

**QUALIFICATIONS OF  
KIRBY D. PAYNE, CHA  
President**



**AREAS OF EXPERTISE**

- Over 30 years of diversified, international experience in the hospitality industry, including single- and multi-property operations.
- Development and implementation of marketing plans and cost controls in all areas of hotel operations.
- Planning and implementation of property upgrades, including physical rehabilitation, marketing focus and operating policies.
- Participation in the development of numerous hotels, ranging from 56-room low rises to major high-rise hotels and resorts.

**PROFESSIONAL EXPERIENCE**

**President**

**HVS / American Hospitality Management Company, Tiverton (Newport), Rhode Island**

**1988 - Present**

Own and oversee the operation and marketing of the company. The management company operates various hotels, with overall responsibility for operations (including significant Food & Beverage operations), marketing, accounting and repositioning hotels, when necessary. Clients include major financial institutions, private companies, and individuals. The management company operates a diverse portfolio of hotels including resorts, commercial and economy lodging throughout the country and undertakes consulting assignments including management oversight, asset management, receivership services, and litigation support.

**Vice President**

**ManaDyne, Eden Prairie, Minnesota**

**1988**

Responsible for the Hospitality Division of this property management company. Managed over 30 hotels in 15 states, with overall responsibilities for operations and marketing. Additional responsibilities included obtaining new management contracts and assisting current and prospective clients with development and acquisition of hotels.

**Manager**

**Pannell Kerr Forster, CPAs, Minneapolis, Minnesota**

**1985 - 1988**

Oversaw hospitality consulting services, including several national accounts. Major assignments included operational consulting for five all-suite hotels; concept development for a prototype Hawaiian resort; reservation system selection for a major operator; appraisals of over \$150 million in hotels; executive searches; market demand studies and appraisals ranging from a 72-room limited-service hotel to a 3,000-room luxury hotel/casino; and opening General Manager of the Aladdin Hotel, Las Vegas.

**Southern Host Hotels, Atlanta, Georgia  
1982 – 1984**

Prepared annual business plan and coordinated efforts for new business development, including the development of purchase offers and solicitation for management contracts. Performed in-house feasibility studies; supervised marketing departments of 15 hotels and the operations of selected properties.

**Director of Operations  
Grupo Quetzalli, Mexico City, Mexico  
1981 - 1982**

Established a hotel operations department for a Mexican holding company. Supervised eight hotels and a racetrack (thoroughbreds & greyhounds). Developed three new hotels. Developed and implemented operating systems, manuals, and procedures for an acquired hotel chain. Installed an international computerized reservation, sales and information system and established the necessary supporting departments.

**Senior Consultant  
Pannell Kerr Forster, CPAs, Houston, Texas  
1979 - 1981**

Supervised Management Advisory Services staff with responsibility for three states and Mexico. Projects included highest and best-use studies, market demand studies, and financial forecasts for multi-use developments, hotels, restaurants, clubs, and marinas. Established project budgets, provided cash-flow analysis, property valuations, market position studies.

**Various Management Positions (Noted below with asterisk.)  
Hilton Inns, Inc.  
1973 - 1979**

**\* General Manager (1978 - 1979)  
Hilton Inn, Bossier City (Shreveport), Louisiana**

Managed 250-room hotel on behalf of management company. Facilities included restaurant, lobby bar, banquet space, and discotheque. Responsibilities included preparation of annual operating budget and market planning and the implementation of that plan once approved.

**\* Manager (1977 - 1978)  
The Buccaneer, Saint Croix, U.S. Virgin Islands**

Managed a luxury 144-room 270-acre resort. Facilities included three beaches, tennis courts, an 18-hole golf course, restaurants and bars, and its own infrastructure, including electrical and sewage.

**\* Resident Manager (1976 - 1977)  
Hilton Hotel, Saint Petersburg, Florida**

Resided on the property and coordinated daily activities of all departments for a 307-room hotel with several food and beverage outlets and 37,500 square feet of meeting space. Managed the hotel in the absence of the General Manager and participated in all policy making and planning.

**\* Regional Supervisor (1973 – 1976)**  
**Hilton Inns, Inc., Atlanta, Georgia**

Conducted property reviews of over 30 franchises in seven states to ensure compliance with franchise agreement and to optimize performance in all departments. Prepared detailed analyses of departments and developed corrective procedures as needed. Coordinated and conducted training of general managers and department heads. Assisted franchisees in market studies and plans.

**Staff Consultant**  
**Laventhol, Krekstein, Horwath & Horwath, CPAs, Atlanta, Georgia**  
**1972 - 1973**

Performed economic feasibility studies for hotels, restaurants, condominiums and apartments. Consulted on food, beverage, and hotel operations. Prepared analysis on site viability, market position and demand, cash flow and budgets, payroll and staffing. Conducted internal control audits.

**Management Trainee**  
**Inter-Continental Hotels, Curaçao, Netherlands Antilles**  
**1972**

Trained in all departments of the Inter-Continental Curaçao, a casino resort hotel on the waterfront. Ongoing responsibility as Night Manager overseeing the front office, night clubs, restaurants and liaising with the casino. Responsible for the casino cash count on behalf of the hotel.

