

## Phoenix Sports & Hospitality

Strategic Planning | Delivery | Operations Management

Stadiums • Pitches • Event Centers • Community Recreational Sports Med  
Sports Hospitality • Food & Beverage

Event Planning • Overlays • Tourism  
FIFA & IOC Compliance  
World-Class Professional Sports Advisors

[www.phoenixgroup.org](http://www.phoenixgroup.org)



## Plan / Design / Deliver / Operate

Stadiums • Pitches • Event Centers  
• Community Recreational Parks

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High Performance Training • Coaching  
• Physical Therapy • Inter-Generational  
Planning and Programs

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Hospitality • Food & Beverage  
• Resort • Health & Wellness •  
Medical Tourism • Event Planning,  
Overlays & Operations

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Tele-Med • Tele-Sports •  
Advertising / Streaming / Branding

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FIFA & IOC Compliance •  
World-Class Professional Sports Advisors



## Leadership



**Phoenix Sports and Hospitality, LLC**  
Integrator / Operator



## Operations Team

### Hospitality / F&B

Equinox



### Sports Training & Coaching

Futbol  
Academia



### Sports Med / PT

G5

**G5 Group**

### Wellness / Yoga

AR Resorts

**AR RESORTS**

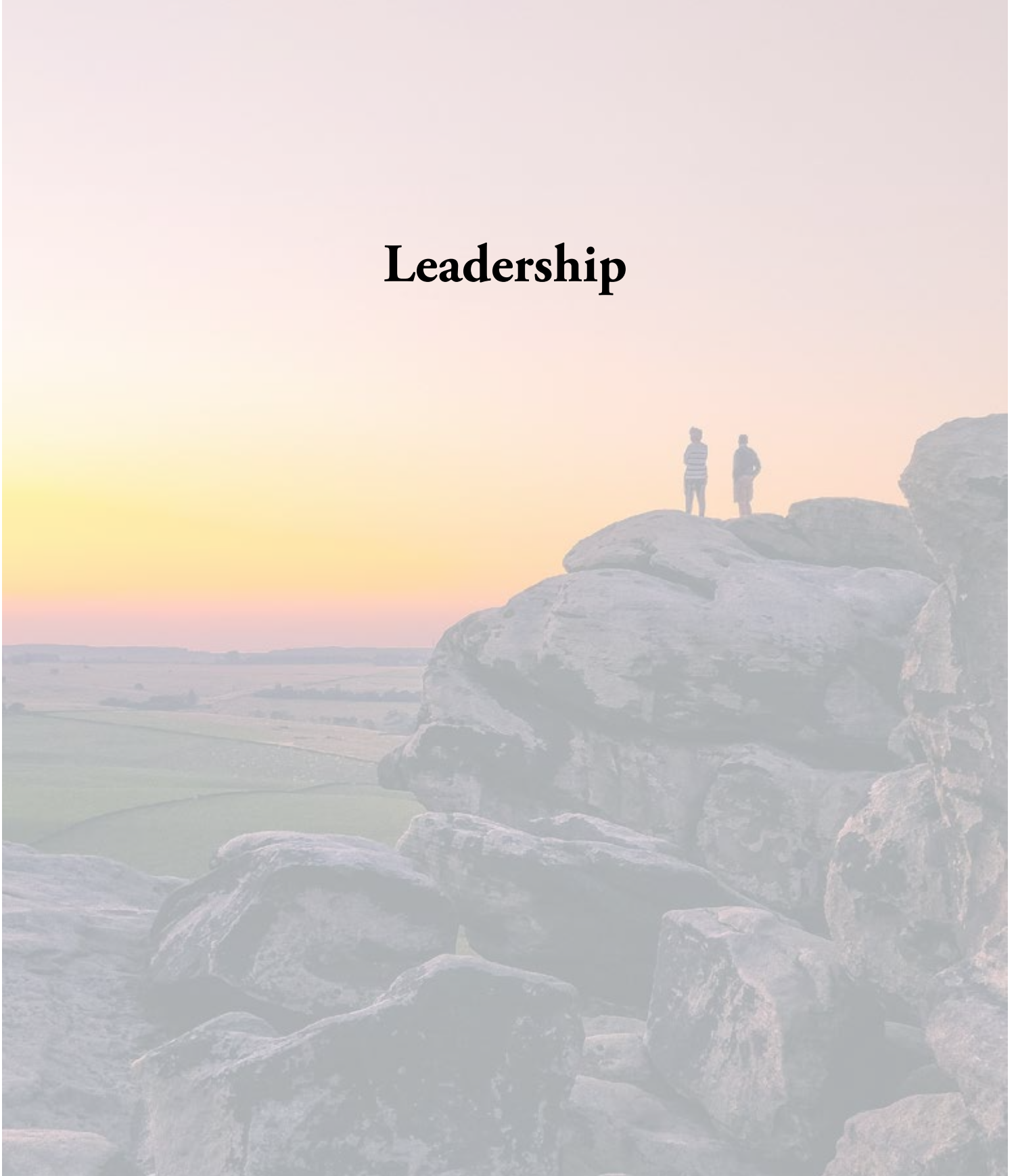
### Branding / Streaming

P3

**P<sup>3</sup>**



# Leadership





## **AJ COLLETTI, AIA - MANAGING DIRECTOR**

Public Sector – Senior Advisor

Private Sector – Principal Architect

Major Building Projects – Program Director

### **EDUCATION**

Bachelors Degree, Cornell University

College of Architecture, Art and Urban Planning

Ithaca, New York

### **PROFESSIONAL REGISTRATION**

Registered Architect: New York, Arizona

### **SUMMARY OF QUALIFICATIONS**

Mr. Colletti is recognized as a world leader in the delivery of major complex international programs requiring the integration of technology, advanced building design, construction and operating systems.

Mr. Colletti has extensive experience in public and private sector organizational structuring, and, programming, urban master planning, project design, historic preservation, and, construction delivery of complex public and private sector projects valued in excess of \$40 billion.

A graduate of Cornell University, College of Architecture, Art and Urban Planning, Mr. Colletti has recently served the State of Qatar Publics Works Authority as Sr. Advisor for Program Delivery in support of the FIFA World Cup.

He has also served the Governor of New York as Senior Advisor for Critical Infrastructure in response with th World Trade Center attack of 9-11, and as the State Director for Architectural and Engineering Design for the State University of New York, serving 34 State University campuses, including five Teaching Hospital Centers.

Mr. Colletti started his career in the Private Sector as the Managing Director of Colletti Associates, an award winning, full service A/E Firm.

Mr. Colletti has provided senior professional leadership delivering major public and private sector portfolios both at the program and major projects level.



## AJ COLLETTI, AIA - PORTFOLIO QATAR

### Ashghal Public Works Authority

#### Senior Advisor – Administrative

Position: **Senior Affairs Advisor**  
 Reported: President Ashghal /Director Building Affairs  
 Description: National Building Program Delivery  
 Client: Ashghal – Public Works Authority

Project Name: **Program Manager – Major Projects**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Portfolio Lead for all Major PMC Projects

Project Name: **Ashghal Business Transformation**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Organization Transformation  
 Project Position: Building Affairs Lead

Project Name: **World Stadium Conference**  
 Location: Doha, Qatar  
 Client: Qatar Foundation  
 Description: Stadium Precinct Planning  
 Project Position: 2nd Speaker

Project Name: **PWA-Ashghal Sustainability Lead**  
 Location: Qatar Foundation  
 Client: Gulf Organization for Research  
 Description: Sustainability Planning / Implementation  
 Project Position: Ashghal Buildings Lead

Project Name: **Ashghal Design/Construction Contracts**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Contract Development Building Affairs  
 Project Position: Co-Author

Project Name: **Mace/EC Harris PMC Contracts**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: PMC Contract Development  
 Project Position: Co-Author

Project Name: **DCSC Frameworks Contracts**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Five-Year Contract Development  
 Project Position: Co-Author



Connecting Qatar Magazine 2012



Ashghal Tower – Doha



World Stadium Congress – Doha 2012

## DAVID HINES BSC (HONS), BARCH, ARB, RIBA

David is a Sports Architect experienced in the design and delivery of large multidisciplinary stadium, arena, games and event projects. He has worked across the globe for governments and private clients on some of the worlds biggest and most prominent sports and entertainment buildings.

With over 20 years of experience in the design and delivery of sports and entertainment venues his experience covers all stages of project execution from concept development to handover. David has a reputable experience of having delivered on demanding project programmes and fixed budgets. He has experience in leading all aspects of sports design, managing specialist sub-consultants, contract and scope execution, industry wide business development, studio and project leader, sports consultancy to clients and design teams, and experience in the coordination of multi-disciplinary design input to major projects and master plans. He excels in delivering efficiency in design and project execution. David is widely published on design in sports and is a regular lecturer and RIBA part 3 external examiner at Westminster University London.



### CURRENT POSITION

Managing Director of Design

### SPECIALSMS

Sports Architecture Event Planning  
Sports Strategy FIFA / IOC  
Compliance

### QUALIFICATIONS

RIBA part 3 2007  
BArch 2001  
BSc Hons Arch 1999

### LANGUAGES

English

### MEMBERSHIPS

Architects Registration Board  
Royal Institute of British  
Architects  
RIBA Sports Client Forum  
University of Westminster  
RIBA part 3 examiner

### EXPERIENCE

Various Firms: 1999-2005  
Populous: Principal 2005-2018  
Aecom: Director 2018-2020  
Buro Happold: Director 2020-2024

### MAJOR PROJECT EXPERIENCE

#### Stadiums

- Aviva Stadium, Ireland
- Marseille Stadium, France
- Plymouth Stadium & Masterplan, UK
- Fisht Winter 2014 Olympic Stadium, Russia
- Sport City, Singapore
- Jaber El Ahmad Olympic Village, Kuwait
- Luzhniki Stadium, 2018 FIFA WC, Russia
- Rostov-on-Don Stadium, 2018 FIFA WC, Russia
- Lusail Stadium with Foster+Partners, 2022 FIFA WC
- Qatar Hail Stadium, KSA
- Baha Stadium, KSA
- Damman Stadium, KSA
- Barcelona football stadium, Spain
- Jeddah Stadium remediation works, KSA
- Birmingham Commonwealth Games, UK
- Chengdu Stadium and Olympic park, China
- Parma Stadium with Zoppini architects, Italy
- JCDC Stadium, client advisor, Jeddah, KSA
- POAK Stadium with BIG architects, Greece
- Fiorentina Stadium with ZHA architects, Italy
- Qiddiya Sports City Masterplan, KSA
- Hangzhou Sports Complex with Foster+Partners, China
- JCDC Stadium, with gmp architects, Jeddah, KSA Riyadh
- Arena with Foster+Partners, KSA
- Aarhus Stadium with SCAU architects, Denmark
- Tsirio stadium with BIG architects, Cyprus
- Twickenham Stadium, client advisor, UK
- Real Betis Stadium with Lamela, Spain
- Qiddiya Stadium with Storyland Studios/ Gensler, KSA
- Neom Stadium with OMA architects, KSA
- Murabba Stadium with Gensler architects, KSA
- Roshn Stadium, client advisor, KSA
- Al Wasl Stadium with P&T architects, Dubai
- Shabab Al Ahli Stadium with P&T architects, Dubai Cardiff
- Stadium with Holder Mathias architects, UK

