

# TYLER LAMM

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## SENIOR PROPERTY MANAGEMENT EXECUTIVE

*VP Operations ~ Team Builder & Leader ~ Client Engagement Manager ~ Asset & Facility Portfolio Manager*

Results-driven, inspirational management professional with 28+ years of success building and managing high-impact property management and sales operations for high-profile hotels and multi-family & residential property portfolios. Adept at supervising a diverse team of property managers, leasing agents, and maintenance supervisors to achieve defined goals and maximize sales. Collaborate with the Executive team to develop and implement innovative best practices to formulate forecasts and business plans. Excel at forging strategic partnerships to mitigate risks, implement aggressive growth strategies, and improve bottom-line profits.

### *Areas of Expertise*

- Employee & Staff Development
  - Policy Development & Execution
  - Market / Competitive Analysis
  - Sales & Marketing Synergy
  - Leadership Training & Mentoring
  - Performance Analysis & Evaluation
  - Budget Administration
  - New Business Development
  - Strategic Operations Planning
- **Team Leadership** – building, training, and motivating high-caliber sales/management teams to buy into new processes and best practices; inspiring cross-functional teams to achieve leasing sales/goals; positioning the firm for future growth.
- **Strategic Performance** – developing and implementing high-impact operational and financial management functions, collaborating with Ownership & Senior Executives to ensure new strategies align with corporate service/financial goals.
- **Project Management** – seamlessly collaborating with new and current staff/clients/partners to build a profitable portfolio; interfacing with Senior Executives to identify key business drivers and create action plans to achieve goals.

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## PROFESSIONAL EXPERIENCE

### SHREEM CAPITAL / SHREEM HOTEL MANAGEMENT

#### **VP of Operation**, 08/2022 to Current

Travel 75% to a portfolio of 7 properties; 3 Limited Service Properties, one in renovation currently, 4 Full-Service Properties – 2 in construction phase, 2 in early renovation. Direct oversight of GM, Regional Operations Manager, Task Force Managers & Area Director of Sales. Focused on Impactful Customer Service, Financial Accountability, Operations Efficiencies, & Revenue Management.

#### Key Accomplishments:

- ◆ Exceeded Q1 Portfolio budget EBITDA 2.7% and currently projecting higher overages for Q2-Q4
- ◆ Increase RevPar at all 5 open properties by 3% - 8% and currently in the 1 or 2 positions in all STR reports
- ◆ Maintaining above benchmark GSS at 3 properties while full guest room renovations.
- ◆ Updated or Implemented new SOP's to improve Financial Accountability
- ◆ Successfully structured new hiring strategies to overcome the current labor market
- ◆ Updated or Implemented new SOP's / Checklists allowing full coverage of necessary tasks while reducing head counts
- ◆ Proficient in multiple 3<sup>rd</sup> party hotel systems Hotel Effectiveness, M3, Nimble, ProfitSword, & ADP etc.

### TBNR PROPERTIES, LLC, Grapevine, TX

#### **VP of Real Estate Property**s 12/2021 to 8/2022

Recruited to oversee and manage the growth of the firm's real estate portfolio that consists of four VRBO's properties, local coffee shop, two event center properties, a private ranch, and intimate hotel operating in west Texas. Devise and implement all operating procedures, spanning Operations, HR, and Sales/Marketing. Coordinate strategic planning processes to identify growth goals, establish performance metrics, and devise/implement new processes. Administer operating budgets and establish vendor relations. Prepare and present accurate financial/performance data to senior leadership.

**Key Accomplishments:**

- ◆ Credited for increasing profit margins per event by 15% by updating event pricing and reducing costs.
- ◆ Increased overall EBITDA by 5% through reviewing/restructuring P&L, reclassing capital expenses, properly redistributing shared costs, and renegotiating contracts and sourcing new vendors.
- ◆ Revamped coffee shop's staffing, pricing, and hours of operations that resulted in earning a profit since opening in 2020.
- ◆ Redrafted and wrote new hire handbook and training materials to implement ownership's vision on culture.

