



## Client Details

### Resorts & Hotels

#### **Banyan Tree... Mayakoba, Mexico**

Opened October 2009. The 3,000 square foot hydrotherapy center was designed to be a unique self-service water experience consisting of specialty showers, herbal steam rooms, saunas, ice rooms and signature pools. HFD was asked to review and enhance the Banyan Tree vision then provide recommendations and documentation for a unique water experience. Involvement & Responsibilities: Provide the concept and technical design team and work with them to create the experience, features and technical documentation; work with the construction and interior design teams during the construction period; provide technical specifications book and plans for each hydro feature; and provide on-site and off-site support throughout the construction period.

#### **The Allison Inn and Spa... Newberg, Oregon**

Opened September 2009. The 15,000 square foot spa was part of the first luxury inn, spa and conference center developed in Oregon's famed Willamette Valley wine country. HFD was asked to help create the spa for this environmentally responsible property. Involvement & Responsibilities: Provided design and development services to the owner and design team including, but not limited to schematic design, floor plan reviews; construction and equipment spec books and on-going reviews of construction documents.

#### **The Saybrook Point Inn and Spa - Sanno Spa....Old Saybrook, Connecticut**

August 2009. This AAA Four Diamond, independent, family-owned and operated pristine waterfront resort has over 130 years of history offering guests an intimate New England experience in hospitality, dining, spa and marina. Involvement & Responsibilities: Performed "transition" and operational advisory services when this full-service spa was under-going a change in management: HFD associate on-site as "acting spa director;" provided analysis and up-dated operating systems, job descriptions, SOPs and DOPs with special focus on front desk; designed new compensation and scheduling programs; helped in renovation, FF&E and OS&E specs; helped re-position the spa with the new Sanno "spa your way" concept; provided strategic positioning and marketing input; set up orientation program for Inn staff so they could be "ambassadors" for the spa; established benchmark program for monitoring and understanding metrics; recruited the Spa Director; did the hand-off from HFD to in-house Spa Director.

#### **The Mount Washington Resort... Bretton Woods, New Hampshire**

Opened January 2009. Nestled in the White Mountains, the historic hotel hosted the 1944 Bretton Woods International Monetary Conference that established the World Bank and International Monetary Fund. The 25,000 square foot spa was part of a new addition to the hotel. Involvement & Responsibilities: HFD pro-vided turn-key services that included assisting

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with site selection, providing feasibility data, de-sign/development services from schematic through construction phases, including all pertinent spec books, and pre-opening technical services to the owner and development team. We were then asked to oversee the pre-opening of the spa which included, creating the critical path; brochure development; assisting with marketing and public relations; providing product and supply spec books; overseeing development of signature spa treatments and products; recruiting the spa director; developing the system of operation; creating the training schedule; writing departmental training manuals; developing and conducting the training program; and helping to integrate the spa into other resort departments.

### **The Umstead Hotel and Spa... Cary, North Carolina**

Opened January 2007. This award winning Leading Hotel of the World was developed as the first luxury hotel in the area. Involvement & Responsibilities: HFD provided turn-key services that included concept development and corresponding facility program; start-up expenses and financial projections; construction, equipment, product and supply spec books; overseeing development of signature spa treatments and products; assisting with brochure development and working with marketing and public relations departments and companies; recruiting the spa director; developing the system of operation; creating the training schedule; writing departmental training manuals; developing and conducting the training program; and helping integrate the spa into other resort departments. The spa was awarded the prestigious Leading Spa of the World shortly after opening.

### **Lansdowne Resort... Spa Minerale... Leesburg, Virginia**

Opened February 2006. Known as the front porch of Washington DC's wine country, the spa was added to complete the offerings at this full-service resort. The 12,000 square foot spa has been voted the area's Best Resort Spa by Washingtonian magazine. Involvement & Responsibilities: HFD was selected to provide turn-key services that included concept development and corresponding facility program; start-up expenses and financial projections; construction, equipment, product and supply spec books; overseeing development of signature spa treatments and products; assisting with brochure development and working with marketing and public relations departments and companies; recruiting the spa director; developing the system of operation; creating the training schedule; writing departmental training manuals; developing and conducting the training program; and helping integrate the spa into other resort departments.