#### Training Centres/Event Halls

- Queen Park Rangers Training Centre, UK
- ECL Conference centre, Liverpool
- AS Monaco FC Training Centre, Monaco
- Barnet Cophall Sports Centre with Heatherwick architects, UK
- Saudi Arabia Football Federation National Training Centre, KSA
- EPIC Campus Lecture Hall with Stride Treglown, UK





**Sports Facilities  
and  
Sports Precinct Planning**

## Sports & Event Design and Master Planning

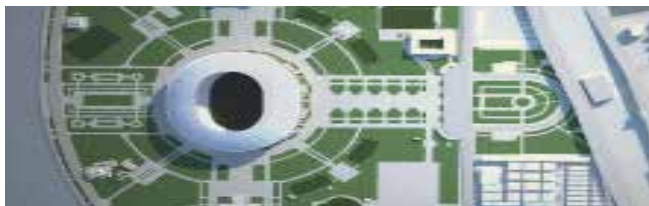
- Qatar Sports Venue Masterplan (QSVMP), Qatar
- Qatar Olympic 2020 Masterplan, Qatar
- Rostov on Don Stadium 2018 FIFA WC overlay design, Russia
- Lusail Stadium 2022 FIFA WC overlay design, Qatar
- BAKU European Games 2015 overlay design, Azerbaijan
- Qatar 22 FIFA WC Overlay Strategy, Qatar
- SEVEN Entertainment Centres with Gensler architects, KSA
- Sports Boulevard Project, KSA
- Diriyah Gate Event Strategy, KSA
- Royal Commission of Riyadh City Sports Strategy, KSA
- Brisbane 2032 Olympic Legacy Strategy, AUS

## Indoor Arenas/Music Venues

- Cork Arena
- Bristol Arena, UK
- Madison Square Gardens Sphere, London, UK
- Madison Square Gardens Sphere, Las Vegas, USA
- Bristol YTL Arena, UK
- RMK Arena with Foster+Partners, Russia
- Khobar Arena with Gensler
- Berlin Temporary Arena, Germany



Aviva Stadium



Luzhniki Stadium

## Key Project Information

### Aviva Stadium, Dublin, Ireland

**Client:** LRSDC (Lansdowne Road Stadium Development Company)

**Architect:** Populous

David was a core team member from project inception through to handover. Working at Populous architects from 2005-2011 within the London based architectural team he served as the longest standing architect on this project. David was involved in all aspects of the project design taking on-board and leading, in the worlds first BIM building, the design and delivery of the complex roof, façade and main steelworks packages of this elegant stadium. David was based in Dublin for the last year of construction phase and acted as the site architect for all site and construction matters on the project. His role included key client and contractor engagements as well as hosting DTMs and final handover procedures. This RIBA award winning project was delivered on time and on budget.

### Fisht Stadium, Sochi, Russia

**Client:** Gazprom

**Architect:** Populous

David was involved in the design and delivery of the Fisht stadium for the 2014 Winter Olympics and 2018 FIFA World Cup. David led the design and delivery of the stadiums bowl, external envelope, steel work and cladding packages. He was involved in the production of detailed 3D models for the fabrication of this complex formed stadium. The Fisht stadium was designed to host the 2014 Winter Olympic opening and closing ceremony and to subsequently transform into a venue to host games of the 2018 FIFA World Cup.

### Luzhniki Stadium Redevelopment, Moscow, Russia

**Client:** Colliers International

**Architect:** Populous

David led a design team for the redevelopment of the Luzhniki stadium in Moscow for the 2018 FIFA World Cup. Involved in all aspects from site wide master planning, event and overlay designs for hosting all VIP, Media requirements. As well as designs to make the original stadium bowl and facilities compliant to current FIFA regulations and standards. The project was critical for the city of Moscow to establish and review the capacity of the Luzhniki stadium to hold the 2018 FIFA World Cup and to maintain its Olympic heritage. David presented the project proposal to the Mayor of Moscow and key stakeholders of the Luzhniki site.



Fisht Stadium



### **Qatar QSVMP & 2020 Olympic Bid, Qatar**

**Client:** Ashghal: Qatar Public Works Authority & the Qatar Ministry of Culture & Sports  
**Architect:** QSVMP - Populous. Qatar Olympic Bid - OMA & Populous

David was involved in the design and planning of two key sites for the Qatar bid for the 2020 Olympics. The work continued on from the Qatar Sports Venue Master Plan (QSVMP). Working alongside OMA architects David lead the facilities planning and overlay design for the proposed main Olympic park and Athletes village sites for the Qatar bid. David's role included extensive input and knowledge for an Olympic bid and FIFA 2022 WC compliant masterplan. Facilitating the design and execution of the proposed masterplan, transport infrastructure and hosting requirements for both the Olympics and the FIFA 2022 WC event.

### **King Abdullah Stadiums Programme, Saudi Arabia**

**Client:** Saudi Aramco & GPYW  
**Architect:** Populous

David was involved in the design team who established the KASP projects in Saudi Arabia. This nationwide programme involved the design of a modular stadium that would be deployed nationwide for 12 different sites. Also included in each site location was a series of multipurpose and sports venues for the growing youth culture of Saudi Arabia. David co-lead the design team for the modular stadium for Saudi Aramco on behalf of King Abdullah. David was subsequently involved with the project management of three of the 12 sites awarded to Populous and personally responsible for the designing of two of the three appointed stadiums. David presented and managed these projects at the highest level of government and client relationship.

### **MSG Sphere, London, UK**

**Client:** The Madison Square Gardens Company  
**Architect:** Populous

David led a design team for the initial concept and developed design for the London MSG Sphere. The MSG Sphere is proposed to be a world-class music and entertainment venue based in Stratford London. Working as the Lead Designer for Populous his work included the architectural design team co-ordination, integration into the design team of all the external sub-consultant companies and delivery and presentation of the project at planning and borough level. Managing and dealing with the complex and integrated nature of establishing the planning documents for a large building within a tight urban sight.

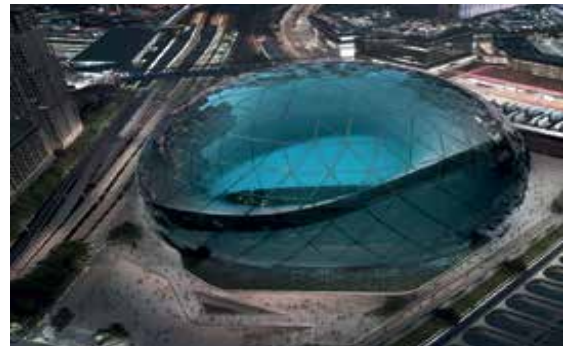
### **Various Clients: Sports Consultancy**

**Client:** Various  
**Company:** Buro Happold

David led the global Sports and Entertainment Advisory team within Buro Happold. Over the past three years David has supported the expansion and development of a specialist Subject Matter Expert group within Buro Happold. He has worked with numerous leading architectural practices as a sports consultant, supporting the design submissions of award winning competitions and providing overall sports compliance and advice to wider client teams/developers. Projects and roles include SME to the Jeddah Central Development Company for a new 45,000 seater FIFA compliant venue in Jeddah. Various stadium/arena proposals with leading architectural practices such as Zaha Hadid Architects, Foster+Partners, Gensler and BIG. Support and client advisor for AFC/FIFA WC planning to the Ministry of Sports Saudi Arabia, support of various FIFA compliant stadium projects for the Pif Saudi Arabia. He has also worked directly for clients and operators in supporting and developing sports and entertainment briefs, site feasibility studies and asset assessments from a sports compliance and economic revenue returning perspective. David operated at a global level on all sports projects supporting early engagement, business development and providing downstream engineering role on projects.



**Barcelona Stadium**



**MSG Sphere**



**JCDC Stadium**



**FIFA 2022**



## Sports Venues and Precincts

Project Name: **Qatar Cultural and Sports Hub**  
 Location: Doha, Qatar  
 Client: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Lusail Olympic/FIFA Precinct**  
 Location: Doha, Qatar  
 Client: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Qatar University Master Plan**  
 Location: Doha, Qatar  
 Clients: Qatar University/ Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Lusail Olympic/FIFA Precinct**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Design and Construction  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Celebration Park**  
 Location: Doha, Qatar  
 Contact: Ministry of Urban Planning  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **QCSH FIFA Precinct**  
 Location: Doha, Qatar  
 Contact: 2022 Supreme Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Qatar 2020/24 Olympic Bid Team**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Bid Team Support  
 Project Position: Ashghal Team Leader  
 Project Architects: OMA



Qatar Cultural & Sports Hub



Race Track Stadium - Lusail



Phoenix Propriety Building Systems



National Aquatic Center - Doha

## Sports Venues and Precincts

Project Name: **Qatar Women's Sport Complex**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Qatar International Velodrome**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Qatar National Aquatic Center**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Qatar International Rowing Venue**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Qatar International Sailing Center**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **Qatar High Performance Sports Complex**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **2022 FIFA Supreme Committee**  
 Location: Doha, Qatar  
 Contact: Qatar Olympic Committee  
 Description: Competition and Non-Competition Venues  
 Project Position: Ashghal Point of Contact



Stadium Overlay - Qatar



Womens Tennis Center - Qatar



Sanford Fieldhouse - Security Alterations



Binghamton University Event Center



## Sports Venues and Precincts

Project Name: **Cortland Stadium**  
 Location: Cortland, NY  
 Contact: SUNY Cortland  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Regional Sports Stadium Facility  
 Project Architects: Highland Assoc.

