

# TAVES MACIEL, CHA

## Expert Witness — Hospitality Operations & Hotel Management

### Contact Information

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## PROFESSIONAL SUMMARY

Hospitality operations expert with over 30 years of progressive leadership experience in hotel management, providing authoritative testimony and consulting services in matters involving hotel operations, industry standards of care, revenue management, franchise compliance, premises liability, and employment practices. Certified Hotel Administrator (CHA) with hands-on experience managing select-service, extended-stay, and conference properties across major brands including Hilton, Marriott, Choice Hotels, and Sonesta. Proven expertise in multi-property operations, P&L ownership, renovations, brand conversions, guest safety protocols, and labor management.

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## AREAS OF EXPERT TESTIMONY

- **Hotel Operations & Management Standards** — Industry standards of care, standard operating procedures, management best practices, duty of care, and operational protocols
- **Revenue Management & Financial Analysis** — RevPAR, ADR, EBITDA analysis, P&L review, budgeting, forecasting, competitive set benchmarking, and financial performance evaluation

- **Hotel Renovations & Construction Projects** — Project oversight, brand-standard compliance, owner/contractor liaison, business interruption impact, and renovation execution
  - **Franchise & Brand Compliance** — Brand conversions, franchise agreement adherence, quality assurance standards, brand training requirements, and licensing disputes
  - **Guest Safety & Premises Liability** — Guest satisfaction protocols, security standards, housekeeping procedures, maintenance standards, and premises safety
  - **Labor & Employment Practices** — Staffing optimization, employee training programs, labor cost management, hiring/termination procedures, and wage/hour compliance
  - **Hotel Valuation & Asset Performance** — Property performance analysis, market penetration metrics, operational benchmarking, and asset management
  - **Food & Beverage Operations** — Restaurant and lounge management, menu development, F&B profitability, and compliance with health and safety standards
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## PROFESSIONAL QUALIFICATIONS

### **Certified Hotel Administrator (CHA)**

American Hotel & Lodging Educational Institute

### **Brand-Specific Certifications**

- Marriott Sales Edge
- Marriott General Manager Certifications
- Choice Hotels Advanced E-Distribution Certified
- Signature Transient Edge Sales Certified
- Homewood Suites Leadership (General Manager)
- VAST Sales Levels 1 & 2

### **Technical Proficiencies**

- **Property Management Systems:** Opera, OnQ (PEP), FOSSE, Profit Manager, RevPAR Maximizer
  - **Financial Systems:** QuickBooks Pro, MAS200, ADP, Payscan
  - **Office Applications:** Microsoft Excel, Word, Outlook
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# PROFESSIONAL EXPERIENCE

## Area General Manager | 2024 – Present

### **Hilton Garden Inn & Homewood Suites** — Colorado Springs, CO

Executive oversight of dual-property portfolio during comprehensive renovation projects. Direct responsibility for operations, food & beverage, sales strategy, labor optimization, and brand compliance. Lead weekly executive meetings and monthly financial reviews.

- Directed end-to-end renovation execution for two hotels simultaneously
- Built and stabilized leadership teams and implemented optimal staffing models
- Achieved 100% brand training compliance across both properties
- Implemented post-renovation guest satisfaction score recovery strategies
- Delivered disciplined cost controls through rigorous monthly P&L analysis

## Opening General Manager | 2022 – 2024

### **Hampton Inn by Hilton** — Colorado Springs Northeast, CO

Led successful new hotel opening including site preparation, hiring, comprehensive training, brand execution, and financial controls establishment.

- Served as primary liaison between ownership and construction teams
- Delivered complete Hilton brand training for entire staff
- Sustained guest satisfaction scores in the 90s immediately post-opening
- Achieved 96.05 Quality Assurance score on initial inspection

## **General Manager | 2012 – 2022**

### **Sonesta ES Suites — Colorado Springs, CO**

Directed operations for multi-building extended-stay property while serving as lead training manager for Sonesta brand conversions across multiple properties.

- Appointed as Sonesta lead training manager for brand conversion initiative
- Successfully converted multiple hotels to Sonesta brand standards
- Maintained guest satisfaction scores of 90.5+, exceeding regional and brand averages
- Trained and mentored new General Managers and Assistant General Managers
- Improved TripAdvisor ranking from 46 of 107 to 14 of 107
- Provided ongoing remote and onsite management support for multiple locations

## **General Manager | 2011 – 2012**

### **Clarion Hotel & Conference Center and Quality Suites — Colorado Springs, CO**

Managed dual-property operations including 10,000 sq. ft. of meeting space, direct sales efforts, and implementation of Signature Sales techniques.

- Guest satisfaction scores significantly above brand benchmarks (Quality Suites: LTR 9.5, ORC 9.5, GS 9.5; Clarion: LTR 8.1, ORC 8.0, GS 9.0)
- Both hotels ranked in top 20 nationwide
- RevPAR Index: Clarion 100.4 | Quality Suites 106.6

## **General Manager | 2010 – 2011**

### **Clarion Inn & Conference Center and Howard Johnson — Pueblo, CO**

Managed dual-property operations including restaurant and lounge, front desk sales training, and direct sales management.