### **Monte-Carlo Bay Hotel & Resort... Monte-Carlo, Monaco**

Opened October 2005. This Societe des Bains de Mer (SBM) hotel is the last hotel to be built in Monte Carlo. The 334 room hotel with 18,000 square foot spa is owned and operated by the royal family. Involvement & Responsibilities: 6 year assignment for site visit analysis; conduct competitive analysis study; develop the concept; provide facility program, conceptual facility floor plan, start-up budget and five year operating pro forma; conduct on-going reviews of the floor plans; collaborate with the architect, contractors and interior designers by providing technical assistance; and recommend and review FF&E purchases.

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## **Blantyre... the potting shed... Lenox, Massachusetts**

Opened June 2005. This 1902 Gilded Age summer house was transformed in the early 1980s into an intimate luxury hotel containing 25 guest rooms, suites and cottages. Set amidst 100 acres of the Berkshire countryside, this Relais & Chateaux country house hotel has garnered the Mobil Five-Star Award. Involvement & Responsibilities: Assisted the owner with the conversion of the historical potting shed building into a 2-story, intimate spa. Services included recommending the concept and guest experience; providing the facility program; preliminary start-up expenses and revenue projections; staffing forecast and payroll guidelines; on-going floor plan reviews; equipment specs; pre-opening critical path; brochure development; product and supply specs; marketing strategies; training program guidelines; and on-site, pre-opening assistance.

## **The Spa at Sawgrass... Sawgrass Marriott Resort & Spa... Ponte Vedra, Florida**

Opened January, 2005. A new, stand-alone 19,000 square foot spa was added to this well-known 500- room PGA Tour golf and conference resort. Involvement & Responsibilities: 3 years to develop the critical path, concept and corresponding facility program; provide start-up expenses and financial projections; provide all equipment, product and supply spec books; oversee development of signature spa treatments and products; assist with brochure development and work with marketing and public relations departments and companies; recruit the spa director; develop the system of operation; create the training schedule; write departmental training manuals; develop and conduct the training program; help integrate the spa into other resort departments; and provide operational assistance during first year of operation.

## **Alderbrook Resort & Spa... Union, Washington**

Opened December, 2004. The developer of this newly renovated, 77-guest room/16 cottage property on the Hood Canal retained HFD to help create a 3,500 square foot, full-service, waterfront spa and fitness center. Involvement & Responsibilities: 2 years to do site visit; conduct competitive analysis study; develop the concept; provide facility program, conceptual facility floor plan, start-up budget and five year operating pro forma; conduct on-going reviews of the floor plans; collaborate with the architect, contractors and interior designers by providing technical assistance; recommend and review FF&E purchases; assist with spa treatment menu development; and provide guidance regarding operational issues such as staffing, compensation, hours of operation, etc.

## **Biras Creek... Virgin Gorda, British Virgin Islands**

Opened December 2003. We were asked to help create a spa by the sea for this 31 suite, Relais & Cha-teaux property known for its high-end services, excellent cuisine and private, serene location. Involvement & Responsibilities: Provided assistance to the owner for the conversion of a seaside guest villa into an intimate spa which included providing a design brief with construction specifications and a single line drawing of the space showing the special relationships and flow; provided an equipment spec book; offered pre-opening operational assistance.

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## **Four Seasons Jackson Hole ...Teton Village, Wyoming**

Opened December, 2003. HFD was retained by the owner to provide spa design-related services for this new 12,000 square foot, full-service, alpine spa and fitness center. Involvement & Responsibilities: 1 year to review and fine-tune the client's facility program; provide on-going reviews of the floor plans; collaborate with the architect, contractors and interior designers by providing technical assistance; and provide the construction spec and equipment spec workbooks.

## **Four Seasons New York...New York City, New York**

Opened September, 2003. The owner of this New York landmark hotel retained HFD to be the spa consultant for the renovation of the existing 5,000 square foot spa. Involvement & Responsibilities: 3 years to create the concept and facility program; conduct competitive research; conduct the feasibility analysis for a 5-year pro forma; prepare the start-up budget; work with the design team on spatial lay-out and floor plan review; and provide the construction spec and equipment spec workbooks.

## **Little Dix Bay. . . Virgin Gorda, British Virgin Islands**

Opened December, 2002. The spa for this timeless boutique Caribbean resort, founded by Laurence Rockefeller, enhances the acclaimed recuperative personality of the property. Involvement & Responsibilities: 3 years; helped develop the concept and facility program for the spa and then worked with the owners during the design phase. HFD created a series of spa bungalows where a guest can have a full spa experience in the privacy of his/her own bungalow. Each is a complete spa with indoor and outdoor treatment areas, bathrooms/changing rooms, relaxation areas and water features.