Project Name: **Stony Brook Stadium**  
 Location: Stony Brook, NY  
 Contact: SUNY Stony Brook  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Regional Sports Stadium Facility  
 Project Architects: Dattner Associates

Project Name: **Buffalo Stadium Alterations**  
 Location: Buffalo, NY  
 Contact: SUNY Buffalo  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Regional Sports Stadium Facility

Project Name: **New Paltz Sports Arena**  
 Location: New Paltz, NY  
 Contact: SUNY New Paltz  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Hockey, Basketball, Racquet Ball, Tennis  
 Project Architects: Hillier

Project Name: **Stony Brook Student Union**  
 Location: Stony Brook, NY  
 Contact: SUNY Stony Brook  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Multi-use student center  
 Project Architects: Hom and Goldman

Project Name: **Barton Hall Renovation**  
 Location: Ithaca, NY  
 Contact: Cornell University  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Multi-use student sports arena  
 Project Architects: Egnor Associates



Reed Center Lobby and Showcase - Colgate University



Stony Brook University Stadium



Binghamton University Event Center







**Sports Training,  
Coaching  
& Program Delivery**

## Werner Roth 's FUTBOL ACADEMIA



Defender who was captain of the New York Cosmos team that won the NASL championship in 1977. Roth, who played for the Cosmos from 1972 to 1979, was one of the few Americans who was able to maintain his regular place in the team after the Cosmos began signing large numbers of major foreign stars in the mid-1970s. He played 15 full internationals for the United States between 1972 and 1975, including two World Cup qualifiers in 1972. Inducted in 1989.



Born in Yugoslavia, Roth emigrated to the United States at age eight,<sup>[1]</sup> going on to become a rising star in American soccer through the 1960s. He attended Brooklyn Technical High School, playing on the varsity squad from 1962 to 1966, and captaining the team in his senior year.

Additionally, he studied architecture at the Pratt Institute, and played for the German-Hungarians in the German American Soccer League.<sup>[3]</sup>

One of the few Americans on a star-studded New York Cosmos side (i.e. Pelé, Franz Beckenbauer), Roth played with the club seven years, and helped it to Soccer Bowl titles in 1972, 1977 and 1978. He also appeared 15 times for his adopted country's national team, in the 1970s.



## WFA Programs

Werner Roth Academy leads our Sports Training Program, excelling in:

- *High Performance and Cross Training*
- *Coaching Strategy and Training*
- *Competitive Team Analysis and Training*
- *Inter-Generational Sports and Training Programs*
- *Health, Nutrition and Wellness*
- *Focused Physical Therapy and Recovery Training*



With extensive international coaching and training program development experience, WRA brings together the best of North American, South American and

European Leagues.





**"GREAT PLAYERS ARE MADE, NOT BORN."**

*to imagine, design, build and operate  
training facilities, performance stadia and development academies  
with the advanced protocols and programs to fuel them*

**About Global Soccer**

Professional soccer, the world's most popular sport and entertainment, is going through a metamorphosis not seen since the advents of air travel and television. Advanced training knowledge and facilities have vastly improved player development which is fueling high-octane performances that new media, global television and social media make ubiquitous, raising valuations of quality players, clubs and leagues and the related facilities, stadia and academies they utilize.

**About WRFA**

Founded by former New York Cosmos captain Werner Roth, Futbol Academia is a soccer player, club and community development initiative of advanced protocols and programs and the training facilities, performance stadia and development academies to offer, apply and optimize them.

WRFA aims to imagine, design, build and operate state-of-art, community oriented and inter-generational soccer clubs, facilities, stadia and academies for social recreation, training, development, performance and mastery.

FA is based on Werner Roth's deep understanding of the game, the player, the requisite development protocols which he has applied and the facilities, stadia and academies he has experienced in a youth, amateur, pro and national team career that has taken him from street-kid to champion, the captaincies of the NY Cosmos of Pele and Franz Beckenbauer and the US national team, all the way to the US National Soccer Hall of Fame.



### **Facilities, Stadia and Academies**

WRFA training facilities, competition stadia and development academies may include: training grounds; weight room, gym and fitness center; deep water training and aquatic facilities; sports science and medical facilities; film screening and video analysis theater; nutrition and catering functions; ballet and dance studio; climbing wall; educational classrooms and labs; rest and recovery facilities; and various hospitality functions; among others. And the development and operations of pro, amateur and youth clubs and the applications of unique development protocols, technology and media to optimize the training and performance potential of advanced players and coaches.

These elements can substantially improve the physical, technical, tactical, psychological and intellectual development of athletes and their individual and collective performances. Improved performances can increase attendance, attract sponsorship, television and streaming opportunities, and enhance licensing and merchandising sales. And collectively increase revenue and raise the valuations of players, clubs and leagues and the training and development pipelines and facilities that deliver them.

Never have there been so many exciting academic, semi-pro and professional playing opportunities available for talented players. Never have there been so many motivated futbol athletes with ambitious performance goals and the need for advanced player development knowledge, programs, facilities, stadia, academies and related services. And never has there been so much exciting futbol media, advanced development knowledge and expertise and the technology to efficiently access, organize, market and deliver it to a large and narrow target market.

### **Redefining Player Development**

Empirical research dictates that great players are made not born;

That within all elite players there exist extraordinary versions of most, if not all, soccer skills; proficiencies, even mastery;

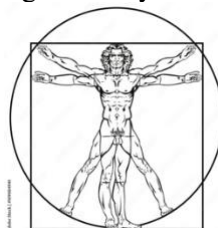
That these extraordinary skills and proficiencies can be identified and developed through known training disciplines, practices and protocols and the facilities, stadia and academies required to apply them.

That the most successful athletes take primary responsibility for their own training and development, are disciplined to train hard, train daily and year-round and constantly improve their individual performances;

That the most ambitious performance goals require a comprehensive, individualized, daily and year-round training regimen informed by a wide variety of advanced knowledge and expertise and supported by requisite facilities, stadia and academies;

And that a wide range of extraordinary performance capacities can also arise without benefit of formal disciplines and simply by constantly playing the game.

Introducing FA's Hybrid Protocols.





**Hotels  
Hospitality  
Food & Beverage**





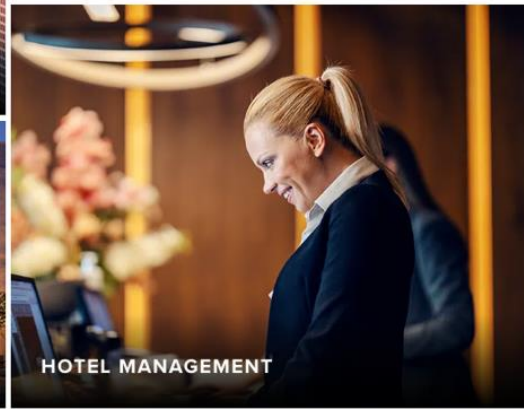
**HOTEL ACQUISITIONS**

## Our Expertise

[READ MORE](#)



**HOTEL DEVELOPMENT**



**HOTEL MANAGEMENT**



**PROJECT CONSULTING**

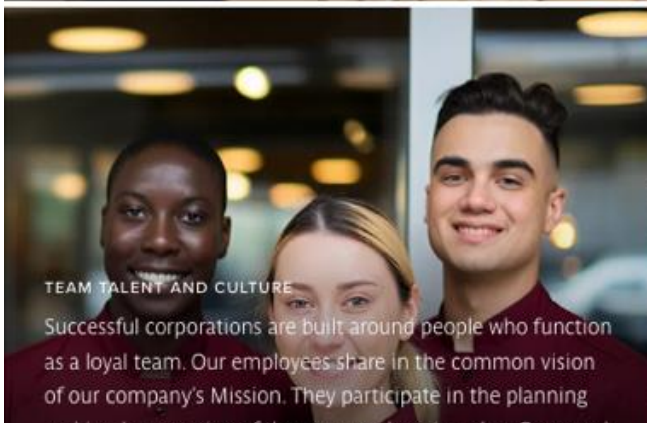
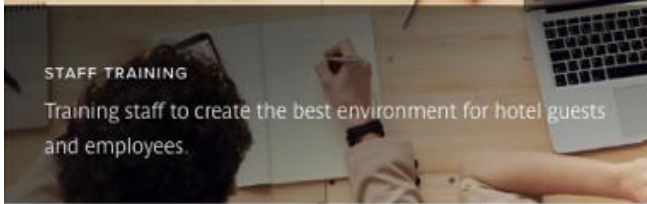
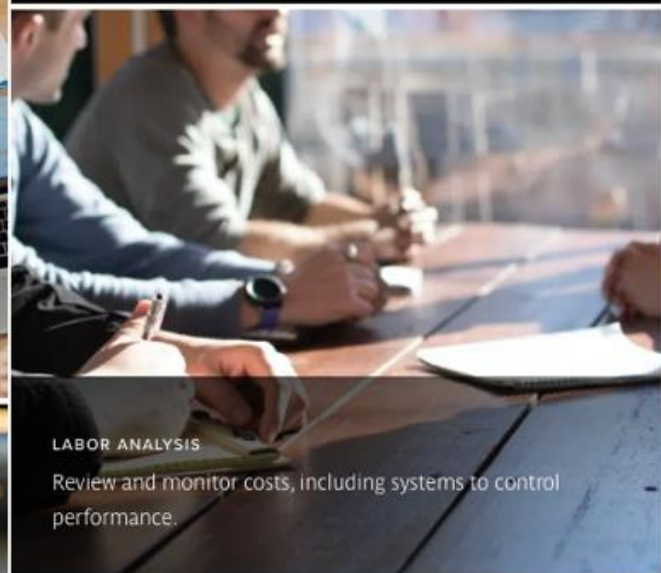


**ASSET MANAGEMENT**



# Hotel Management

After a hotel is acquired or developed, Equinox will use its skills in all aspects of hotel operations.



