

## UNION COUNTY IMPROVEMENT AUTHORITY

1499 US Highway One, North, 3<sup>rd</sup> Floor

Rahway, New Jersey, 07065

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

(732) 382-9400 (732) 382-5862 fax

Resolution No. 95-2016

Date: October 5, 2016

RESOLUTION OF THE UNION COUNTY IMPROVEMENT AUTHORITY  
APPROVING THE AWARD OF A PROFESSIONAL SERVICES CONTRACT TO  
COLLIERS INTERNATIONAL IN CONNECTION WITH STRATEGIC FACILITY  
PLANNING SERVICES.

APPROVED AS TO FORM:

Lisa M. da Silva, RMC

Clerk of the Authority

APPROVED AS TO SUFFICIENCY OF FUNDS

☒ YES ☐ NO ☐ NONE REQUIRED

UNION COUNTY IMPROVEMENT AUTHORITY

	PRESENT	ABSENT	AYE	NAY	ABSTAIN	MOTION	SECOND
<i>Bornstad</i>	X		X				
<i>D'Elia</i>	X		X				
<i>Hockaday</i>	X		X				
<i>Lattimore</i>	X		X				
<i>Salerno, Secretary</i>	X		X				X
<i>Szpond</i>	X		X			X	
<i>Tomko, Treasurer</i>	X		X				
<i>Rountree, Vice Chair</i>		X					
<i>Scutari, Chairman</i>	X		X				

**RESOLUTION OF THE UNION COUNTY IMPROVEMENT AUTHORITY  
APPROVING THE AWARD OF A PROFESSIONAL SERVICES CONTRACT  
TO COLLIERS INTERNATIONAL IN CONNECTION WITH STRATEGIC  
FACILITY PLANNING SERVICES.**

**WHEREAS**, the Union County Improvement Authority (the "Authority") has been duly created by an Ordinance of the Board of Chosen Freeholders (the "Freeholders") of the County of Union, State of New Jersey (the "County") duly adopted as a public body corporate and politic of the State of New Jersey pursuant to and in accordance with the County Improvement Authorities Law, constituting Chapter 183 of the Pamphlet Laws of 1960 of the State, and the acts amendatory thereof and supplemental thereto (the "Act"); and

**WHEREAS**, the Freeholders reviewed and approved a shared services agreement (the "Shared Services Agreement") between the County and the Authority for the purposes of conducting a Space Utilization Study ("Study") on behalf of the County and to prepare the County's Strategic Planning Services Report ("Report"); and

**WHEREAS**, on or about October 19, 2015, the County and the Authority executed the Agreement; and

**WHEREAS**, pursuant to Resolution 2016-620, the Freeholders approved an amendment to the Shared Services Agreement authorizing the County to provide the Authority with an amount not to exceed \$70,000 to engage the services of a professional consultant to perform real estate consulting and other professional services related to the Study; and

**WHEREAS**, on or about August 3, 2016, the County and the Authority executed the Amended Agreement; and

**WHEREAS**, the Authority now desires to authorize the Executive Director to award a contract to a professional consultant to perform architectural services related to the Study in accordance with the Amended Agreement; and

**WHEREAS**, at the request of the Authority, on October 4, 2016, Colliers International ("Colliers") submitted a proposal to perform work required by the Authority for an amount not to exceed \$70,000 pursuant to its proposal, a copy of which is attached hereto and made a part hereof as **Exhibit A**; and

**WHEREAS**, the Authority has reviewed Colliers Proposal and now desires to award Colliers a non-fair and open Contract and hereby authorizes the Executive Director to execute a Contract between the Authority and Colliers in accordance with the Proposal, a copy of which is attached hereto as **Exhibit A**.

**NOW THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the Authority as follows:

1. The foregoing recitals are incorporated herein as if set forth at length; and
2. The Executive Director is hereby authorized and directed to execute a Contract between the Authority and Colliers to perform real estate consulting and other professional services related to the Study for an amount not to exceed \$70,000 in accordance with Colliers Proposal, a copy of which is attached hereto as **Exhibit A**; and
3. Execution of the contract is contingent upon the prior certification by Collier pursuant by NJSA19:44A-20.8, completion of the Business entity disclosure certification and the filing of same with the Authority; and
4. The Executive Director is hereby authorized and directed to take any and all actions necessary to execute the Contract; and
5. The Executive Director is hereby authorized to take any and all actions necessary to implement the Contract; and
6. This resolution shall take effect immediately.



