



Pompan Hospitality Global, Inc.

Consulting Services Proposal

RFP 1327

**Prepare Study to Evaluate the Feasibility of a
Conference/Convention Center for the City of
Lawrence, Kansas**

PREPARED BY:

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Proposal Cover Sheet

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Confidentiality Notice

The material presented in this proposal is confidential and may only be used by the City of Lawrence and the committee governing the development of the conference center and potential hotel references herein.

I. OVERVIEW OF PHG

Established in January 2010, Pompan Hospitality Global, Inc. is a one-stop hospitality consulting firm that supports the business objectives of developers, owners, asset managers, independent and brand operators and meeting professionals around the world.

Our team consists of industry leaders with a minimum of 25 years of experience each in the hospitality industry whose combined expertise covers all aspects of the **Total Meeting Experience**.

Our core competencies include:

- ▶ **Assessing** and reporting on market characteristics,
- ▶ **Developing** successful meeting and hotel products,
- ▶ **Designing** exceptional meeting environments,
- ▶ **Creating** or strengthening new and existing brands,
- ▶ **Managing** assets,
- ▶ **Implementing** efficient operational programs,
- ▶ **Improving** market position and share,
- ▶ **Increasing** asset profitability,
- ▶ **Enhancing** the customer experience

Your project is perfectly aligned with our experiences. PHG has helped design, open and operate over 50 conference centers; many of which are members of IACC, The International Association of Conference Centers (www.iacconline.org). Our team has three former North American Presidents of this organization as well as a former Global President.

In addition, PHG has delivered full feasibility studies in numerous markets and for multiple owners which have naturally included financial projections for the assets under study. We understand how to interpret market study data and build realistic proformas; we can spot weaknesses in financial projections compared to market average data as well as personal experience from developing and operating conference centers.

The PHG Difference

There are a great many companies in the United States that conduct Market Studies in the hospitality sector. Most of these companies use standard templates and industry averages to project demand, which in turn translates into financial performance. Many of the people that create market studies have never worked within the industry as an operator. PHG's studies are different for two very important reasons:

1. Our team members have all worked as hotel and conference center operators for a minimum of 25 years. For us, consulting is our second career which we learned in the trenches! We can differentiate between the reality of a new project and the hypothetical models that a standard market study provides.
2. At the heart of every market study is the identification of demand; *"if I build it who will come"*? Most studies use national and regional averages to project demand, but PHG believes the only way to do this is to make the phone calls and interview the potential users. Our studies take

longer to produce than other companies because we will typically call as many as 500 organizations in search of real demand.

II. EXAMPLES OF REPRESENTATIVE EXPERIENCE

City of Norfolk, VA

PHG was engaged by the City of Norfolk, Virginia in partnership with Gold Key | PHR Hotels and Resorts to conduct a market analysis to determine the viability of building a new 285-room branded hotel with 50,000 sq. ft. of meeting and event space. The report was favorable and resulted in a second phase of work which required us to design a space program along with meeting amenities that would support the demand we identified. The project is in the design phase and ground breaking is expected March 2014. This hotel will be the flagship of Norfolk, Virginia.

City of Clarksburg, WV

The City of Clarksburg, West Virginia has no hotels in its downtown and they see a new hotel as the first step in a revitalization of the City. PHG was selected to conduct a market demand analysis to identify the size and scope of a new hotel. This project is in its' final phase. Once the study is completed, PHG will assist the city in developing an RFP to identify possible developers and then assist with the developer selection process.

Pyramid Hotel Group

The Pyramid Hotel Group, based out of Boston, Massachusetts, utilized the services of PHG principals to conduct a series of market studies over a period of three years. We completed full feasibility studies that sought to understand the demand and financial impact of converting existing hotels into conference centers. These properties include: The Hilton New Brunswick (NJ), The Sheraton Framingham (MA), The Sheraton Colonial (MA), The Westin Southfield (MI), and the Denver Renaissance (CO).

III. PROJECT SUMMARY

The City of Lawrence, in partnership with the University of Kansas, is seeking proposals from qualified consultants with specialization in conference center development to include an economic feasibility analysis and market evaluation to determine the viability of a conference center in Lawrence including the University community.