## Hotel Developers and Operators



### Asset Management

- Operator selection and negotiation
- Operational reviews to insure the productivity level of operator's management staff increase the property's cash flow
- Monitor the physical condition of hotel to assure proper improvement projects' capital expenditures
- Review the market strategy and expense controls to enhance revenue growth and provide consistency of service
- Develop goals for management that encourage their achievement in finding cost-effective ways to improve revenue
- Seek ways to maximize value including repositioning, expansion, renovating and recapitalization
- Make regularly scheduled visits for consultation with management on ongoing operations and implementation of changes
- Follow-up reports including analysis and critique of financial statements
- Provide hotel operations and asset oversight to identify the basis for hold verses sell decision
- Review facility requirements and planning criteria so that the proposed project will be responsive to market conditions
- Work with project architects in the planning and design phase to identify and recommend potential alternatives prior to commencement of construction
- Evaluate potential repositioning of the hotel in order to maximize its potential operating and financial performance over the long term, ultimately enhancing the value of the asset
- Review and analyze annual plans presented by the operator and provide full analytical reports and recommendations for improvements
- Regular meetings with the operator to analyze P&L and provide monthly status report of findings of the hotel's current performance and forecasts with ownership
- Provide complete management and coordination services for planning, design and cost engineering to including Property Improvement Plans (PIP) and renovation projects

### Hotel Development

#### Keys to a Successful Hotel Development

- Site Selection and Analysis: Analyze site locations and determine highest and best use.
- Feasibility Studies: Provide market analysis for, and financial evaluation of the proposed project to include cost-benefit analysis, facility recommendations, occupancy and room rate projections, operating results and valuation estimates.
- Detailed pre-development project budgets identifying all project elements typically containing hundreds of line items.
- Pre-development coordination between designers and contractors to insure the most efficient design to yield high quality and economic efficiency.
- Coordination of meetings during the development phase to answer questions and solve problems well in advance of construction.
- Detailed project schedules.
- Detailed monitoring of construction budgets and schedules.
- Coordination with the hotel management team to ensure a smooth opening.



*Hotel Developers and Operators*



**Crowne Plaza Arlington**

ARLINGTON, TEXAS

Recently transformed upscale all-suites hotel in the bustling DFW Metroplex, adjacent to AT&T Stadium, home of the Dallas Cowboys, and newly built Globe Life Field, home to the Texas Rangers.



**The Davenport Hotel**

SPOKANE, WASHINGTON

A \$32,000,000 renovation of a historic landmark hotel. The project included the conversion of 400 rooms to a 284 room property with the addition of 6000 square feet of meeting space. Services provided by a member of our team included feasibility analysis, cost analysis, and project management during construction.

[READ MORE](#)



**Hilton Garden Inn Dallas/Addison**

ADDISON, TEXAS

Top performer in the North Dallas market. The hotel is located on Dallas' Restaurant Row, near the Galleria Mall and many corporate offices.

[READ MORE](#)



**Walnut Creek Marriott & Athletic Club**

WALNUT CREEK, CALIFORNIA

Development of a \$35,000,000 combined hotel and athletic club. Responsibilities included feasibility analysis, plan development, and projections of project costs.

[READ MORE](#)



**Laguna Cliffs Marriott Resort & Spa**

DANA POINT, CALIFORNIA

This environmentally sensitive ocean bluff hotel development was a \$55,000,000 three hundred room hotel and spa project which was developed in a joint venture with a major Texas based financial institution. Our team's responsibilities included complete project development.

[READ MORE](#)



**Jabal Omar Development Company Project**

MAKKAH, SAUDI ARABIA

Equinox was engaged by Jabal Omar Development Company (JODC) in Makkah, Saudi Arabia as a consultant, adviser, and asset manager for this iconic project. A one-of-a-kind development consisting of 36 high-rise buildings representing 26 upscale hotel brands totaling 11,535 keys with multiple food & beverage facilities. The first five hotels of this project were a 637-room Conrad, a 797-room Hilton Convention Hotel, a 562-room Hilton Suites, a 744-room Hyatt Regency, and a 455-room Marriott.

[READ MORE](#)



**Hyatt Regency Sacramento**

SACRAMENTO, CALIFORNIA

Development of a \$55,000,000 mixed-use project containing a full-service convention hotel and merchandise mart. The development was a public-private venture with the City of Sacramento. Responsibilities included complete project management responsibilities from conception through completion.

[READ MORE](#)



**Sleep Inn/Mainstay Mesa**

MESA, ARIZONA

Sleep Inn/Mainstay Mesa is an acquired and entitled new build project. Plans for this development feature a dual Choice branded select service and extended stay property with 98 keys. The property is located next to Phoenix-Mesa Gateway Airport and is in the heart of the growing business hub of Mesa. Local companies include Banner Health System, Google, Boeing, Wal-Mart, AT&T, Home Depot and more.



**Sonesta Select Dallas Richardson**

RICHARDSON, TEXAS

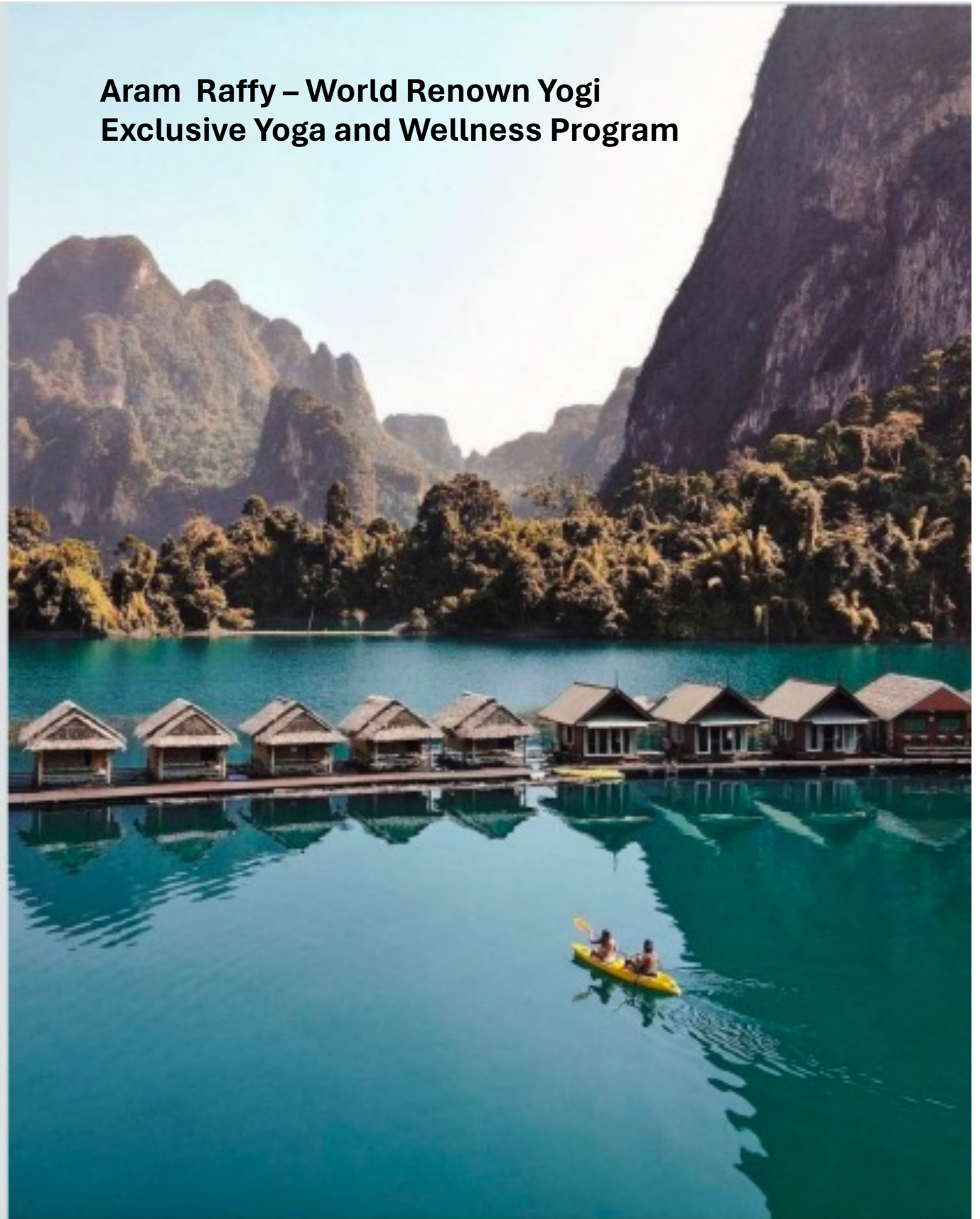
Sonesta Select Dallas Richardson was acquired in 2022. Located in the heart of Richardson's corporate hub which today houses up to 5,000 businesses including major telecommunications and insurance companies. The property is located near the University of Texas at Dallas.



**Yoga, Wellness,  
Nutrition, Fitness  
& Resorts**



## **Aram Raffy – World Renown Yogi Exclusive Yoga and Wellness Program**





This retreat has been designed for complete immersion in the natural world – nestled amongst towering mountains, in the heart of the jungle, this unique venue floats upon a pristine freshwater lake.

Here you will disconnect from the usual trappings of the modern world. Twice-daily yoga classes you to deepen your physical and meditation practice. The rest of the time is yours to nourish your body with delicious