## **Malliouhana. . . Anguilla, British West Indies**

Opened November, 2002. The 15,000 square foot spa on the beautiful beaches of Meads Bay was added to this 55 room acclaimed resort. Involvement & Responsibilities: 11/2 years to develop the critical path, concept and corresponding facility program; provide start-up expenses and financial projections; provide all equipment, product and supply spec books; oversee development of spa products; assist with brochure development and work with resort marketing department; interview staff and assist with spa director selection; develop the system of operation; create the training schedule; write departmental training manuals; develop and conduct the training program; help integrate the spa into other resort departments; operational assistance during first year of operation. HFD created 3 signature spa suites on the second floor of the spa. Each of these spas within a spa is approximately 700 square feet and includes areas for all spa services, a bathroom, lounge and private lanai overlooking the sea.

## **Four Seasons Biltmore Santa Barbara. . . Santa Barbara, California**

Opened October, 2002. This historic resort added a 10,000 square foot, two-story spa overlooking the Pacific Ocean to the west and the mountains to the east. Involvement & Responsibilities: 2 1/2 years to develop the critical path; create the concept and facility program; conduct competitive research; conduct the feasibility analysis for a 5-year pro forma; prepare



the start-up budget; work with the design team on spatial lay-out and floor plan review; provide construction spec, equipment spec and product spec workbooks; create the concept for the spa treatment menu and assist with determining the branded and signature, private label products; recruit the spa director; provide pre-opening operational and marketing consulting services; provide management support during year 1. A signature feature of the spa is the four spa suites on the second floor of the spa, each overlooking the gardens and the Pacific Ocean.

### **Ballantyne Resort. . . Charlotte, North Carolina**

Opened April, 2002. Involvement & Responsibilities: 2 years to help determine the feasibility of a spa at this newly developed resort; develop the concept and spa menu; provide the architectural program; prepare detailed information on start-up expenses and financial projections; provide detailed spec books for all construction-related equipment and spa F,F,&E; recommend equipment and supplies; develop the system of operation including organizational chart, job descriptions, departmental training manuals; help integrate the spa into the resort; provide information for spa brochure and collateral material; recruit the spa director; create the training schedule; develop and implement the training program.

### **Cranwell Resort. . . Lenox, Massachusetts**

Opened March, 2002. The 35,000 square foot spa, capturing the beauty of the surrounding Berkshires, was added to complement this historic property. Involvement & Responsibilities: 1 1/2 years to provide the architectural program; work with architect and owner on the design and finishes; review floor plans; provide construction-related spa equipment spec book; review operating expenses; provide post-opening operational and marketing assistance.

### **Pinehurst Resort and Country Club. . . Pinehurst, North Carolina**

Opened March, 2002. HFD was part of the team that created a 31,000 square foot spa at this legendary golf resort. Involvement & Responsibilities: Over 5 years to determine the feasibility; develop the concept; recommend the architectural firm; provide an architectural program, space plan and construction spec book; review floor plans; prepare financial forecasts for start-up and operating expenses and revenues; provide detailed spec books for all spa equipment and supplies; assist with the development of spa services and the menu; provide initial brochure information and assist with its development; recommend the private label company and branded products; assist in development of private label products for professional and retail use; develop the operating procedures and training manual; provide marketing strategies; help integrate the spa into the rest of the resort; create and supervise the training program; assist with pre- and soft opening.

### **Serenity by the sea at Sandestin Hilton. . . Destin, Florida**

Opened March, 2001. This 10,000 square foot spa was created in the existing hotel. Involvement & Responsibilities: 1 1/2 years to help determine the feasibility of a spa at the resort; develop the concept and program of services; prepare detailed financial forecasts for start-up and operating expenses; provide architectural program and space plan; provide detailed spec books for all construction-related equipment and spa F,F,&E; recommend



equipment and supplies; work with the design team during design and construction process; recruit the spa director; assist with marketing and brochure development; coordinate and integrate the spa into the resort operation; develop the operating procedures manual; create and supervise the training program; assist with pre- and soft opening; provide operational assistance for first year of operation.