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Tel: 617-330-8000  
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Martha A O'Mara PhD, CRE  
Executive Managing Director  
617-216-3999

October 4, 2016

Ms. Linda D. Stender  
Deputy Director/Project Manager  
Union County Improvement Authority  
1499 US Highway One, North  
3rd Floor  
Rahway, New Jersey 07065

Dear Ms. Stender,

We are pleased to present this draft Scope of Work and project budget to The Union County Improvement Authority to amend the County's Strategic Planning Services Report to include an assessment of the "Old Jail" and related facilities and occupancy requirements as outlined in the Amendment to Resolution No. 20015-800.

We have based this scope of work on a review of the "Amendment to the Shared Services Agreement" and the "Data from draft study", as well as a discussion with you and Dan Sullivan on Friday.

The results of this project will support a "go forward" strategy regarding this asset in support of the overall Strategic Planning Services Report. It will address the future use of the facilities in the context of other planned portfolio activities and will outline essential "next steps" and high level cost comparisons for the various scenarios developed. It will act as a First Phase study that may indicate the need for further, more detailed studies to finalize the preferred scenario.

Please note that we interpret "1 a" to mean an estimated comparison of space utilized, not "as built" measurements of the space.

Our qualifications and team resumes start on page 4.

We look forward to applying our extensive experience in public sector real estate portfolio strategy development in service to Union County Improvement Authority.

Sincerely,

A handwritten signature in cursive script that reads "Martha O'Mara".

Martha (Marti) A. O'Mara PhD, CRE

Union County Improvement Authority

**Amendment to the County's Strategic Planning Services Report**

**Assessment of the "Old Jail" and related facilities and occupancy requirements as outlined in the Amendment to Resolution No. 20015-800.**

**Scope of work:**

The project will include the following steps:

1. Current State Asset Assessment of "Old Jail" and adjacent facilities:
  - a. Walkthrough and visual inspection of approximately 365,000 sf with special emphasis on the "Old Jail" facility.
  - b. Review of existing documentation and studies including any building drawings, facility condition reports, current space inventories, space use as indicated by existing plans, building conditions, prior reports and building analysis and current and anticipated future building projects including the forthcoming renovations of the County Courthouse Tower and Rotunda buildings. A visual assessment of current workplace conditions will be included. We will estimate the approximate ratio of useable to gross square feet based upon the drawings and walk-through in order to establish basic performance ratios for administrative space use in comparison to published industry benchmarks.
  - c. We will provide a summary report of major systems needs and high level costs based upon industry standards that will be used to develop the high level scenarios for the "Old Jail" facility.
2. Current User Needs Assessment of Occupants potentially impacted by alternative uses:
  - a. Conduct interviews with leadership representatives of up to 5 groups to understand current and potential future space needs. Groups to be confirmed but may include groups currently in leased space.
  - b. Walkthrough of major locations of current office space.
  - c. Review of available occupancy information including costs, lease expiration, parking and other special requirements.
  - d. High level review of current and planned storage strategies and costs, leveraging off current vendors as needed.
  - e. We will provide a summary of current occupancy and a high level estimate of future occupancy requirements across those locations impacted by potential uses of the "Old Jail" facility.
3. Current Real Estate Market Analysis
  - a. Review available sub-market real estate information including pricing and availability of functionally similar space, market vacancy and construction projections.
  - b. We will apply this understanding of local market dynamics and pricing to the scenario development.
4. Identify and develop 3-4 occupancy options for the "Old Jail" space, and related spaces potentially impacted.
  - a. Options to include:

- i. Short-term swing space for the forthcoming renovations of the County Courthouse Tower and Rotunda buildings.
    - ii. Long term storage
    - iii. Office and administrative usage
  - b. Document advantages and disadvantages of each option
5. Conduct a scenario planning workshop with leadership to further refine recommendations and build consensus on future actions and next steps
  - a. Provide recommendation and high level timeline / cost
6. The final report will be delivered in an annotated PowerPoint format.