Lawrence is the sixth largest city in the State of Kansas and the county seat (Douglas County). Lawrence is a college town and is the home to the University of Kansas and Haskell Indian Nations University. KU's Lawrence Campus is considered one of the most beautiful in the nation and occupies 1,000 acres on and around historic Mount Oread, a community of about 90,000 in the forested hills of eastern Kansas. Ten of KU's 13 schools are based here, as are internationally

recognized research centers and laboratories. Lawrence has a diverse economy spanning education, industrial, agricultural, government, finance and scientific research; most of these are related to the University of Kansas, which is the largest employer in Lawrence. The largest private employers in Lawrence are General Dynamics, Lawrence Public Schools, the City of Lawrence, Lawrence Memorial Hospital and Hallmark Cards.

The University of Kansas conducted a comprehensive Campus Master Plan in 2013, working with projections for 12 percent growth in undergraduate enrollment and 22 percent growth in graduate enrollment over the next 10 years, bringing the Lawrence campus to about 26,000 students total. This growth, along with anticipated economic growth of the region, is outpacing local meeting capabilities. In support of this growth, the City is reviewing its development options for a conference center and potential hotel.

The City of Lawrence, University of Kansas and the business community have expressed the need for a conference space in support of academic conferences, corporate continuing education, business conferences and social events. The City RFP has identified several possible sites that the study will evaluate for the conference center and potential hotel. PHG's study will be supported by two visits to the Lawrence community. The team will conduct interviews and customized on-line surveys to support our evaluation in determining local/area market trends and needs and general economic feasibility of the conference center. In addition, the study will provide size, design and functional capabilities of the conference center and potential hotel as well as current and future meeting technology trends and best practices. In this process, PHG will also evaluate whether the conference center will benefit by being adjacent or attached to a 3-4 star hotel. Meeting planners and attendees prefer when the lodging and conference/meeting location is connected.

IV. APPROACH and SCOPE OF WORK

RFP R1327 identifies seven specific deliverables. We have combined Deliverable 3 (Size and Functional Capabilities) and Deliverable 4 (Design Concept) into one deliverable. PHG anticipates two visits to Lawrence; initial field work and presentation of our final report to the City of Lawrence. Following is an outline of how we propose to complete the requested work:

1. Market Analysis

As with all studies of this type, PHG will begin by establishing a set of initial assumptions that support the project's viability. These assumptions will establish a baseline for the facilities capabilities and construct a likely market for the facility. The study will provide the research to prove, disprove and modify these initial assumptions. The study will include the following key components:

Site Analysis/Business Topography – Define the platform for the study

- Provide detailed overview of area including economic and demographic statistical indicators (ex. Population, income levels, retail sales, traveler volume, etc.).

- Site description to include location, accessibility, proposed asset description including guestroom and amenity assumptions, conference center concept overview.

Supply Analysis - *Build a profile of the competitive environment*

- Identify competitive supply and potential new supply.
- Detailed descriptions of competition including comparisons of facility and amenity offerings and analysis from a customer/meeting market perspective of Strength, Weakness, Opportunity and Threats (SWOT) of competitors compared to the conference center and potential hotel.
- Competitive analysis will include detailed competitor profiles and data comparing Market Share, ADR, REVPAR as well as historical trends related to Occupancy, Rates and Market Segmentation.

Demand/Customer Analysis – *Understand the market and its need for a conference center and potential hotel product*

- Demand analysis will consider the demonstrated, induced and unsatisfied demand in the market and provide a historical performance of the competitive set.
- Market segmentation will be analyzed to include commercial, leisure, group meeting, contract and unsatisfied demand.
- The studies will project future market performance of the competitive set.
- Fair share will be captured to include a penetration analysis based on assumptions of future use.
- PHG will identify and profile current and potential top demand producers; this portion of the study will capture:
 - Demand Generator volumes, preferred venues, meetings spend, meeting type, season and history.
 - Detailed profiles will define Room Nights by Package and Non-Package, Average Room Rate and F&B spend.
 - The results of personal and phone interviews utilizing the PHG database to e-Survey a larger, more diverse audience for additional market knowledge.
 - Results of an internet data mining campaign.
 - Results of one focus group which PHG will make arrangements for and execute with local meeting planners.
- The Market Study will include data gained from interviews with local, regional and national meeting and event planners from key market segments including Corporate, Association, Government, Military and SMERF/Affinity (this includes the Academic market) markets as well as major employers in the area. Interviews will include travel professionals, hotel representatives and area hotel managers and sales professionals.