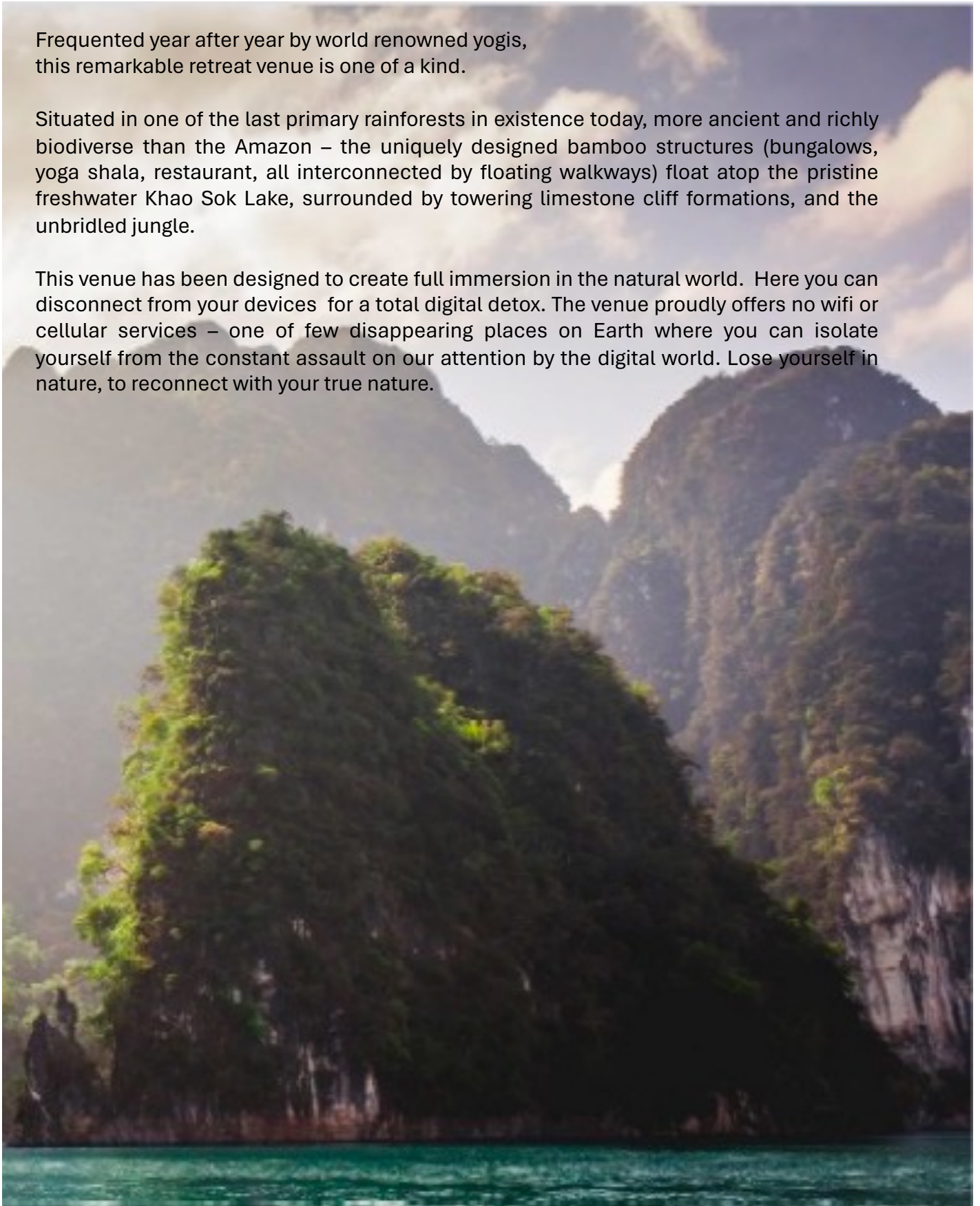
Thai meals, celebrating local ingredients; to enjoy traditional Thai yoga massage from expert practitioners; to explore the beautiful surroundings with long hikes in remarkable rainforests, along rugged coastlines; swim; kayak for miles, seek out the unique wildlife; or do the most transformational work of all ... nothing.

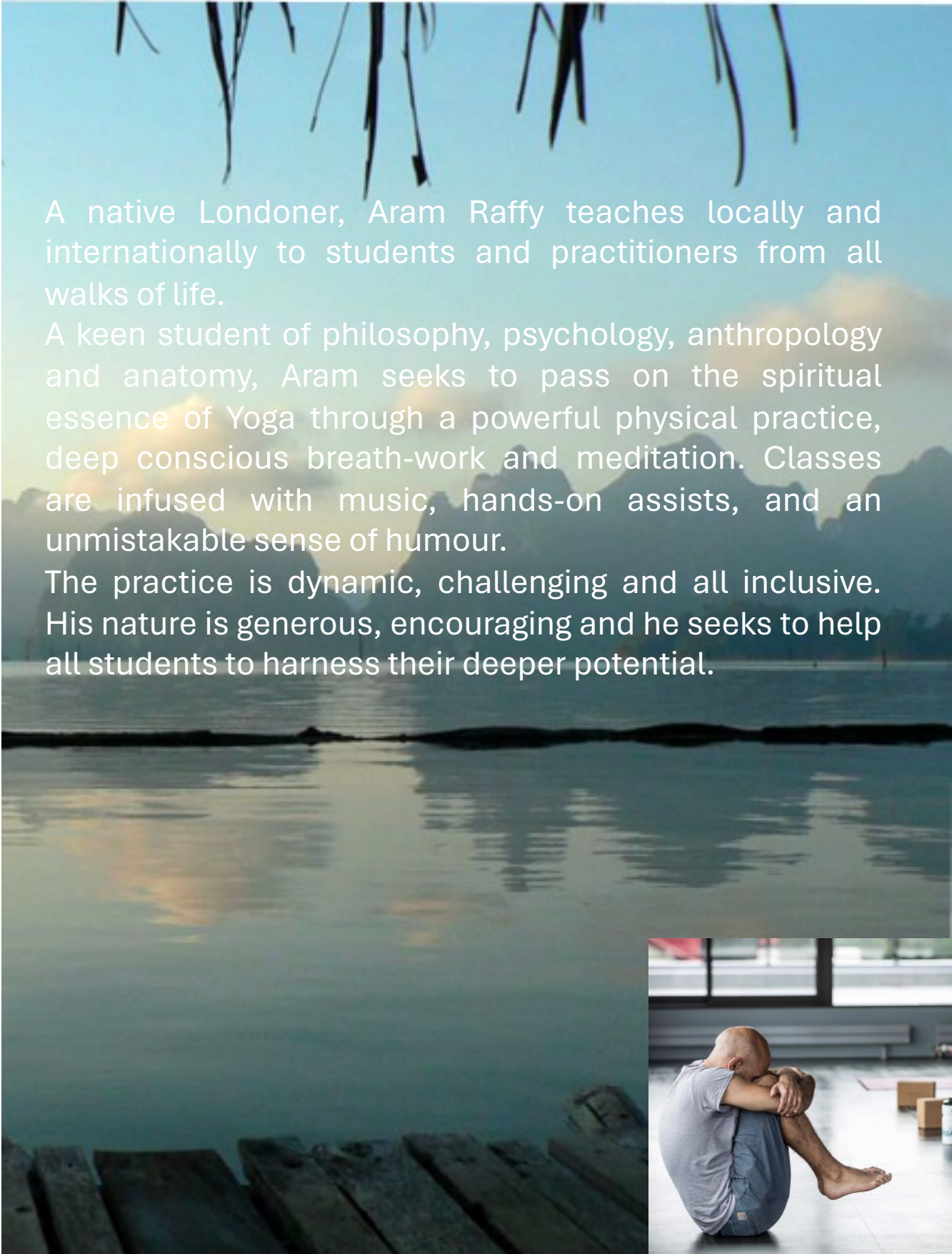


Frequented year after year by world renowned yogis, this remarkable retreat venue is one of a kind.

Situated in one of the last primary rainforests in existence today, more ancient and richly biodiverse than the Amazon – the uniquely designed bamboo structures (bungalows, yoga shala, restaurant, all interconnected by floating walkways) float atop the pristine freshwater Khao Sok Lake, surrounded by towering limestone cliff formations, and the unbridled jungle.

This venue has been designed to create full immersion in the natural world. Here you can disconnect from your devices for a total digital detox. The venue proudly offers no wifi or cellular services – one of few disappearing places on Earth where you can isolate yourself from the constant assault on our attention by the digital world. Lose yourself in nature, to reconnect with your true nature.

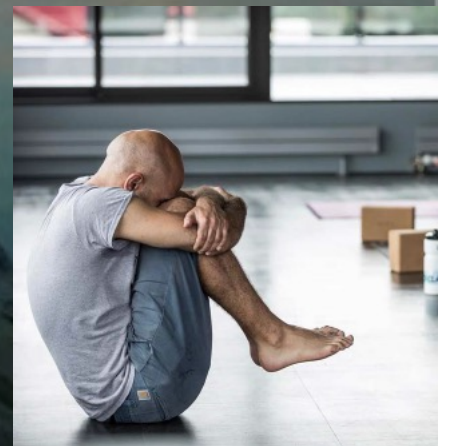




A native Londoner, Aram Raffy teaches locally and internationally to students and practitioners from all walks of life.

A keen student of philosophy, psychology, anthropology and anatomy, Aram seeks to pass on the spiritual essence of Yoga through a powerful physical practice, deep conscious breath-work and meditation. Classes are infused with music, hands-on assists, and an unmistakable sense of humour.

The practice is dynamic, challenging and all inclusive. His nature is generous, encouraging and he seeks to help all students to harness their deeper potential.







Mornings will begin in the floating shala with a strong, energising, uplifting style of Astanga vinyasa-krama. Designed to maximise immersion in the natural world, this wooden structure features folding glass-panelled doors that open on all four sides to create a large open airy room with limitless views.





## Meals

True to Thai tradition, nourishment is key. All meals are hearty, delicious Thai food creations, made with local ingredients, with a strong emphasis on nourishing whole foods. Most dishes are naturally vegan – featuring rainforest grown vegetables – and local freshwater fish is also available.

We will eat communally with snacks and beverages available throughout the day as well.

Please advise in advance if you have any specific allergies or dietary requirements – all dietary needs will be accommodated for.



## Additional activities

The retreat venue is sublimely situated for exploring.

Aside from daily swims (as well as bathing – with eco friendly soap!) in the lake, and long naps in your hammock, you may spend the afternoons paddling the pristine waters (kayaks are tethered to your bungalow for use throughout your stay); exploring local caves; snorkelling; or hiking through the rainforest.