## **Mandarin Oriental . . .Miami Beach, Florida**

Opened March, 2001. This deluxe 15,000 square foot, three-story spa is a focal point of Miami's 329 room luxury hotel on Biscayne Bay. Involvement & Responsibilities: 1 1/2 years to help create this new Asian/Western waterfront spa; determine the feasibility of the spa; develop the concept and program of services; prepare detailed financial forecasts for start-up and operating expenses; provide architectural program and space plan; provide detailed spec books for all construction-related equipment and spa F,F,&E; recommend equipment and provide spa equipment purchasing manual; provide technical assistance to the design team and contractors during design and construction.

## **Sonesta Key Biscayne. . . Key Biscayne, Florida**

Opened March, 2001. This 10,000 square foot spa was part of an \$8 million renovation program at this landmark Key Biscayne resort. Involvement & Responsibilities: 1 1/2 years to determine the feasibility of the spa; develop the concept and program of services; prepare detailed financial forecasts for start-up and operating expenses; provide architectural program and space plan; provide detailed spec books for all construction-related equipment and spa F,F,&E; recommend equipment and provide spa equipment purchasing manual; provide technical assistance to the design team and contractors during design and construction. Involvement & Responsibilities: In 1984, HFD spent 6 months to determine architectural program and work with the architect to plan a 3,000 square foot spa club that offered spa services for resort guests and members.

## **Hotel Crescent Court. . . Dallas, Texas**

Opened October, 2000. This 22,000 square foot spa and fitness center was totally renovated and slightly expanded in order to restore it's landmark position as a hotel and membership destination in the heart of Dallas. Involvement & Responsibilities: 1 1/2 years to help with the \$4 million renovation of the existing spa at this luxurious Rosewood hotel; determine the feasibility of the renovation; develop the concept and program of services and membership program; prepare detailed financial forecasts for start-up and operating expenses; provide architectural program and space plan; provide detailed spec books for all construction-related equipment and spa F,F,&E; recommend equipment and provide spa equipment purchasing manual; work with the owner, management team and design team during design and construction process.

## **Bacara. . . Santa Barbara, California**

Opened September, 2000. This 42,000 square foot spa is part of a newly developed 360 room resort on California's Central Coast. Involvement & Responsibilities: 1 1/2 years to develop the concept and program of services; prepare the financial forecast; provide architectural program



and space plan; provide detailed spec book for all construction-related equipment; work with the owner and design team during design and construction process.

### **Royal Sands. . . Cancun, Mexico**

Opened June, 2000. This 15,000 square foot, two-story spa is part of The Sands Resort, the newest and most luxurious of Cancun's highly successful five star Royal Resorts vacation ownership developments. Involvement & Responsibilities: 2 years to help with the creation of this new spa; develop and analyze the spa market research study of all vacation club members; determine the feasibility of the spa; develop the concept and program of services and membership program; prepare detailed financial forecasts for start-up and operating expenses; provide architectural program and space plan; provide detailed spec books for all construction-related equipment and spa F,F,&E; recommend equipment and provide spa equipment purchasing manual; provide technical assistance to the design team and contractors during design and construction; provide marketing strategies for internal and external marketing; provided analysis of day-to-day spa management options.

### **agua at Sanderson. . . London, England**

Opened April, 2000. This 7,900 square foot, two-story spa is the centerpiece of a listed, historic building that was transformed into an urban hotel. Involvement & Responsibilities: 2 years to assist with the space planning; review financial projections; recommend spa equipment; provide prototype training manual; pre-opening training. HFD's role was to ensure the consistency and integrity of the agua brand, based on the concept for the first agua at the Delano hotel in Miami, Florida.

### **Portofino Bay Hotel. . . Orlando, Florida**

Opened January, 2000. This 13,000 square foot spa is part of a new resort development at Universal Studios Florida. Involvement & Responsibilities: 2 years to provide a market analysis summary; work with the owner to create a marketable concept; propose the types of services; develop the architectural program and initial space plan diagram; provide provide the functional, environmental and performance specifications of the various areas; offer technical assistance during design and construction.

### **Monterey Plaza Hotel. . . Monterey, California**

Opened August, 1999. This hotel which dramatically overlooks the Monterey Bay added a 10,000 square foot rooftop spa creating an oasis with pristine vistas of the bay. Involvement & Responsibilities: 2 years to provide architectural program; assist with planning and design; give assumptions and review financial projections; recommend spa equipment; provide prototype and standards for organizational chart, job descriptions and training manual; provide draft of marketing material and review the production; assist with selection of the spa director; pre-opening technical support.

