



## CHARLOTTE

April 10, 2002

**To Whom It May Concern:**

The City of Charlotte utilized Strategic Advisory Group to assist with managing the development of Charlotte's 700-room Westin convention center hotel via a unique public-private partnership. Their responsibilities included advising City staff throughout the process, orchestrating the developer request for proposal process, financial analysis, negotiating developer and operator contracts, keeping City Council apprised of the issues, and developing our convention center-hotel room block agreement. Their work on the project met and exceeded our expectations and we would recommend using them in a similar capacity on other projects.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas M. Flynn". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Thomas M. Flynn, CEcD  
Economic Development Officer