Traditional Thai Massage therapists will be available to help you relax, rejuvenate and re-energise throughout your stay.\*

Boat & raft excursions, which tour throughout the national park, are available with official park rangers, as well as guided hikes through the wildlife sanctuaries.\*







**Medical & Sports Medicine  
Portfolio**

## Healthcare, Hospitals and Medical Research

Project Name: **Hamad Medical City**  
 Location: Doha, Qatar  
 Client: Hamad Medical City  
 Description: Portfolio Delivery  
 Project Position: Senior Advisor

Project Name: **HMC Fit Out**  
 Location: Doha, Qatar  
 Client: Hamad Medical City  
 Description: \$100M Hospital Fit out  
 Project Position: Senior Advisor

Project Name: **Al Wakra Hospital**  
 Location: Doha, Qatar  
 Client: Supreme Council of Health  
 Description: Portfolio Delivery  
 Project Position: Senior Advisor

Project Name: **National Trauma Center**  
 Location: Doha, Qatar  
 Client: Hamad Medical City  
 Description: 650 Bed Trauma Facility  
 Project Position: Senior Advisor

Project Name: **National Children's Hospital**  
 Location: Doha, Qatar  
 Client: Hamad Medical City  
 Description: Children and Pediatrics Hospital  
 Project Position: Senior Advisor

Project Name: **National Health Laboratory**  
 Location: Doha, Qatar  
 Client: Ministry of Health  
 Description: National Health Labs  
 Project Position: Senior Advisor

Project Name: **Multiple Regional Healthcare Centers**  
 Location: Doha, Qatar  
 Client: Ministry of Health  
 Description: 12 Healthcare Centers  
 Project Position: Senior Advisor

Project Name: **HMC Surgery Center Expansion**  
 Location: Doha, Qatar  
 Client: Hamad Medical City  
 Description: 20 New Surgery Suites  
 Project Position: Senior Advisor



Hamad Medical City - Doha



Al Wakra Hospital - Qatar



Al Wakra Hospital - Qatar



## Healthcare, Hospitals and Medical Research

Project Name: **Glass Rock Medical Park**  
 Location: Gilbert, AZ  
 Contact: Dmytro Development  
 Description: Medical Park  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **Wilson Hospital**  
 Location: Binghamton, NY  
 Contact: Hospital Facilities  
 Description: OR Suite Renovations  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **Pecos Village Medical Park**  
 Location: Chandler, AZ  
 Contact: Dmytro Development  
 Description: Medical Research Facility  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **Broad Hollow Bio-Tech**  
 Location: Farmingdale, NY  
 Contact: SUNY Farmingdale  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Public/Private Partnership: Bio-Tech Research  
 Project Architects: EYP

Project Name: **Albany Bio-Tech Research**  
 Location: Albany, NY  
 Contact: SUNY Albany  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 \$80 M Bio-Tech Research Facility w/Vivarium  
 Project Architects: Hillier

Project Name: **Upstate Medical Center**  
 Location: Syracuse, NY  
 Contact: SUNY Physical Plant  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Regional Teaching Hospital  
 Various Project Architects and Engineers

Project Name: **Cornell Veterinarian Sciences**  
 Location: Ithaca, NY  
 Contact: Cornell University  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Multi-use animal research facility  
 Various Project Architects and Engineers



Downstate Medical Center - New York City



Hamad Medical City - Doha



Institute for Human Performance - Syracuse

## Healthcare, Hospitals and Medical Research

Project Name: **Brooklyn Medical Center**  
 Location: Brooklyn, NY  
 Contact: SUNY Physical Plant  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Regional Teaching Hospital  
 Various Project Architects and Engineers

Project Name: **Wilson Hospital**  
 Location: Binghamton, NY  
 Contact: Hospital Facilities  
 Description: Envelope and Structural Alterations  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **Parkview Medical Campus**  
 Location: Ithaca, NY  
 Contact: Tom Colbert  
 Description: Medical Park and Surgical Suites  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **Main St. Surgical Center**  
 Location: Oneonta, NY  
 Contact: Oneonta Assocs.  
 Description: Medical Offices and Surgical Suites  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **College of Optometry**  
 Location: Manhattan, NY  
 Contact: SUNY Optometry  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 24 floor complete renovation  
 Project Architects: Hillier

Project Name: **Pecos Village Medical Park**  
 Location: Chandler, AZ  
 Contact: Dmytro Development  
 Description: Medical Research Facility  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **Buffalo Psychiatric Center**  
 Location: Buffalo, NY  
 Contact: NYS FDC  
 Description: Historic Patient Facility  
 Planning, Design and Construction Management  
 Project Architect: AJ Colletti



Phoenix Proprietary Medical Support and Telemed



Al Wakra Hospital - Qatar



Phoenix Physical Therapy and Sports Therapy Facilities





**Education & Recreation  
Portfolio**

## Education Projects

Project Name: **National K-12 School Redesign Program**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: School Re-design / Transformation  
 Project Position: Program Director

Project Name: **Qatar University Master Plan**  
 Location: Doha, Qatar  
 Clients: Qatar University/ Olympic Committee  
 Description: Concept and Detail Master Plan  
 Project Position: Program Director  
 Project Architects: OMA

Project Name: **National K-12 School Delivery Program**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Design/Delivery of 100+ Schools  
 Project Position: Senior Advisor  
 Project Architects: Broadway Malyan / Aecom

Project Name: **National School Upgrade Program**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Upgrade of 155 existing schools  
 Project Position: Program Director

Project Name: **National Emergency Center Program**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Community Emergency Centers in Schools  
 Project Position: Program Director

Project Name: **National School Sustainability Program**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: BA Interface Lead w DBC  
 Project Position: Senior Advisor

Project Name: **National School FIFA Program**  
 Location: Doha, Qatar  
 Client: Ashghal  
 Description: Concept and Detail Master Planning  
 Project Position: BA Program Director



Qatar University - Stadium Overlays with Metro Rail Planning



International New School Design Competition and Program Delivery - Doha



International New School Design Competition and Program Delivery - Doha



## Higher Education and Research Projects

Project Name: **Broad Hollow Bio-Tech**  
 Location: Farmingdale, NY  
 Contact: SUNY Farmingdale  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Public/Private Partnership: Bio-Tech Research  
 Project Architects: EYP

Project Name: **Albany Bio-Tech Research**  
 Location: Albany, NY  
 Contact: SUNY Albany  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 \$80M Bio-Tech Research  
 Project Architects: Hillier

Project Name: **Binghamton Sports Arena**  
 Location: Binghamton, NY  
 Contact: SUNY Binghamton  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Multi-use sports arena  
 Project Architects: EYP

Project Name: **College of Optometry**  
 Location: Manhattan, NY  
 Contact: SUNY Optometry  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 24 floor complete renovation  
 Project Architects - Hillier

Project Name: **Chemistry Research Facility**  
 Location: Geneseo, NY  
 Contact: SUNY Geneseo  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Research Labs and Facilities  
 Project Architects: HOK

Project Name: **Binghamton Student Center**  
 Location: Binghamton, NY  
 Contact: SUNY Binghamton  
 Description: SUCF Project  
 Project Position: State Director, SUCF - A/E Design Services  
 Multi-use student center  
 Project Architects: Hom and Goldman



University at Albany - Life Sciences Research & Development



State University of New York Headquarters



New Student Dining Hall - Colgate University

## Higher Education and Research Projects

**Project Name:** Upstate Medical Center  
**Location:** Syracuse, NY  
**Contact:** SUNY Physical Plant  
**Description:** SUCF Project  
**Project Position:** State Director, SUCF - A/E Design Services  
 Regional Teaching Hospital  
 Various Project Architects and Engineers

**Project Name:** Brooklyn Health Science Center  
**Location:** Brooklyn, NY  
**Contact:** SUNY Physical Plant  
**Description:** SUCF Project  
**Project Position:** State Director, SUCF - A/E Design Services  
 Regional Teaching Hospital  
 Various Project Architects and Engineers

**Project Name:** Cornell Veterinarian Sciences  
**Location:** Ithaca, NY  
**Contact:** Cornell University  
**Description:** SUCF Project  
**Project Position:** State Director, SUCF - A/E Design Services  
 Multi-use animal research facility  
 Various Project Architects and Engineers

**Project Name:** Bailey Hall Renovation  
**Location:** Ithaca, NY  
**Contact:** Cornell University  
**Description:** SUCF Project  
**Project Position:** State Director, SUCF - A/E Design Services  
 Multi-use student arena - Historic Renovation  
**Project Architect:** Egner Associates

**Project Name:** Morrisville Campus  
**Location:** Norwich, NY  
**Contact:** SUNY Morrisville  
**Description:** SUCF Project  
**Project Position:** State Director, SUCF - A/E Design Services  
 Library and research facility  
**Project Architect:** QPK

**Project Name:** Oswego Sports Arena  
**Location:** Oswego, NY  
**Contact:** SUNY Physical Plant  
**Description:** SUCF Project  
**Project Position:** State Director, SUCF - A/E Design Services  
 Multi-use student sports arena  
 Hockey, Basketball, Racquet Ball, Tennis  
**Project Architects:** Cannon Design



Seven Oak Golf Course and Clubhouse - Hamilton



Morrisville College Student Center - Norwich



Stony Brook University Dining Center



## Higher Education and Research Projects

**Project Name:** Colgate University Student Housing  
**Location:** Hamilton, NY  
**Contact:** Center Associates  
**Description:** Fraternity Student Housing  
 12 Buildings - Historic Renovations  
 Code Compliance and Renovations  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Sanford Field House  
**Location:** Hamilton, NY  
**Contact:** Colgate University  
**Description:** Multi-use Sports Center  
 Code Compliance and Renovations  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Reed Center  
**Location:** Hamilton, NY  
**Contact:** Colgate University  
**Description:** Multi-use student sports arena  
 Hockey, Basketball, Football, Training Center  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Axiohm Research Center  
**Location:** Ithaca NY  
**Contact:** Axiohm Inc.  
**Description:** Research Facility  
 Deep Space Navigation Systems  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Seven Oaks Golf Course  
**Location:** Hamilton, NY  
**Contact:** Colgate University  
**Description:** Historic Clubhouse Renovation and Course  
 Infrastructure Upgrades, Renovations  
 Upgrades to Trent Jones Course and Facilities  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Maritime Port Facilities  
**Location:** Fort Schuyler, NY  
**Contact:** SUNY Physical Plant  
**Description:** SUCF Project  
**Project Position:** State Director, SUCF - A/E Design Services  
 New and renovated port facilities / infrastructure  
 Various Project Architects and Engineers



**Binghamton University Event Center**



**Delhi Culinary School**



**Farmingdale College - Central Utility Plant**



**Transportation Projects  
and  
Mobility Planning**



## Transportation/Infrastructure

Project Name: **Amtrak - NECIP**  
 Location: Washington, DC  
 Contact: Deleuw/Cather/Parsons  
 Description: High Speed Rail  
 800 Fixed Bridge Decks Washington to Boston  
 Structural Design and Design Management

Project Name: **NY Metropolitan Transit Authority**  
 Location: Manhattan, NY  
 Contact: Intergraph/Lockheed Martin  
 Description: Upgrade MTA Security  
 Concept of Operations: Senior Consultant

Project Name: **Transportation Security Initiative**  
 Location: Albany, NY  
 Contact: Governor's Office – State Operations  
 Description: Port and Rail Security Systems

Project Name: **NYS – Port Security Initiative**  
 Location: Port of NY/NJ  
 Contact: Governor's Office – State Operations  
 Description: Port Operations and Security  
 Planning, Design and Design Management

Project Name: **NYSW- Locomotive Repair Facility**  
 Location: Binghamton, NY  
 Contact: NYSW  
 Description: Locomotive Repair facility  
 Planning, Design and Design Management  
 Project Architect: AJ Colletti