### **La Posada de Santa Fe. . . Santa Fe, New Mexico**

Opened August, 1999. In 1998 this six acre, historic property, located near the famed Plaza of

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Santa Fe, closed for extensive renovations. When it re-opened, the 5,000 square foot spa, Avanyu, was a new addition. Involvement & Responsibilities: 2 years to assist with planning, design and spa economics which included: concept and program development; utilization analysis; start-up expenses and financial projections; architectural program and all necessary support; equipment spec book; pre-opening technical support. Also assisted with spa director selection.

### **Silverado Country Club & Resort. . . Napa Valley, California**

Opened April, 1999. This newly constructed 16,000 square foot spa was added to the existing resort located in California's wine country. Involvement & Responsibilities: 3 1/2 years to develop the concept and program of activities based on resort and membership markets; provide the architectural program and all necessary support information including diagrams; prepare detailed financial forecasts for start-up and year 1 operating expenses; identify and project revenue sources; provide technical assistance during design and construction; recommend equipment and supplies; coordinate and integrate the spa into the resort operation; recruit the spa director; develop the operating procedures manual; create and supervise the training program; assist with pre- and soft opening.

### **The Homestead. . . Hot Springs, Virginia**

This prestigious property, founded in 1766, has had a health spa around its hot springs since the 1800's. Involvement & Responsibilities: Re-opening of renovated, 35,000 square foot, historical spa - August, 1998: Development and implementation of spa training program with on-site HFD team. Involvement & Responsibilities: 1994 -1998: Assistance with renovation of existing spa. Concept and program development; determine components of facility and provide criteria for architects; equipment recommendations; prepare preliminary estimate of start-up expenses and proforma. Involvement & Responsibilities: 6 months, in 1990, to review equipment specifications and recruit the spa director.

### **DoubleTree Islander Hotel. . . Newport, Rhode Island**

Opened July, 1998. This 6,000 square foot spa was created in a former restaurant. Involvement & Responsibilities: 1 year for concept and program development; determine facility program; provide initial space plan and work with architect and interior designer; assist with marketing strategies; provide budget for start-up expenses and operating proforma; recommend equipment; recruit spa director; advisor for pre-opening. Also retained as management consultant for first year of operations.

### **agua at Delano. . . Miami Beach, FL**

Opened July, 1995. This 4,000 square foot bathhouse is located on the penthouse level of Ian Schrager's popular Delano hotel in Miami's South Beach. Involvement & Responsibilities: 1998: Retained for management and operational consultation. Involvement & Responsibilities: 1994: 1 1/2 years for program development based on the owners' concept; determine facility program; work with architect on space planning; provide budget for start-up expenses and operating proforma; recommend equipment, products and supplies; develop the system of operation;



assist in brochure development and marketing strategies; design, implement and supervise the training program; provide on-site HFD personnel during pre-opening and after opening for a total of 4 months; marketing and management support.

### **WindSpa. . . Wind Surf Cruise Ship**

Maiden Voyage May, 1998. The 10,000 square foot spa is for the exclusive use of this 312-guest sailing vessel operated by Windstar Cruises. Involvement & Responsibilities: 1997: Site inspection to this vessel to ascertain the type of spa to be developed; prepare report of findings and recommendations which included concept, marketing program, financial assumptions and forecast, and initial facility program with single line drawing.

### **The Breakers. . . Palm Beach, Florida**

Opened January, 1999. This 20,000 square foot Mediterranean-style oceanfront Spa and Beach Club includes both indoor and outdoor space designed as a contemporary addition to the hotel's original Italian Renaissance theme. Involvement & Responsibilities: One year to develop concept and guest experience; prepare financial forecast; provide spec books for all construction and spa-related equipment; provide facility program and work with the design team. Temporary facilities opened January, 1997. This century-old landmark, a jewel in Palm Beach, underwent a renovation which included the addition of a Massage Center and the relocation/renovation of the Fitness Center. Involvement & Responsibilities: Facility and space planning; interior, functional, environmental and performance recommendations; equipment recommendations and lay-out for both the Fitness and Massage Centers.