- Created new menu increasing profitability and guest appeal
- Implemented comprehensive sales training for all front desk staff

## **General Sales Manager | 2010**

### **Sunridge Independent Retirement Living by Holiday Retirement**

— Colorado Springs, CO

Developed outside referral sources and coordinated monthly events to increase resident inquiries.

- Increased occupancy from 67% to 85% year-to-date
- Elevated facility ranking from #8 to #4 in region within six months
- Implemented sales training methods and standards for current managers

## **General Manager | 2007 – 2009**

### **Homewood Suites by Hilton — Colorado Springs, CO**

Managed all-suite hotel operations (127 rooms), organized \$4 million renovation incorporating brand standards, and directed comprehensive sales effort.

- Completed \$4 million renovation project on schedule and within budget
- Earned three consecutive outstanding Quality Assurance inspections
- Completely restructured housekeeping department, eliminating outsourced services and implementing Hilton Hotels Corporation standard operating procedures
- Improved EBITDA by 20 percentage points, achieving 50% profit margin
- Hired and trained new sales staff incorporating advanced sales techniques

## **Cluster General Manager | 2005 – 2007**

**Creative Hotel Associates** — Comfort Suites and Sleep Inn, Colorado Springs, CO

Managed dual-brand operations totaling 149 rooms. Organized renovations, implemented revenue strategies, and coordinated comprehensive sales and marketing plans.

- Increased guest satisfaction scores by 25% year-over-year
- Completely restructured housekeeping department, implementing Creative Hotel Associates standard operating procedures
- Improved EBITDA by 15 percentage points, achieving 52% profit margin

## **Task Force Manager | 2005**

**Creative Hotel Associates** — Fairfield Inn & Suites, Steamboat Springs, CO

Provided temporary executive management for 66-room resort property. Delivered leadership, implemented expense tracking tools, and recruited permanent replacement General Manager.

- Planned and executed revenue strategies, increasing ADR 10% over budget
- Restructured purchasing program, significantly decreasing property expenses

## **General Manager | 2003 – 2005**

**Creative Hotel Associates** — Sleep Inn, Mesa, AZ

Managed operations for 106-room limited-service property. Developed preventative maintenance program and coordinated complete property renovation in conjunction with brand standards.

- Increased RevPAR by 14% over 12-month period
- Grew EBITDA margin by 25% in 2004
- Increased guest satisfaction scores to 90%+ year-to-date

## **Assistant General Manager | 2002 – 2003**

**AmeriSuites** — Tempe/Phoenix Airport, AZ

Organized staff training meetings implementing phone sales techniques. Managed all e-distribution channels and was responsible for all scheduling and payroll.

- Increased occupancy and ADR by 15%
- Increased market penetration by 30% through implementation of aggressive sales strategy

## **General Manager | 1999 – 2002**

**Comfort Inn** — Chandler, AZ

Responsible for all hotel operations including sales effort and maintenance departments. Trained General Managers on new accounting software and managed complete hotel renovation.

- Increased RevPAR by 15% over prior year
- Orchestrated successful franchise conversion
- Increased guest satisfaction scores to 90%+

## **Front Office Manager | 1997 – 1999**

**Hampton Inn** — Phoenix Airport, AZ

Responsible for employee scheduling, payroll, and all desk agent training including standard operating procedures, reservation scripting, and property management system implementation.

- Coordinated successful conversion to OnQ property management system
- Increased call conversion rate by 40%

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## **EXPERTISE SUMMARY**

### **Multi-Property & Area Leadership**

Over a decade of experience managing multiple properties simultaneously, including dual-brand operations and area-level oversight. Proven ability to implement consistent operational

standards across diverse property types while maintaining individual property performance.

### **Renovations, Openings & Brand Conversions**

Extensive experience leading major renovation projects (\$4M+), new hotel openings from pre-construction through stabilization, and multiple brand conversions. Deep understanding of construction coordination, brand standard implementation, and minimizing business interruption during major projects.

### **Revenue Management & Financial Performance**

Demonstrated expertise in revenue optimization strategies, yield management, competitive set analysis, and P&L ownership. Consistent track record of improving RevPAR, ADR, and EBITDA performance across all managed properties.

### **Guest Satisfaction & Quality Assurance**

Sustained achievement of guest satisfaction scores exceeding 90%, with multiple properties ranked in top national percentiles. Experience with all major brand quality assurance programs and standards.

### **Labor Management & Training**

Comprehensive experience in staffing optimization, labor cost control, employee development programs, and brand-specific training implementation. Appointed as brand training manager for major franchise conversions.

### **Sales Strategy & Market Penetration**

Proven success in direct sales, market penetration improvement, call conversion optimization, and implementation of advanced sales methodologies across multiple brands and market segments.

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## **PROFESSIONAL AVAILABILITY**

Available for:

- Case review and preliminary assessment
- Written expert reports
- Deposition testimony

- Trial testimony
- Site inspections and operational audits
- Consultation on industry standards and best practices

Willing to travel nationwide for depositions, trials, and site inspections.

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## **REFERENCES**

Professional references available upon request.