Project Name: **NYSW Rail Station**  
 Location: Multiple  
 Contact: NYSW  
 Description: Historic Renovation  
 Passenger/Freight Rail Station Facilities  
 Design and Construction Management  
 Project Architect: AJ Colletti

Project Name: **General Instrument**  
 Location: Sherburne, NY  
 Contact: General Instrument  
 Description: Track Facilities  
 Design and Construction Management  
 Project Architect: AJ Colletti



Hawthorne Traffic



FIFA Intermodal Transportation Planning - Doha



Doha Cruise Ship Terminal - Doha coordinated with Ministry of Tourism

## Transportation/Infrastructure

**Project Name:** Qatar University Rail Station  
**Location:** Doha, Qatar  
**Contact:** Ashghal - PWA  
**Description:** FIFA/IOC Precinct Planning and Alignments  
**Project Position:** Master Planning Program Lead

**Project Name:** Qatar Cultural and Sports Hub Rail Station  
**Location:** Doha, Qatar  
**Contact:** Ashghal - PWA  
**Description:** FIFA/IOC Precinct Planning and Alignments  
**Project Position:** Master Planning Program Lead

**Project Name:** Lusail Olympic Precinct Rail Station  
**Location:** Doha, Qatar  
**Contact:** Ashghal - PWA  
**Description:** FIFA/IOC Precinct Planning and Alignments  
**Project Position:** Master Planning Program Lead

**Project Name:** Federal Railway Administration  
**Location:** Washington, DC  
**Contact:** Deleuw/Cather/Parsons  
**Description:** Amtrak NECIP High Speed Rail  
 Authored Fed Spec Bridge Rail Specifications  
**Project Architect:** AJ Colletti

**Project Name:** Track and Rail Bed Alignments  
**Location:** New York/New Jersey  
**Contact:** NYSW  
**Description:** Rail Re-alignments and Upgrades  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Rail ROW Infrastructure Assessments  
**Location:** New York/New Jersey  
**Contact:** NYSW  
**Description:** Infrastructure Assessments and Upgrades  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Bridge Assessments and Refurbishment  
**Location:** New York/New Jersey  
**Contact:** NYSW  
**Description:** Bridge Assessments and Upgrades  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** SUNY Maritime Port Enhancements  
**Location:** New York City, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Port Assessments and Upgrades  
 Planning and Implementation  
**Position:** Senior Technical Advisor – Governor's Office



Amtrak Acela - New York / New Jersey Gateway Program



Intermodal at Doha Cruise Terminal coordinated with Ministry of Tourism



Doha Light Rail Alignments for FIFA and IOC



## Transportation/Infrastructure

**Project Name:** SUNY Maritime Port Enhancements  
**Location:** New York City, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Port Assessments and Upgrades  
 Planning and Implementation  
**Position:** Senior Technical Advisor – Governor's Office

**Project Name:** New York State Department of Transportation  
**Location:** New York  
**Contact:** NYSDOT  
**Description:** Roads/Infrastructure/Heavy Civil  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** State University of New York  
**Location:** New York  
**Contact:** SUNY  
**Description:** Roads/Infrastructure/Heavy Civil  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** USDA  
**Location:** Syracuse, NY  
**Contact:** James Bays, Director  
**Description:** Roads/Infrastructure/Heavy Civil  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** NYS DHCR  
**Location:** Syracuse, NY  
**Contact:** James Bays, Director  
**Description:** Roads/Infrastructure/Heavy Civil  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** Pace Construction Corporation  
**Location:** Saratoga, New York  
**Contact:** NYSDOT  
**Description:** Roads/Infrastructure/Heavy Civil  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti

**Project Name:** New Jersey Department of Transportation  
**Location:** New Jersey  
**Contact:** NJDOT  
**Description:** Roads/Infrastructure/Heavy Civil  
 Planning, Design and Construction Management  
**Project Architect:** AJ Colletti



Amiri Yachts Marina - Qatar



Intermodal Transportation / Recreation - FIFA Planning



Container Port Re-Development - Doha



**Critical  
Infrastructure  
&  
Public Security**



## Critical Infrastructure/Security

**Project Name:** State Emergency Management Center  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Governor's Office Operations Center Management, Operations and Planning  
**Position:** Sr. Technical Advisor – Governor's Office

**Project Name:** Shared NYS State Back-up Data Center  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Shared State / Banking / Stock Market Facility Analysis and IT Upgrade Implementation  
**Position:** Program Lead – Governor's Office

**Project Name:** Governor's Priority Communications Initiative  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Mobile Priority Communications Network Analysis and Upgrade Implementation  
**Position:** Program Lead – Governor's Office

**Project Name:** Statewide Connectivity Upgrade Program  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Develop Fiber Security System Network Analysis and Upgrade Implementation  
**Position:** Program Lead – Governor's Office

**Project Name:** Statewide Disaster Response Con-Ops  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Develop Priority Communications Network Analysis, Development and Upgrade Implementation  
**Position:** Sr. Technical Advisor – Governor's Office

**Project Name:** Statewide Critical infrastructure Data Base  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Develop Critical Infrastructure Data Base Development and Implementation  
**Position:** Program Lead – Governor's Office

**Project Name:** First Technology Program  
**Location:** SUNY Stony Brook / Brookhaven National Labs  
**Contact:** Dean of Engineering Dr. Yacov Shamash  
**Description:** Security Technology Vetting Program Analysis and Implementation  
**Position:** Program Lead – Governor's Office



New York State Capital Operations and Security



Hawthorne Joint Transportation Security Center



New York State Critical Infrastructure Security - Governor's Task Force Leader

## Critical Infrastructure/Security

**Project Name:** New York Metropolitan Transit Authority  
**Location:** Manhattan, NY  
**Contact:** Intergraph / Lockheed Martin  
**Description:** Program to Upgrade MTA Security  
**Concept of Operations:** Senior Consultant  
**Position:** Senior Advisor

**Project Name:** Rail Transport Security Initiative  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** LLRAW Rail Security Systems Analysis and Program Implementation  
**Position:** Program Lead – Governor's Office

**Project Name:** NYS – Port Security Initiative  
**Location:** Port of NY/NJ  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** NY/NJ Port Operations and Security Analysis and Upgrade Implementation

**Project Name:** NYS State Emergency Management Center  
**Location:** Albany, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Facility Hardening and Upgrade Facility Operations Design and Implementation  
**Position:** Program Lead – Governor's Office

**Project Name:** World Trade Center Attack – 9.11  
**Location:** Manhattan, NY  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Senior Response Operations Officer Response Operations & Planning Governor's Office  
**Position:** Senior Technical Advisor – Governor's Office

**Project Name:** US 2003 G8 Summit  
**Location:** Sea Island, Georgia  
**Contact:** Robert McCreary, White House  
**Description:** US Secret Service / Turkish Secret Service Assigned to Prime Minister - Recep Tayyip Erdoğan  
**Position:** Senior Advisor

**Project Name:** US Naval College War Games  
**Location:** City of New York Mayor's Office  
**Contact:** Governor's Office – J. Natoli Dir. State Operations  
**Description:** Governor's Task Force Lead Governor's Office - Response Operations & Planning  
**Position:** Senior Technical Advisor – Governor's Office



Hawthorne Joint Transportation Security Center



Operations Center - SEMO



New York State Critical Infrastructure Security - Governor's Task Force Leader



## Critical Infrastructure/Security

**Project Name:** State Emergency Management Center  
**Location:** Albany, NY  
**Contact:** SEMO  
**Description:** 88,000 sf of Multi-use Emergency Management Center – Hardened Facility Operations, Planning, Design, Construction Management

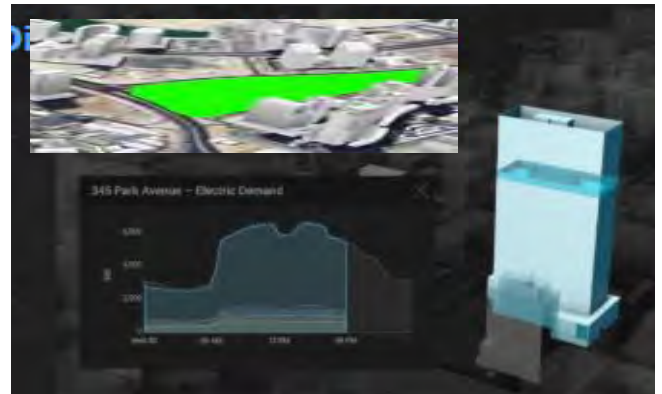
**Project Name:** 911 World Trade Center Attack Response  
**Location:** Manhattan, NY  
**Contact:** Governor’s Office – State Operations  
**Description:** Critical Infrastructure Assessments Response Operations, Infrastructure Evaluations and Operations

**Project Name:** Governor’s Task Force Statewide Critical Infrastructure  
**Location:** Albany, NY  
**Contact:** Governor’s Office – State Operations  
**Description:** Critical Communications and Power Sector Operations and Security- 22 State Agencies and Authorities Operations, Systems Planning and Design Management

**Project Name:** Joint Transportation Facility  
**Location:** Hawthorne, NY  
**Contact:** NYSDOT/NYS State Police  
**Description:** Hardened Transportation Facility Planning, Design and Design Management

**Project Name:** Regional Emergency Management Centers  
**Location:** Albany, NY  
**Contact:** SEMO  
**Description:** Regional Emergency Management Centers – Hardened Facilities Operations, Planning and Construction Management

**Project Name:** US-Baltic Congressional Conference  
**Location:** Washington, DC  
**Contact:** Estonian Chamber of Commerce  
**Description:** International Regional Emergency Management and Transportation Security Advisor Senior Consultant – Speaker