### **Scottsdale Princess. . . Scottsdale, Arizona**

Opened December, 1987. 10,000 square foot spa and fitness center. Full service spa with services for hotel guests and members. Involvement & Responsibilities: 2 years to determine concept; complete financial projections; develop architectural program and work with architects; equipment and product recommendations. Renovation 1993: Involvement & Responsibilities: 8 months to redefine concept and program; recommend facility changes; develop spa services and packages; recommend equipment and products; analyze financial budget; work with resort support departments for marketing and retail. Involvement & Responsibilities: 1996 & 1997. Analysis for new spa facility including concept, marketing strategies, facility program and financial forecast; worked with architect on facility planning.

### **Four Seasons Resort Hawaii at Hualalai. . . Kona-Kohala, Hawaii**

Opened September, 1996. This 243-room luxury resort is located on the Kona Coast of the Big Island. Involvement & Responsibilities: 1 1/2 years to work with the owner on concept and program development including the appropriate types of services, activities and membership options; utilization analysis of the various market segments; develop facility program and initial lay-out of the flow pattern; work with architect on facility planning; determine start-up expenses and financial projections.

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## **The Coeur d'Alene. . . Coeur d'Alene, Idaho**

Opened May, 1996. This 4,000 square foot spa was added to complement all the other amenities at this 337-room, award winning waterfront resort. Involvement & Responsibilities: 6 months to help develop the concept and corresponding program; provide the facility requirements and corresponding information to the architect; prepare start-up expenses and financial projections; furnish the equipment spec book; assist with recruiting of the spa director.



## **The Salish Lodge. . . Snoqualmie, Washington**

Opened March, 1996. This sensitively designed, 4,000-square-foot Japanese-themed spa provides a quiet haven for guests of this 91 room, 4-star property. Involvement & Responsibilities: 1 year to work with the owner on concept development and site selection; determine the architectural program and continue working with the owner and architect to plan the space; provide equipment, product and supplies spec book; develop the program of services and fees; recruit the spa director; provide pre-opening operational assistance.

## **The Disney Institute. . . Orlando, Florida**

Opened February, 1996. This resort developed at Walt Disney World creates a "discovery" vacation with an emphasis on education, entertainment and experience. Involvement & Responsibilities: 3 1/2 years beginning with concept development and market research for the Spa located in the Sports & Fitness Center; consultation on technical and functional design plus value-engineering assistance to the owner and architects; recommend services and pricing structure; prepare financial forecasts and compensation schedule; prepare preliminary equipment, product and supply book; prepare the spa operations manual; conduct soft-opening evaluation.

## **Boca Raton Resort & Club. . . Boca Raton, Florida**

Opened November, 1991: 2,500 square foot fitness center at the Cloister building. Opened October, 1991: 1,500 square foot fitness center at the Beach Club. Both facilities are available for guests and members of this acclaimed 5-star, 5-diamond resort. Involvement & Responsibilities: 10 months working with architect and interior designer to renovate and expand existing facility at its Beach Club and to plan new space at the Cloister; specified all equipment and supplies; interviewed fitness director candidates; wrote training manuals; developed system of operation; designed and conducted pre-opening training program. Involvement & Responsibilities: 1996. Assisted with space planning for new Fitness Center and recommended fitness equipment.

## **Safety Harbor Resort & Spa. . . Safety Harbor, Florida**

One of the oldest health retreats in the U.S., the history of this property dates back to 1539. Involvement & Responsibilities: 1995: Performed operational review. Involvement & Responsibilities: 1995: Space planning and working with architect and interior designer on renovation of the existing spa. Involvement & Responsibilities: 1996: Assistance with concept, programming and marketing.

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## **Miraval. . . Tucson, Arizona**

Opened November, 1995. This 106 room luxury resort is located on 130 acres in the high desert just north of Tucson. Involvement & Responsibilities: 1 year to assist with concept development and market research for this new resort; work with the architects and project manager on space planning for the Personal Services Building, Fitness Center and Mindfulness Center; provide budget for start-up expenses and operating proforma; recommend equipment, products and supplies. Responsibilities were expanded to become part of the Launch Team and to have HFD's owners on-site during pre-opening to assist with all aspects of the resort program, e.g., develop sample guest programs and "flow chart" of guest experience; develop the foundation for the system of operation; assist with training program implementation; participate in the development of computerized scheduling system; assist in brochure development, marketing strategies and development of marketing plan; provide on-site HFD personnel during pre-opening training; continue with marketing and management support.

## **Sonesta Hotel Cairo. . . Heliopolis, Egypt**

Opened 1995. The 13,000 square foot spa for hotel guests and the local community was added to this suburban hotel. Involvement & Responsibilities: Facility planning; functional and environmental recommendations; equipment recommendations; menu of spa services and prices; assisted with spa director selection.