**Deliverables:**

- Summary analytics of current occupancy and anticipated future occupancy
- High level assessment of building conditions and costs required to make the “Old Jail” space function to various requirement options outlined.
- Comparative real estate market analytics as related to the decisions/alternatives required.
- Three to four alternative occupancy scenarios for the “Old Jail”, including high level cost comparisons and timing impacts.
- A scenario planning workshop with leadership to further refine recommendations and build consensus on future actions
- Final recommendations in an annotated PowerPoint presentation

**Project schedule:**

5 weeks from signing of contract, excluding Holiday breaks (two week allowance). This assumes a timely turnaround of data requested from Union County and availability of client personnel.

**Project budget:**

	Executive Managing Director	Managing Director/PM	Analyst	
Hours	35	100	172	315
Rate per hour (weighted average \$208)	375	265	140	
				\$63,705
Travel allowance – 7 person trips to site/meetings				6,295
Total Fee and expenses				\$70,000

Colliers staff time required to provide testimony and attend hearing or meetings beyond the scope of the work outlined above, is not included in the pricing and will be billed on an hourly basis.

## Qualifications and Team

### Contact person:

Martha A. O'Mara, PhD, CRE  
Executive Managing Director, Colliers International  
Head of Strategy and Innovation Consulting  
[Martha.omara@colliers.com](mailto:Martha.omara@colliers.com)

### About Colliers International:

Colliers International Group Inc. (NASDAQ: CIGI; TSX: CIG) is a global leader in commercial real estate services with more than 16,300 professionals operating from 502 offices in 67 countries. With an enterprising culture and significant insider ownership, Colliers professionals provide a full range of services to real estate occupiers, owners and investors worldwide across a broad range of property types. Our Boston office offers more real estate services than any other firm in the market and is backed by the most experienced executive team in the Greater Boston area with roots that span more than 135 years.

Our Corporate Solutions practice is an integrated platform of services enabling occupiers to maximize the business value of their real estate. We start with a clear understanding of the business problems you are trying to solve, the most important ways your company builds and maintains competitive advantage, and how those advantages are supported by your workforce, your real estate footprint and the workplace.

Colliers International has been ranked among the top 100 outsourcing firms by the International Association of Outsourcing Professionals' Global Outsourcing for 10 consecutive years, more than any other real estate services firm.

### Experience:

Selected current and recent Strategy and Innovation portfolio strategy consulting projects include:

**Commonwealth of Massachusetts Department of Capital Asset Management and Maintenance** – Contributed to the development of the long-term asset strategy of two significant state-owned assets in downtown Boston -the Charles F. Hurley Building and Erich Lindemann Mental Health Center (designed by architect Paul Rudolph in the 1960's). Includes an occupancy strategy study of the all current users of the buildings to understand and verify their space needs and identify opportunities in the Boston market to relocate them elsewhere. The resulting analysis and recommendations will guide the assessment of redevelopment options for the both buildings.

**Thomson Reuters:** Colliers is providing a cross platform Corporate Solutions sole source relationship with this global company across its 12.7 msf portfolio of ~370 locations in 96 countries. As part of this, Colliers is providing portfolio strategic planning support at both the metro and individual asset level and helping TR improve its internal long range planning functions. In our first year we reduced the number of locations by 15% and space per employee by 7%.

**Hawaiian Electric Company:** Colliers is currently in Phase Two of developing the long-range portfolio strategy for HECO – Hawaiian Electric Company, across Oahu, Maui and the Big Island. This includes an 8 location headquarters consolidation, a 10 acre highest and best use development potential study of a key site currently occupied by HECO operations, and the location strategy for operations dispatch, service centers and maintenance. The project will result in a new consolidated headquarters, new base yard, centralized warehousing and support facilities and the monetization of land holdings.

**Educational Testing Service:** Dr. O'Mara developed the portfolio strategy for entire ETS portfolio with an emphasis on its New Jersey operations and headquarters campus of nearly one million square feet, including a 10 year strategic plan for multiple assets, and identified aged assets for eventual decommissioning. Developed new workplace standards leading to a new workplace strategy and future restack of multiple buildings on campus.

**Other public sector portfolio experience:**

Colliers International Strategy and Innovation Consulting, through its acquisition of Corporate Portfolio Analytics, has developed long range portfolio strategies for public sector portfolios, applying methodology to over 150 million square feet in nineteen distinct public sector portfolios in the US and Canada.

