This does not mean that we do not use reports, count expenses or expect excellent performance. We do. But at Kelco Management & Development, we look for more than just that. We look for high energy, **creative** individuals with an **entrepreneurial spirit**.

If you have “big hotel company” experience and you know that you can be successful without being encumbered by red tape, we want to talk with you.

At Kelco Management & Development, we believe that employees are far more than just numbers. We are small enough to know each of our employees by name, and big enough to know that each one counts in our success.

If you are looking to join a hotel company where you can make your mark, then we are the people to contact.

Learn more about a company that is on the rise. You may be a star in our universe.

What you can expect from us:

- To be treated as a name - not a number
- Routine decision making delegated to the property level
- Competitive wages and salaries, great benefits and profit-sharing

What we expect from you:

- Creativity
- A willingness to take calculated risks
- An entrepreneurial spirit with a keen business sense

We are an equal opportunity employer. We perform professional reference checks and require drug testing for all new hires.

Want to participate in our success?

We are **always** recruiting and maintain an active database of qualified candidates who are interested in joining our dynamic company. All submissions will be held in the strictest of confidences. Please send us your resume!

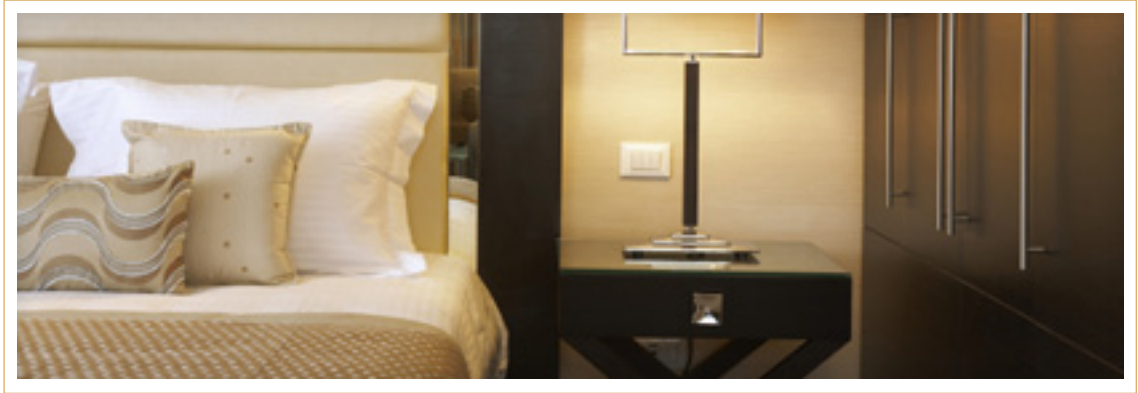
Email your resumes to:

Kelly Spillet Slay, Executive Vice President at: ksslay@kelcohotels.com

Fax to: (904) 858-9979

Or mail to:

Kelly Spillet Slay, Executive Vice President
Kelco Management & Development
1020 Oriental Gardens Road
Jacksonville, FL 32207



Contact Us

Contact Kelco to make your next project a success

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