Financial Analysis – *Determine the financial implications of developing a conference center and potential hotel*

Utilizing data gained from all of the above, PHG will provide estimated Revenue Projections to include Room Nights, Average Daily Room Rate, Conference Package Volume and Package Rates and ancillary revenues.

2. Site Recommendation

The final report will discuss all of the potential sites that are available in the Downtown Lawrence, Clinton Lake and KU locations. Potential site identification will be the result of meetings with appropriate city and KU officials and a 2-3 days site visit to the area. The analyses of each potential site will include:

- A visual map identifying the site geographically
- Identification of competitors relative to the potential site
- Identification of points of interest
- Explanation of the pro and cons of each site including potential infrastructure issues the City might face in choosing a specific location.

3. Conference Center Program, Develop a Design Concept and Functionality Recommendations

The Study will also provide insight to the immediate and potential meetings market for the proposed conference center and potential hotel. We will utilize this information to make design recommendations for the size and scope of the facility to include, size and quantity of Ballrooms, Meeting Rooms, Breakout Rooms and Dining requirements as well as conference amenities such as Business Center, Reception, Refreshment Break Areas, Parking and number of guestrooms

As an option, we can engage an architect to prepare sketch drawings of a possible facility based on our recommendations; however, we would recommend that this task be delayed until a final location is selected. Furthermore, this work is typically undertaken by a developer as part of the process of developer selection.

4. Potential Ownership Models

The final report will include a section outlining various ownership models to be considered by the City in preparation for the issuance of a developer RFP.

5. Preliminary Design Cost Estimates

The final report will include a set of financial estimates based on a variety of hotel/conference center design styles and brands including examples of other projects that are similar in scope and nature.

6. Conference Center Industry

The final report will include a section that will highlight current and future trends in the meeting industry. In addition, we will provide marketing pre-opening and first year budgets.

V. ENGAGEMENT TIMETABLE & FEES

Based on the preceding understanding of the scope and complexity of this project, PHG anticipates requiring a total of thirty (30) days to complete all areas of work over a 15-week period. Assuming a May 1 start date, payment terms by engagement are as follows:

Est. Project Term:	May - August, 2014
Anticipated days:	30 days
Deliverable:	Completion of Feasibility Analysis and Market Study
Fees:	30 days x \$1400 day rate = \$42,000

Payment	Amount	Deliverable
Deposit – 20%	\$8,400	Upon contract execution
June 1 – 25%	\$10,500	Field Work Complete
July 1 – 25%	\$10,500	Executive Summary Draft
August 1 – 15%	\$6,300	Full Study Draft
Upon Completion – 15%	\$6,300	Upon delivery of final study

PHG will invoice the City of Lawrence according to the payment schedule above.

The foregoing fees do not include: a) any substantially different work outside of the defined scope; b) time spent accompanying representatives of the City of Lawrence on possible site visits of other hotels and conference centers outside of the immediate geographic area; or c) visits to Lawrence above and beyond what has been outlined above. These charges will be in addition to the foregoing fees and will be computed at our standard hourly rate; \$175/hour not to exceed \$1400/day. No such work will be undertaken without the client's knowledge and prior written approval.

In addition to the project fees, the City of Lawrence will make arrangement for or reimburse PHG for out-of-pocket expenses related to providing the service to include: economy air travel, mileage reimbursement at government rate, room and board. Other expenses such as industry data, report production, courier services, and ancillary items will be billed zero-based with complete backup. Expenses for these services shall not exceed 20% of project fees without written approval.

The foregoing fees do not include any time spent following the issuance of our report for project consulting or meetings with prospective investors or lenders or others requiring our participation in project qualification. Unless otherwise agreed to these charges will be in addition to the foregoing fees and will be computed at our standard hourly/daily rates.

Should we encounter market or site-specific concerns about the viability of project development at during our engagement, we will stop our work and communicate our findings immediately to you. If the decision is then made to terminate our involvement, we will invoice you for the time and out-of-pocket expenses incurred to that date. If there is any excess retainer, it will be refunded.

VI. TERMS & CONDITIONS

The results of our recommendations will, in part, be based on estimates and assumptions that are inherently subject to uncertainty and variation depending upon evolving events. Some assumptions inevitably will not materialize, and unanticipated events and circumstances may occur; therefore, actual results will vary from those described in our reports, and the variations may be material.