LEAP PROPERTY MANAGEMENT, Dallas, TX

**Director of Operations, 4/2021 to 12/2021**

Oversaw all aspects of day-to-day management of Single-Family and Multi-Family portfolio properties throughout DFW Metroplex valued at \$70M. Managed a team of 3 Portfolio Managers, 2 Leasing Managers, and 2 Maintenance Coordinators in maintaining and updating residential homes, including fixing and addressing various plumbing, electrical, and fixture issues. Tracked and monitored all operational processes to ensure on time and on budget completion of all tasks. Maintained open communication with all renters to resolve issues and negotiate new leasing contracts, while building a strong referral network of potential clients.

**Key Accomplishments:**

- ◆ Assisted the Leasing Team in maintaining a 28 day average in "off market" time, while also increasing overall rental rates.
- ◆ Realized a 5% increase in new client management contracts.
- ◆ Revamped work order process that decreased overall average maintenance ticket times from 8 days to 5 days.
- ◆ Implemented and expanded the use of the AppFolio system for Portfolio Managers, thus increasing reporting efficiencies.
- ◆ Drove process to redevelop and update company Human Resource forms.

CENTURION CORPORATION LIMITED, Dallas, TX / Singapore

**Global Operations Director, 11/2017 to 3/2021**

Provided high-level leadership in travelling 75% of the time to property locations to evaluate and improve all aspects of property management and maintenance of six Multi-Family and Student Housing properties with over 1,040 units, and eight commercial units located in WI, CT, AL, FL, & TX. Recruited, trained, and mentored a team of 7 Corporate office employees. Planned and coordinated all asset management processes and completing a wide range of capital improvement projects. Worked closely with sub-contractors to ensure all completed work met/adhered to defined budget/quotes and minimized impact on residents. Developed/administered budgets and business planning process. Tracked and reported sales and cost reduction achievements.

**Key Accomplishments:**

- ◆ Credited for driving overall process improvements that directly led to increasing rental income to \$22M annually.
- ◆ Increased rental/other income by \$2.1M within 2017/2018.
- ◆ Successfully achieved 94% portfolio occupancy in 2020/2021 despite global pandemic, a growth of portfolio occupancy comprising of international students at US properties by 15.3% in 2019/2020.
- ◆ Devised and developed SOPs to ensure prompt and timely resolution of all tenant issues and adjust TURN ratios.
- ◆ Conducted monthly financial reviews to track trends and worked with multiple 3<sup>rd</sup> party agents to increase occupancy.

HOTEL CAPITAL MANAGEMENT LLC, Indianapolis, IN

**Regional Director of Operations, 7/2014 to 11/2017**

Travel 100% to 18 full-service hotels spanning six brands, with over 3,200 rooms, to lead and direct onsite property management teams to deliver consistent, high-level customer service at all locations. Created and implemented strategic sales and marketing plans within brand guidelines, increased consumer loyalty, and captured a more significant market share. Prepared annual operating budgets, forecasts, and business plans. Coached and developed onsite management teams to exceed all previous growth expectations by collaborating with cross-functional partners to grow sales and promote portfolio expansion.

**Key Accomplishments:**

- ◆ Credited for building/rebuilding/motivating hotel team to exceed all GSS requirements.
- ◆ Driving sales efforts to exceed previous revenue goals of \$62.2M for the portfolio.
- ◆ Planned and coordinated with franchisees and corporate national/local promotional and marketing campaigns.
- ◆ Implemented a company wide housekeeping program that increased EBITDA by an average of 3% to 7%.

SJS HOSPITALITY LLC, Tulsa, OK

**General Manager - Courtyard by Marriott, 3/2010 to 6/2014 Corporate Revenue Manager, 01/2013 to 06/2014**

Analyzed trends, and adjust strategies to grow revenues. Oversaw and directed day operation of five hotels with 512 rooms. Led a team of General Managers, Director of Sales, and Sales Administrator in coordinating and executing all sales enhancement strategies for all properties, including 3 Marriott's and 2 IHG hotels located in Tulsa, OK. Served as subject matter expert in preparing and performing variance analysis and developed forecast models. Prepared/presented Executive ad-hoc reports.

