



# CITY OF HOUSTON

Convention & Entertainment  
Facilities Department

Lee P. Brown

Mayor

Dawn Ullrich  
Director  
Convention & Entertainment  
Facilities Department  
P.O. Box 61469,  
Houston, Texas 77208-1469

Writer's Phone: 713.437-5293  
Writer's Fax: 713.227-0693


Dawn.ullrich@cityofhouston.net

April 10, 2002

To Whom It May Concern:

The City of Houston utilized Strategic Advisory Group to assist with managing the development of Houston's 1,200-room Hilton convention center hotel via a unique non-profit entity structure. Their responsibilities included orchestrating the hotel developer and operator request for proposal processes, financial analysis, negotiating developer and operator contracts, developing our convention center hotel room block agreement, and assisting with the development of an economic development policy that facilitates room blocking commitments from a broader hotel base. Their work on the project met and exceeded our expectations and we would recommend using them in a similar capacity on other projects.

Sincerely,

  
Dawn Ullrich