Our recommendations will be based on estimates, assumptions, and other information developed from research of the market, knowledge of the industry, and discussions during which you or your representatives will provide us with information. The sources of information and basis of the estimates and assumptions will be stated in the appropriate sections of our written reports. This data will be presumed to be reliable; however, no responsibility, whether legal or otherwise, will be assumed for its accuracy, nor can it be guaranteed as being certain. Under the terms of this engagement, PHG will have no obligation to revise our findings to reflect events or conditions that occur subsequent to the date reflecting our final date of fieldwork. However, PHG will be available to discuss the necessity for revision resulting from changes in economic or market factors affecting the subject.

Further, PHG will neither evaluate the selected or intended management's effectiveness nor be responsible for future marketing efforts and other management actions upon which actual results will depend and will so state in our summary report.

Our reports and recommendations will not take into account any environmental impact considerations. We recommend that the City of Lawrence engage a reputable organization to provide insight into the environmental feasibility of the project.

Our summary reports and recommendations are intended solely for the information of the City of Lawrence for purposes of discussion and planning. Neither the reports nor its contents may be referred to or quoted in any registration statement, prospectus, appraisal, or other agreement or document.

Liability associated with this engagement, if any, is limited to the dollar amount of the total fees for this engagement, and is limited to the client only. We have no obligation or accountability to any third party. If our summary report is distributed to anyone other than those mentioned above, you will make that party aware of all limiting uses and conditions of the engagement.

If work is suspended by you for thirty (30) calendar days or more, PHG reserves the right to adjust our fees before work resumes. In addition, completion and delivery dates may be affected by these delays.

The terms of this proposal are valid for thirty (30) days from the date of this letter.

VII. ACCEPTANCE OF PROPOSAL

Thank you for your confidence and this opportunity to be of assistance. If you have any questions or concerns regarding the scope of services and/or the terms of this agreement I will look forward to talking with you at your earliest opportunity so that I may make the appropriate corrections. If you are in agreement then kindly sign and return this agreement to my attention.

Agreed:

City of Lawrence

David Corliss
City Manager
Lawrence City Hall
P.O. Box 708, 6 E. 6th Street
Lawrence, Kansas 66044

Date

Agreed:

Pompan Hospitality Global, Inc.



Neil Pompan, CMP
President and CEO
Pompan Hospitality Global, Inc.
119 Mill Race Drive
Easton, PA 18045

March 17, 2014

Date

APPENDIX I –Team Bios



Neil Pompan, CMP

President and CEO

Neil Pompan, CMP, is a 27 year veteran of the hospitality industry; the last 20 of which have been dedicated to the conference center niche. Mr. Pompan founded Pompan Hospitality Global in December 2009, a one-stop-shop consulting firm serving the hospitality industry that specializes in all areas of asset development, improvement and management. Prior to this, Neil was a co-founder of EMC*Venues*, a meeting sourcing, sales, marketing and consulting firm serving the needs of meeting buyers and meeting suppliers and a Vice President of Thayer Lodging Group, a private equity firm, where he was responsible for Conference Center Operations within the portfolio. He held the position of Vice President for JPMorgan Chase, serving as CFO of the Meetings & Event division which encompassed meeting planning, management of 12 conference centers, technology delivery in the domestic United States and global support of the firm's space management system. In addition, Neil has worked for MeriStar Hotels and Resorts, Inc., Benchmark Hospitality, Scanticon International, Omni Hotels, The Smithsonian Institution, The Robert Wood Johnson Foundation and Conferon, Inc. in a variety of management and executive level positions. He has experience in non-residential, corporate and executive conference center environments as well as in the full service urban hotel, resort hotel, institutional food service and non-profit sectors. He has designed dozens of conference centers, opened three non-residential corporate conference centers and served as the corporate conference services liaison to all Benchmark managed properties.

Mr. Pompan actively served IACC, The International Association of Conference Centers, for seventeen years on several committees including Professional Development, Annual Conference Planning, Site-Selection, Finance, Membership Development and University Relations. He received the IACC Award of Excellence in 2001, IACC's Pyramid Award in 2004 and IACC's Mel Hosansky Lifetime Achievement Award in 2013. He was elected to the Board of Directors in 1999 and served as the Association's North American President from 2007-2008 and as the organizations Global President from 2009-2012. In addition to his IACC activities, Mr. Pompan served on the Convention Industry Council's, CMP Board of Directors and chaired its' Exam Review and Development committee.