Termed "Local Portfolio Plans," this work has created comprehensive blueprints that meld market, customer, and asset analysis into a plan that outlines short, medium and long term actions and policies that also meet important cost performance, sustainability and efficiency standards. Over the past eight years, over 1,400 owned and leased assets, representing over 150 customer groups and including a wide variety of leasing, capital reinvestment, asset disposition, customer assessment and strategic housing activities have been evaluated. In addition, agency specific customer portfolio strategies were developed for three Federal agencies in Washington DC. We have also developed portfolio strategies for the Province of Ontario, and for non-profits such as the American Red Cross and Educational Testing service.

Representative projects for the US General Services Administration: Among the seven of the eleven regions of the USGSA for whom we have performed portfolio consulting, we highlight the work in Regions 1 and 11 here.

**REGION 1 – NEW ENGLAND REGION. 2010-2012**

**BOSTON, MASSACHUSETTS - LOCAL PORTFOLIO PLAN**

The Boston LPP encompassed 4.6 million rentable square feet (rsf) in 92 properties in the Boston Metropolitan Area, 44% of the overall portfolio area of GSA Region 1. Within the Boston metro area, GSA serves the housing needs of a diverse range of 35 Federal agencies (114 Bureaus), with the five largest agencies occupying about 62% of space. Detailed customer assessments were completed for thirteen agencies. Recommendations included the disposal of one owned asset in the short term, and planning for the disposal of a second asset in the mid to long term horizon. Acquisition of a new, more suitable owned asset was also recommended following a feasibility study for the potential acquisition.

**AUGUSTA, MAINE – LOCAL PORTFOLIO PLAN**

Two-thirds of the Augusta portfolio customers are housed in the Edmund Muskie Federal Building (Muskie). The asset was in poor condition, and required substantial modernization of systems including HVAC, electricity, roofing, and facades, as well as asbestos abatement. Since most agencies located in Augusta do not require highly specialized facilities, the plan recommended relocating Federal tenancy to leased space and disposition of the Muskie building, as its renovation could not be cost justified. The amount of space required was forecasted to decrease, due to increased use of high performance workplace practices, the higher efficiency of more modern space, and changing agency needs.

**PROVIDENCE, RHODE ISLAND – LOCAL PORTFOLIO PLAN**

Within the Providence metro area, GSA serves the housing needs of 17 Customer Agencies (44 Bureaus). About 40% of the local portfolio is 'actionable' portfolio, which is the segment of the total portfolio available to be reshaped and includes leases expiring over the next five years, vacant space, and potentially mobile customers housed in leased assets. Options for an upcoming major lease turnover were presented.



## **REGION 11: NATIONAL CAPITAL REGION CUSTOMER PORTFOLIO PLANS –2012**

Ten-year portfolio strategies to reduce real estate costs and improve utilization of Federal assets were developed for three Federal agencies in the Washington DC area totaling over 5 million square feet of current occupancy.

- Department of the Interior
- Department of Education
- Department of Housing and Urban Development

The resulting recommendations provide guidance to these Federal agencies for future budgeting and priority setting, with estimated payback periods, as well as clear next steps for implementation. Future space demand models showed that the various agencies could reduce their current footprints from 27% to 50% in the DC area in the next ten years, resulting in annual third party rent savings in excess of \$22 million per year, which once reinvested in increasing the efficiency of owned assets, would provide ongoing savings compared to current spending levels, with paybacks in the range of 4-6 years.

### **NATIONAL CAPITAL REGION 11- LOCAL PORTFOLIO PLAN – 2010**

The project encompassed the entire NCR regional portfolio of ~90 million square feet (37 msf owned, 39 msf short term leased, 14 msf long term leased) with detailed market, customer (business unit) and asset analysis that yielded an overall strategic framework that set out clear priorities for asset and customer planning. The deliverables included specific short, medium, and long-term recommendations on how to best utilize and make such strategic changes to the GSA portfolio over time. Additionally, the project helped develop an internal process for problem identification, collaboration and problem solving that would increase teamwork and support a mutually shared vision across the various internal business functions of NCR PBS.

Additional work examples can be provided upon request.