**Captain, US Army**  
**1968 - 1971**

Served in Vietnam as advisor to Vietnamese 1st Armored Cavalry Regiment and 9th Infantry Regiment. Served stateside tours primarily at Fort Lewis, WA in the 3<sup>rd</sup> Armored Cavalry Regiment as Platoon Leader, Motor Officer. Served briefly as a prosecutor for Special Court Martials for the JAG office. Awards include the Air Medal and the Vietnamese Medal of Honor (2<sup>nd</sup> Class).

**EDUCATION**

Bachelor of Science in Business Administration, Florida State University, 1972  
Major - Hotel and Restaurant Administration; Minor - International Finance

Associate of Arts Degree, New Mexico Military Institute, 1967

Fluent in Spanish

### **American Hotel and Lodging Association**

- Chair 2002
- International Council of Hotel/Motel Management Companies (Now the Multi-Unit Owner & Operators Forum), Past Chair (four years)
- Committees and Task Forces, Various including leadership positions
- HotelPAC, Committee Member
- Market, Financial and Investment Analysis Committee, past Vice Chair
- Economy Lodging Council (Now Council of Inns & Suites), Past Member Executive Committee
- Awarded Economy Lodging Operator of the Year, Council of Inns & Suites, 1998

### **American Hotel & Lodging Educational Foundation (and Educational Institute)**

- Annual Giving Campaign, 2004 - 2005 Chair
- Board of Trustees, past Trustee
- Certification Commission, Commissioner (Commission oversees all certification in the hotel industry.)
- Editorial Review Committees for textbooks; Art and Science of Hotel Management, Financial Management of Hotels, and Guide to Understanding Feasibility Studies
- Programs Committee, past Member

### **Minnesota Hotel and Lodging Association**

- President 1996
- Smaller Properties Committee, past Member
- Joint Education Committee, past Member
- Joint Human Resources Committee, past Member

### **University of Minnesota-Crookston, Hospitality Management Program**

- Advisory Committee, Member

### **PRESENTATIONS, LECTURES, PANELS AND INTERVIEWS (Representative Listing)**

- New England Innkeepers & Resort Associations (2005) – Presentation on Branding as it relates to creating a culture in individual hotels and resorts
- Resort Managers Association (2001) – Panel Presentation on Resort Operations and Issues
- International Hotel/Motel and Restaurant Show (1990) - Presentation on Increasing Average Daily Rates
- NYU Hospitality Industry Investment Conference (1988) - Panel Presentation on Feasibility Studies (Operator's Perspective)
- International Hotel/Motel and Restaurant Show (1987) - Panel Presentation on Feasibility Studies
- International Hotel/Motel and Restaurant Show (1985) - Panel Presentation on Feasibility Studies
- Minnesota Motel Association (1988) - Keynote Presentation, Annual Convention
- Florida State University - Hotel and Restaurant Department, Guest Lecturer
- University of Minnesota-Crookston - Hospitality Management Program, Guest Lecturer
- Kansas Lodging Association (1989) Lecturer, Adding to the Guests' Perceived Value to Increase Profits, Annual Convention
- Minnesota Hotel & Lodging Association - Progressive Learning Series, Marketing, Special Promotions Presentations and various others
- Minnesota Tourism Conference (1990) - Panelist, Guest Satisfaction
- Upper Midwest Hospitality Show (1990) - Lecturer, Marketing Ideas that Work

## **HONORS**

- Economy Lodging Operator of the Year 1998 – Economy Lodging Council (Now the Council of Inns & Suites) of the AH&LA
- Doctorate of Food Service (Honorary) – North American Association of Food Equipment Manufacturers (NAFEM)
- Awarded Company of Excellence award, Multi-Unit Owner & Operators Forum, 2001

## **PUBLICATIONS**

- Over 80, available on the internet at <http://HVShm.com> , including:
- The Real Estate Finance Journal, "What To Renovate When Money Is Tight", Spring 1994
- The Real Estate Finance Journal, "Working for the Hotel's Asset Manager: A Management Company's Perspective", Spring 1992
- Lodging, "Repositioning: It's Not Just Renovation", July-August 1991
- American Hotel & Lodging Association's Guide to Hotel Development, serialized in Lodging, "Part I, How to Assess The Market For A Hotel"
- Monthly Columnist and Contributing Editor, Hospitality Management
- Various Columns, Minnesota Real Estate Journal
- The Cornell H. R. A. Quarterly, "Hotel Turnarounds: Managing To Succeed", December 1992
- American Hotel and Motel Association's White Paper on Market Feasibility Studies
- Various articles on market overviews, Lodging
- Hotel & Resort Industry, "The Economy Segment - New Markets, New Concepts", June 1989
- Arizona Hospitality Trends, "Look Past the Obvious", Winter 1989/1990
- Real Estate Finance, "Around the Bend in 135 Days: A Hotel Case History", Spring 1992

Additionally Mr. Payne is regularly interviewed and quoted in local, regional and national press, radio and television both as an industry expert and on behalf on the industry's trade association.



Excellence in Hospitality Consulting  
and Services Worldwide