Tom Cappucci

Vice President

Tom Cappucci has over 30 years' experience in the hospitality industry, with the past 24 years dedicated to the development and operation of conference center hotels for universities and corporations. He has held various leadership positions at the property level as well as regional management throughout the United States. He has experience in the design and opening of new facilities, as well as the conversion of existing properties into certified conference center operations. While working with Flik Conference Centers, Tom received the President's Award and his operations were designated as Centers for Excellence. He also has experience with Doubletree Hotels, Destination Hotels & Resorts, Scanticon Conference Centers, Stouffer Hotels, and other independent, self-operating businesses. He received Conference Center Director of the Year from the Colorado Hotel and Lodging Association. In 2012, Tom served on the Indianapolis XLVI Super Bowl Host Committee and hosted the AFC Championship Team.

Tom has been actively involved with the International Association of Conference Centers (IACC) where he served as the president of the Americas Chapter from 2008-2010 and on the Global Board of Directors from 2004-2010. Tom has served and led various committees for IACC including University Relations, Emerging Trends, Learning Network, Annual Conference, Site Selection and Finance. He also was on the Succession Planning Committee to assist in the development of a vision and structure for the future of the association. He received IACC's Award of Excellence in 2002 and Pyramid Award in 2005.

Tom is a graduate of Cornell University's School of Hotel Administration. One of Tom's passions is to teach and develop people. He has taught a number of courses, which include: Conference Center Management, Functions and Operations at Cornell University School of Hotel Administration's summer Professional Development program, An Introduction to Conference Planning for corporate clients, Conference Planning and Services for new Conference Services Managers with IACC, Conference Center Orienteering at IACC's annual conference, Training for Intervention Procedures for Servers of Alcohol (TIPS) to various hotel and restaurant companies and a variety of customer service programs, including Super Service for the XLVI Super Bowl, Be-A-Star Platinum Service, and GuestStar. In addition, Tom has participated in various panel discussions with university students pursuing careers in the hospitality field.



Tim Martin

National Director, Business Development

Tim is a 30-year veteran of the conference center industry with a strong concentration within university settings and has held a variety of executive level operational jobs with Harrison Conference Centers and Duke University. A graduate of the Culinary Institute of America and a Certified Executive Chef, Tim began his career in food and beverage, but quickly rose through the ranks into all phases of property operations including general management. Tim's skills and experience benefited such notable properties as the Merrill Lynch Conference and Training Center (Plainsboro, NJ), Fairfield University (Fairfield, CT), and Duke University at the R. David Thomas Center (Durham, NC). Tim has participated in multiple property openings, renovations project management, design and construction project management.

During The past 12 years, Tim has served Duke Corporate Education as Vice President of Contracting and Facilities. During his tenure he was responsible for all facets of business operations for Duke Corporate Education (Duke CE) including management of Duke CE's global real estate and offices in London, Johannesburg, Ahmedabad, and Singapore. In addition, Tim managed the legal compliance of the firm relative to contracting and procurement. Most recently, Tim was a Co-Team Project Lead for Duke University's new 290-acres site at Duke Kunshan University located in China.

Tim has been actively involved in IACC for 23 years. During that time he has held positions on the Board of Directors of IACC North America and IACC Global. One of his key accomplishments serving IACC was the creation of the Membership Quality Assessment Process; a practice that is in use to this day and is the primary means of ensuring membership integrity within the Global organization.



Lori Shipley

National Director of Sales

Lori oversees the sales operations for TME Sourcing, representing their unique portfolio of properties and supporting a network of meeting and event professionals from Fortune 500 companies.

She has a total of 30 years of hospitality experience, ranging from engagements with hotels and restaurants to unique venues and conference centers. In the New York City area alone, she conducted sales efforts to promote high end properties including The Regency Hotel, Doral Arrowwood, Millennium Broadway Hotel, and Convene (formerly Sentry Centers). Her experience in the area of sourcing meetings has connected her with hundreds of fine hotels, resorts and conference centers throughout the world. It is this experience that gives her a proven track record of connecting the client with the right venue and providing the perfect meeting experience.

Lori's consulting career spans 17 years and includes sales related projects such as hotel mystery shops, property feasibility studies, sales training, and promotional prospecting engagements. In addition to hotels, Lori has a strong food and beverage background, having grown up in the restaurant business in Upstate New York and having worked in many restaurants throughout the years. Upon graduation at Johnson & Wales University in Providence, Rhode Island, she also taught at the College of Culinary Arts. She holds a Bachelor of Science degree in Hospitality Management.