Phoenix Data Analytics



Command and Control Facilities



G8 Summit - Sea Island



Command and Control Facilities



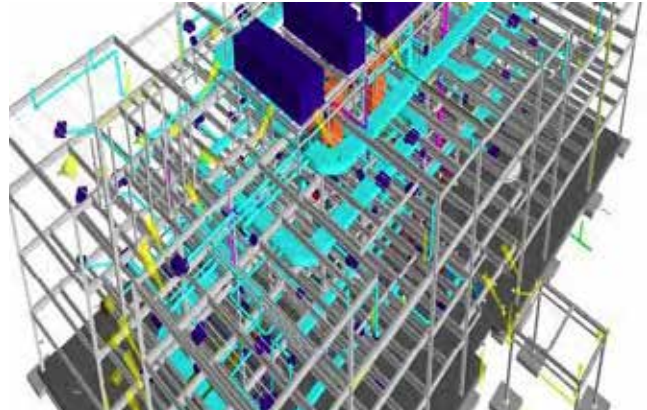
# **Professional Services**



## **DIGITAL LIFECYCLE MANAGEMENT** **Working in the Digital Environment**



**DESIGN**  
in the Digital Environment



**CONSTRUCT**  
in the Digital Environment



**OPERATE**  
in the Digital Environment



**EDUCATE**  
in the Digital Environment

## ADVANCED PROJECT MANAGEMENT DELIVERY SYSTEM

Delivery Strategy Coordination

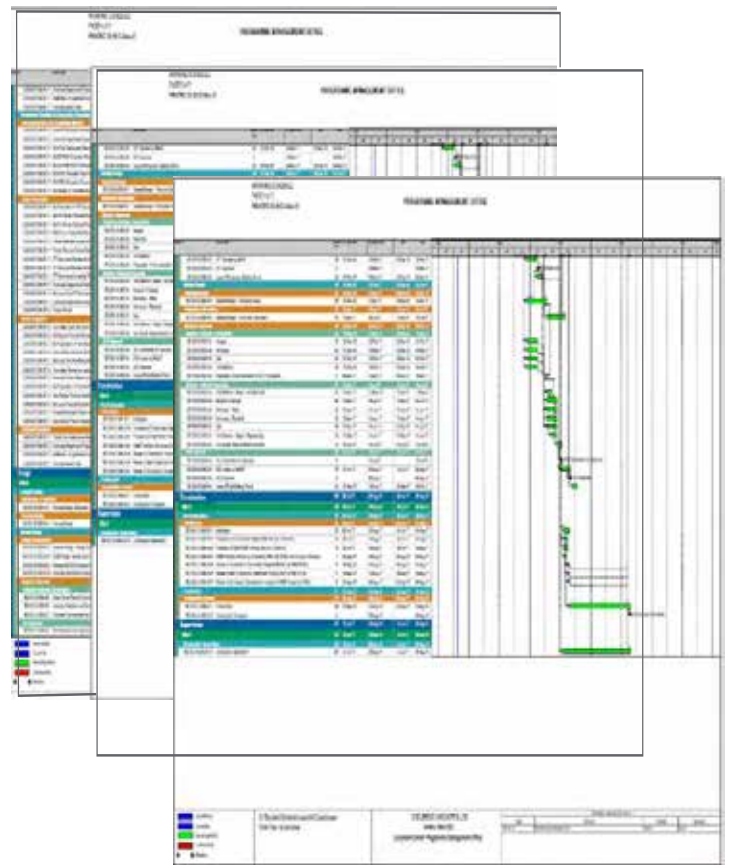
Scope Confirmation and Procurement

Technical and Financial Oversight

Advanced Integrated Financial and Operational Project Controls

Innovation Integration

- Allows project managers to automate tasks and work collaboratively with participants
- Creates efficiencies by linking data sets to provide near realtime updates to project managers and participants
- Coordinates oversight by project managers throughout the lifecycle of any project
- Automates routing tasks through a delegation of authority
- Automates project performance reporting to participants and stakeholders





## ADVANCED PROJECT MANAGEMENT DELIVERY SYSTEM

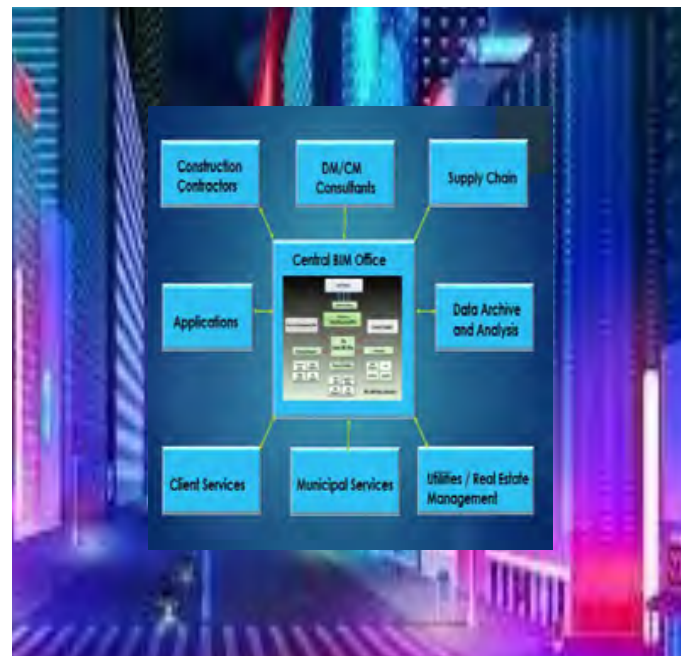
### Program Management

- Procurement Strategy and Planning
- Financial Management, Planning and Reporting
- Delivery Objectives and Tracking
- Stakeholder Management
- PMDS System Implementation
- PMO Operations
- DLA /RACI Management
- Delivery Planning, Coordination and Tracking
- Portfolio Reporting and Dashboards
- Program Controls
- Program Change Management
- Program Risk Assessment and Management



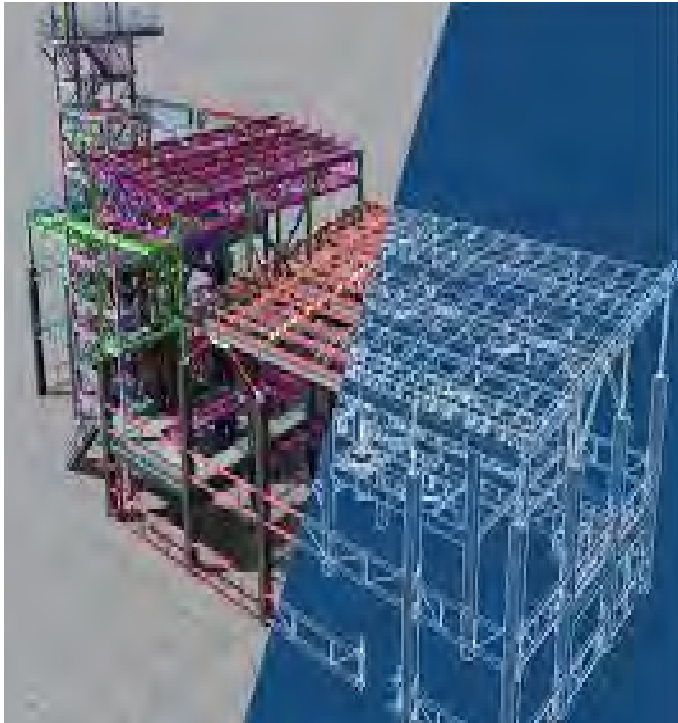
### Project Management

- Stakeholder Management
- Project Planning/Scheduling/Tracking/Reporting
- Procurement, Contracts Development and Administration
- Arch / Engineering Design Management
- Change Management and Controls
- Construction Delivery Management
- Health & Safety Planning and Controls
- Environmental Planning and Controls
- Sustainability Planning and Controls
- Financial Management and Controls
- Quality Assurance Management and Controls
- Project Risk Assessment and Management



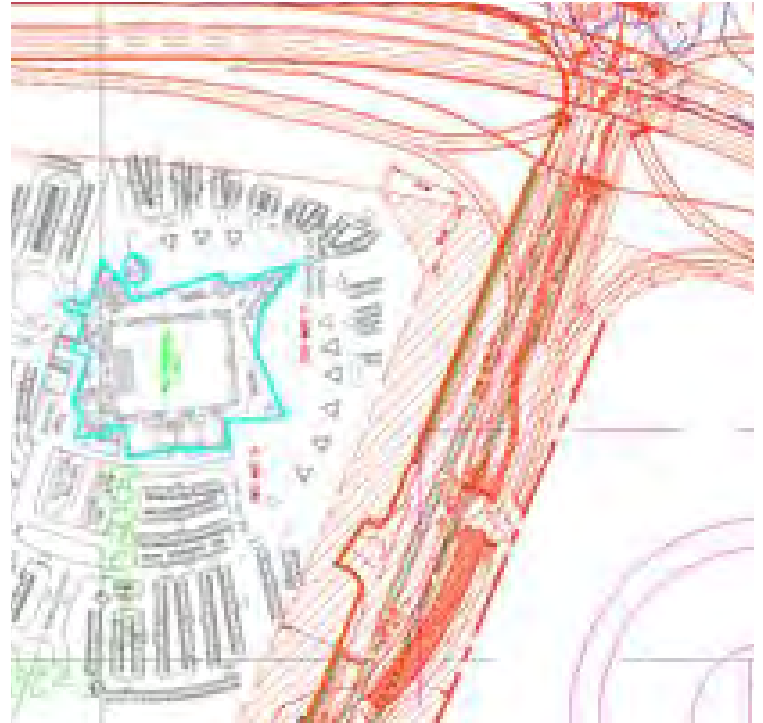
## Master Planning

- Stakeholder Management
- Brief Development
- Concept Master Planning and Analysis
- Detail Master Planning and Analysis
- Sustainability and Environment Planning
- Tourism Analysis and Destination Planning
- Cost Estimate Planning and Budgets
- Program and Project Scheduling and Planning
- Infrastructure Capacity Analysis
- Intermodal Transportation Planning
- Security Analysis and Crowd Movements
- Procurement Strategy and Planning
- Construction Phasing and Analysis



## Architectural/Engineering Design Services

- Design Strategy and Planning
- Program and Budget Verification
- Concept Design and Design Development
- Technical and Detailed Design
- Specification Development
- Sustainability and Environmental Design
- Tender Phase Services and Bid Analysis
- Resource Planning and Analysis
- Building Information Modeling 3D-5D
- Project Administration
- Site Supervision Services
- Quality Assurance Review and Analysis





## DIGITAL ASSET MANAGEMENT & OPERATIONS

### SMART 3D-4D-5D REAL ESTATE OPERATING SYSTEM

- Aggregate all your building, area information, and IoT data and operational software in one “single source of truth” dashboard
- Monitor all aspects of your assets like energy consumption, maintenance alerts, and leasing information — to gain insights that let you improve areas such as preventative maintenance, building security, and utility usage (including HVAC and lighting)
- Reduce downtime and identify areas for improved efficiency and cost savings across entire portfolios from any location around the world
- Leverage digital twin modeling services (LOD4) of existing buildings and assets within buildings