### **Team:**

Martha O'Mara, Executive Managing Director – Project Director  
Thea Hahn, Managing Director – Project Manager  
Richard Mirliss, Executive Managing Director, real estate market subject matter expert  
Chip Phillips, Facility Assessment lead  
Mark Vito, Analyst

Please see biographies on the following page:



Martha A. O'Mara, PhD, CRE

EXECUTIVE MANAGING DIRECTOR  
HEAD OF CONSULTING  
Corporate Solutions | Americas

#### AREA OF EXPERTISE

Martha O'Mara is Executive Managing Director, Head of Consulting, Corporate Solutions | Americas. She joined Colliers when the company acquired her firm, Corporate Portfolio Analytics, a commercial real estate advisory firm that served major occupiers of real estate on the strategic management of their real estate portfolios. Dr. O'Mara has advised on the long-range strategy of nearly two billion square feet of commercial occupancy for some of the largest corporate portfolios in the US and globally, including financial, professional services, and technology companies, as well as governmental agencies. These clients include over one-third of the largest 40 corporate office portfolios in the Fortune 100 and over 70% of the USA GSA portfolio. As a member of the Corporate Solutions leadership, Dr. O'Mara and her team provide clients industry leading advisory services in the disciplines of management consulting, portfolio optimization and location strategy.

#### PROFESSIONAL ACCOMPLISHMENTS

Dr. O'Mara is widely considered a leading authority on the integration of corporate real estate planning with business strategic planning. She is currently writing **The End of the Office: How Place Strategy is Transforming Careers, Companies and Communities**. Her book, **Strategy and Place: Managing Corporate Real Estate and Facilities for Competitive Advantage** was published in 1999 by The Free Press. Her co-authored article "Change Management Models for Workplace Transformation" recently published in the Corporate Real Estate Journal, is one of over two dozen professional publications she has authored. She currently serves on the Alumni Advisory Board for the Harvard Real Estate Academic Initiative. She has taught executive education classes at Harvard Business School and the Harvard Graduate School of Design, the Center for Real Estate at the Massachusetts Institute of Technology and for KIINKO, a Finnish real estate education institute.

#### BUSINESS AND EDUCATIONAL BACKGROUND

Earlier in her career Dr. O'Mara helped develop the Advanced Management Development Program in Real Estate, an innovative senior management development program, at the Harvard University Graduate School of Design. From 1989 to 1998 she was a full-time Assistant Professor at the Harvard GSD and taught real estate finance and development, location strategy, doctoral research methods and design studios on urban development. She holds a Ph.D. in Organizational Behavior jointly awarded by the Harvard Business School and Harvard's Graduate School of Arts and Sciences. She also has an MA and an MBA from Harvard University, and a BA from the University of California, Irvine. She was designated a Counselor of Real Estate in 2006.

#### EDUCATION AND QUALIFICATIONS

Ph.D. in Organizational Behavior; Harvard Business School & Harvard's Graduate School of Arts and Sciences MA and MBA Harvard University; BA University of California, Irvine

#### CONTACT DETAILS

Mobile Phone: +1 617 216 3999

[Martha.OMara@colliers.com](mailto:Martha.OMara@colliers.com)



## Thea Hahn

MANAGING DIRECTOR, STRATEGY & INNOVATION

Thea.Hahn@colliers.com

### EDUCATION AND QUALIFICATIONS

Masters in Real Estate  
Development, Massachusetts  
Institute of Technology

B.A. and B.Architecture, Rice  
University

### AFFILIATIONS AND MEMBERSHIPS

MCR, CoreNet  
Global

### CONTACT DETAILS

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### AREA OF EXPERTISE

With over 20 years of commercial real estate experience, Thea brings broad experience in strategic planning, portfolio optimization, financial analysis, and market research. Data-driven approach to documenting, analyzing integrating multiple drivers/sources to develop actionable recommendations and solutions for clients.

### ACCOMPLISHMENTS

Thea's accomplishments include:

- › Led twelve Local Portfolio Plans for the US General Services Administration, covering 23 million sf of owned and leased assets housing federal customer bureaus. Work including asset evaluations, analytic coordination, and facilitating housing scenario workshops.
- › Created an analytic framework and identified guiding principles for a workforce locational analysis for a large financial services company. Integration of real estate portfolio data with demographic, economic and salary data supported discussion with LOBs and enabled further consolidation of a 75 million sf commercial office portfolio.

### ACCOMPLISHMENTS (CONTINUED)

- › Managed three concurrent Agency Portfolio Plans for the US GSA encompassing 5.2 million sf of space and \$156 million in annual costs. Recommendations based on agency demographics, workforce trends, and market dynamics also integrated demand modelling, financial analysis of capital investment requirements, and asset evaluations.
- › Led internal cross-discipline team responsible for developing and rolling out new workplace standards for a 3 million sf portfolio, including change management coordination for the initial implementation
  - Project manager for a Master Portfolio Plan and strategy for Hawaiian Electric Company
  - Led assessment of two major public sector assets for the Commonwealth of Massachusetts.