APPENDIX II: Past PHG Projects

OWNER, MANGEMENT COMPANIES and MUNICIPALITIES

American Express	HEI Hotels
Benchmark Hospitality	JPMorgan Chase
Blackstone Hospitality	Marcus Hotels and Resorts
Boykin Hospitality	Maritime Institute of Technology and Graduate Studies
Catholic Diocese of Charlotte	Marriott Hotels and Resorts International
City of Norfolk, VA	Nationwide Insurance
City of Clarksburg, WA	Northern Illinois University
Destination Hotels and Resorts	Pyramid Hotel Group
Doubletree Hotels & Resorts	Shilla Hotels and Resorts
Eastlake Real Estate	Thayer Lodging Group
ExxonMobil	The Georgetown Group
Gold Key PHR Hotels and Resorts	The Wilderman Group
Fillmore Hotels	Wyndham Worldwide
FLIK Conference Centers	

PROPERTY/PROJECT

Bank of Montreal
Conference Center at the Maritime Institute(MITAGS)
Crowne Plaza Austin, TX
Crowne Plaza Fairfield, NJ
City of Norfolk, VA
City of Clarksburg, WV
Denver Renaissance Hotel, CO
Dolce Basking Ridge, NJ
Doral Forrestal, NJ
Doubletree Somerset, NJ
Doubletree Rockville, MD
Doubletree North Shore, Skokie, IL
Doubletree Berkeley, CA
Doubletree Omaha, NE
Doubletree Portland, OR
Doubletree West Palm Beach, FL
Doubletree Bethesda, MD
Easton Town Center, Columbus, OH
Embassy Suite Richmond, VA
Gastonia Conference Center, NC
Hamilton Park, NJ

SCOPE OF INVOLVEMENT

General Management
GM and DOSM Asset Management
Hotel to Conference Center Reposition
Hotel to Conference Center Reposition
Market/Feasibility Study
Market/Feasibility Study
Feasibility, Design, Training
General Management
General Management
Design, Annual Operational and S/M Assessment
Design, Annual Operational and S/M Assessment
Annual Operational and S/M Assessment
Hotel to Conference Center Reposition
Hotel to Conference Center Reposition
Hotel to Conference Center Reposition
Design, Hotel to Conference Center Reposition
Design, Hotel to Conference Center Reposition
Feasibility/New Build – Conference Centre
Design, Annual Operational and S/M Assessment
Pre-opening, General Management
Customer Focus Groups

Hilton Hasbrouck Heights, NJ	Design, Hotel to Conference Center Reposition
Hilton East Brunswick, NJ	Feasibility, Design, Training
Hilton Long Beach, CA	Food & Beverage Training & Support
Hoffman Estates	Sales Training
Hyatt Dulles, MD	Design, Hotel to EMC Reposition
IBM Palisades, NY	General Management
Institute Conference Center, Danville, VA	Sales & Marketing Reorganization
JPMorgan Chase, New York, NY	Strategic Reorganization, RPF for Mgt Services
Mariners Landing, Huddleston, VA	Sales & Marketing Mgt, Design, Repositioning
North Pointe Conference Center (Nationwide)	Operational & S/M Assessment, P&L Review
Rensselaerville Institute, NY	Sales & Marketing Mgt, Operational Training
Sheraton Framingham, MA	Feasibility, Design, Training
Sheraton Stamford, CT	Feasibility Summary w/Design Recommendations
Sheraton Danbury, CT	Feasibility Summary w/Design Recommendations
Sheraton Colonial, Wakefield, MA	Feasibility, Design, Training
Sheraton Buckhead, Atlanta, GA	Design, Training
University Place	General Management
Washington Duke Inn, Raleigh, NC	Hotel to Conference Center Reposition
Westin Stamford, CT	Feasibility, Design, Training
Westin Southfield, Detroit, MI	Feasibility, Design Recommendations
Westin Berkeley Heights, NJ	Design Consultation
Wyndham Peachtree, Peachtree City, GA	Annual Operational and S/M Assessment
Wyndham Miami, FL	Design, Annual Operational and S/M Assessment
Wyndham Lisle, IL	Design, Annual Operational and S/M Assessment