**Key Accomplishments:**

- ◆ Promoted to manage hotel portfolio sales cycle, driving entire area sales to exceed \$9.2M in annual revenues.
- ◆ As GM, utilized industry expertise to revamp the operations for a downtown hotel, growing revenues YoY to exceed \$3.3M, while increasing ADR by \$12+, OCC by 4.6%, and RevPar by \$19.89, and profitability by 9.5% over previous years.
- ◆ Revamped housekeeping staffing structure to reduce payroll by \$48K while actively increasing Housekeeping and Guest Service Scores.
- ◆ Handpicked to support the roll-out of payroll savings programs companywide that reduced \$95K across all locations.

THE PRESIDIAN MANAGEMENT GROUP, Tulsa, OK

**Director of Operations - The Mayo Hotel, 8/2009 to 3/2010**

Coordinated and directed all business operations and guest services for this 102-room hotel with 72 residential condominiums for this Four Diamond luxury hotel, built in 1925, which hosted Tulsa's most prominent guests, celebrities, and political figures. Utilized proven leadership skills and business development expertise to devise and implement aggressive growth strategies to grow brand awareness and drive sales. Administered budgets, forecasted sales, and established "best practice" full-service processes. Identified gaps between 'desired' and 'actual' performance and devised solutions to resolve issues.

**Key Accomplishments:**

- ◆ Oversaw and coordinated an extensive \$42M renovation project through the concept phase to final walkthroughs.
- ◆ Credited for building and training a new hotel team to create a dedicated, guest-focused staff of professionals.
- ◆ Successfully developed/wrote new SOPs, including MOD Program, RevMax guides, and staffing guides.
- ◆ Devised and created a new 10-minute daily guest service training process, implemented in all hospitality departments.

THE PROccianti GROUP, Tulsa, OK

**Director of Operations – DoubleTree Hotel by Hilton at Warren Place, 1/2008 to 4/2009**

Coordinated with leadership staff to oversee the daily operations of the 370-room hotel in the Warren Place Business District.

- ◆ Led targeted hotel operations, including reducing food costs from 28% to 25.8%, liquor costs from 21.3% to 19.7%, and decreased staffing model while maintaining service standards
- ◆ Improved customer service rating from 68<sup>th</sup> to 26<sup>th</sup> within the DoubleTree brand.

**Director of Rooms – DoubleTree Hotel by Hilton at Warren Place, 5/2006 to 1/2008**

Learned and succeeded expectations in all aspects of the room's operation; HSKP, Front Desk, Sales, and Forecasting/Budgeting

- ◆ Expertly led operations to generate 13.8 million in room sales in 2008 with a flow of 77.5% to EBIDTA
- ◆ Coordinated strategic efforts among DOS and Revenue Manager to maximize transient rooms during peak days driving ADR to \$9.76 over the previous year

**Director of Food and Beverage – DoubleTree Hotel by Hilton at Warren Place, 3/2004 to 5/2006**

Restructured all aspects of F&B department to bring costs in line while driving overall customer services

- ◆ Maximized profitability and cut waste through strategic staffing, along with reducing food costs from 31% to 26.5% and liquor costs from 28.4% to 21.3%
- ◆ Directed 32,000sqft of meeting space, two restaurants, one lounge, and a Starbucks Café, along with 4 managers, 87 hourly employees with annual revenues exceeding \$4.2 million and a profit of 40.1%

Hospitality Management Corporation 5/2000 to 4/2004

**Regional Food and Beverage Director**

- ◆ Radisson Tulsa Airport, Hilton Garden Inn Tulsa Airport, Radisson Wichita Fall, TX, Lighthouse Inn Aransas Bay, TX

American Properties Management

**Executive Chef/Food and Beverage Director – 9/1997 to 5/2000**

- ◆ Charleston on the Beach – Holiday Inn Charleston, SC, Radisson Branson, MO, Ramada Inn- Tallahassee, FL

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## EDUCATION

INDIAN RIVER STATE COLLEGE, Vero Beach, FL

**Bachelor of Arts in Business Administration (5/1996)**

Technical Skills:

- MS Office (Word, Excel, Outlook, PowerPoint), G-Suite, Opera, Fosse, Hotel Effectiveness, ProfitSword, ADP, OnQ, AppFolio, Yardi