### BUSINESS AND EDUCATIONAL BACKGROUND

Prior to joining Colliers International, Thea served as Strategic Planning Manager at MITRE Corp, where she was responsible for planning, workplace, and change management. Previously, with Corporate Portfolio Analytics, Thea led portfolio planning and optimization projects for clients including the American Red Cross, AT&T, Bank of America, the General Services Administration, and ServiceMaster.



## Daniel "Chip" Phillips

### Senior Project Manager

#### AREA OF EXPERTISE

Mr. Phillips has more than 25 years of experience in providing both project management and facilities planning services. Chip's expertise and experience includes facility-related planning, capital program budget development and overall program/project management.

#### EDUCATION AND QUALIFICATIONS

Bachelor of Arts –  
Middlebury College

#### CONTACT DETAILS

Colliers International  
135 New Road  
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#### REPRESENTATIVE CLIENTS AND PROJECTS

City of Hartford – Space Utilization Study – Hartford, CT  
Provision of planning services on behalf of the City of Hartford Department of Public Works. Colliers developed a space inventory for selected buildings owned and leased by the City of Hartford. The data collected provides a baseline of current space allocation and function by department for each of the buildings. Subsequent planning efforts can use this data with departmental interviews to determine future space needs.

South Central CT Regional Water Authority – 90 Sargent Drive – New Haven, CT  
Provision of space planning services for the South Central Connecticut Regional Water Authority's building at 90 Sargent Drive.

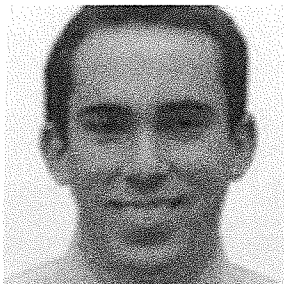
Town of Enfield – Facilities Conditions Assessment – Enfield, CT  
Provision of a facilities conditions assessment of the Town's municipal and school buildings encompassing 1,089,829 gsf to determine the condition of the facilities, deferred maintenance, potential hazards, ADA issues, and indoor air quality issues.

Quinnipiac University – Facilities Conditions Assessment – Hamden, CT  
Provision of a facilities conditions assessment for the Quinnipiac University campus encompassing 30 buildings totaling approximately 1.3 Million gsf. Colliers was responsible for comprehensively identifying the maintenance repair and regulatory compliance needs of Quinnipiac's facilities including the associated cost for project repairs and the relative priority of each project's need.

City of Lynn Public Schools – Facilities Conditions Assessment – Lynn, MA  
Provision of strategic planning services and a facilities conditions assessment for the City's Elementary and Middle Schools. This process included a thorough physical inspection and analysis of the existing conditions in the District's twenty-one elementary and four middle schools (approximately 1.4 Million gsf). The facilities inspections were conducted by a team of professionals with architectural, HVAC, electrical, and site and code backgrounds.

Babson College – Facilities Conditions Assessment – Boston, MA  
Provision of strategic planning and a facilities conditions assessment for 64 campus buildings totaling approximately 1.8 Million gsf.

Town of Norwell – Facilities Conditions Assessment – Norwell, MA  
Provision of a facilities conditions assessment for municipal and school buildings encompassing 528,400 gsf in the Town of Norwell.



## MARK VITO

### ANALYST

#### EDUCATION AND QUALIFICATIONS

Bachelor of Arts – Skidmore College

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#### CONTACT DETAILS

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#### AREA OF EXPERTISE

Mark is responsible for portfolio analytics, project management tracking, performance measurement Colliers 360 support, and market research. He has supported client projects including Hawaiian Electric Company, Thomson Reuters Financial, Commonwealth of Massachusetts, Red Hat and FTI.

Prior to joining Colliers International, Mark spent four years at Blast Fitness Group, helping the health club chain grow from 15 locations to over 60 locations nationally. Mark aided Blast in multiple facets, including, but not limited to, site selection, competitive analysis, financial modeling, research and analysis, and lease administration. He was the lead analyst for Blast during the acquisition of 39 Bally Total Fitness clubs and served as Director of Investor Relations.