## **Harbour Village Beach Resort. . . Bonaire, Netherlands Antilles**

Opened September, 1995. This 18,000 square foot spa was added to the 65 room resort on this "diver's paradise" island. Involvement & Responsibilities: 1 1/2 years for space planning; provide budget for start-up expenses and operating proforma; recommend equipment, products and supplies; develop the system of operation; assist in brochure development, marketing strategies and development of marketing plan; design, implement and supervise the training program; provide on-site HFD personnel during pre-opening and after opening for a total of 2 months; marketing and management support.

## **Greystone Inn. . . Lake Toxaway, North Carolina**

Opened June, 1995. Intimate, 1,300 square foot spa that is located at this 4 Diamond, 35-room Inn. Involvement & Responsibilities: 1 year to work on the space planning; provide support for architect/designer; recommend equipment, products and supplies; develop the system of operation; design, implement and supervise the training program; assist with staff selection.

## **The Tazewell Club at the Williamsburg Lodge. . . Williamsburg, Virginia**

Opened February, 1988. 17,000 square foot health and beauty center. Health club with spa services as amenity to hotel guests from Colonial Williamsburg's 5 hotel properties. Involvement & Responsibilities: 1 1/2 years to develop concept; determine architectural program and work with architects; project staffing requirements and pricing structure for spa services and memberships. Involvement & Responsibilities: 1995: Performed operational review.



## **The Spa at The Ponte Vedra Inn & Club. . . Ponte Vedra Beach, Florida**

Opened June, 1987. Renovation of two guest cottages which were built in the 1930's into a 5,000 square foot spa for personal services. It is adjacent to the existing fitness center and pools. Spa programs and ala carte services for resort guests and members. Involvement & Responsibilities: 2 1/2 years to develop concept; determine architectural program; work with architects and interior designers; develop system of operation, departmental policies and training procedures; trained staff; continue as management consultant. Involvement & Responsibilities: 1988: Performed operational review. Involvement & Responsibilities: 1989: Performed operational review. Involvement & Responsibilities: 1993: Assisted with the set-up of the joint marketing effort with the Mayo Clinic of Jacksonville to combine the resort's spa and the clinic's executive physical evaluation. Involvement & Responsibilities: 1995: Assisted architect by reviewing plans for new 10,000 square foot spa.



## **Grand Geneva Resort & Spa. . . Lake Geneva, Wisconsin**

Opened October, 1994. 50,000 square foot spa that was a renovation of the existing fitness center and racquet club. The Spa & Sports Center houses the spa and the racquet sports for guests and members of this 355 room resort. Involvement & Responsibilities: 1 year to determine the concept and program of services/activities; determine the architectural program and work with architect and interior designers on flow pattern and functional specifications; specify equipment; determine start-up expenses and develop operating proforma; provide construction/design support during renovation; 2 months to recruit spa director; develop the system of operation; develop, implement and supervise the pre-opening training program. Management consultant to the owners of the resort during the first two years of spa operations.

## **Paradise Village Beach Resort & Spa. . . Nuevo Vallarta, Mexico**

Opened May, 1994. 15,000 square foot spa for this luxury vacation-ownership resort. Involvement & Responsibilities: 1 1/2 years to determine the concept; develop the program of services and activities; determine the architectural program and work with architect on flow pattern and functional specifications; specify equipment; determine start-up expenses; develop operating proforma; recruit spa director.

## **Topnotch Resort and Spa. . . Stowe, Vermont**

Opened November, 1989. 23,000 square foot spa which includes indoor pool. Full service spa for a la carte services and spa programs. Involvement & Responsibilities: 1 1/2 years to assist with concept development; design program options; develop architectural program with architect; perform revenue and expense analysis. Involvement & Responsibilities: 1991: Performed operational review. Involvement & Responsibilities: 1994: Conducted marketing review and assisted with long-term marketing plan.

## **Bonaventure Resort & Spa. . . Fort Lauderdale, Florida**

40,000 square foot spa for hotel guests and members. Involvement & Responsibilities: Fall,



1993: Performed an Operational Review for the owner of the property in order to assist with the repositioning of this spa which opened in 1981.

### **Ritz-Carlton. . . Aspen, Colorado**

Opened December, 1992. 5,000 square foot health club with spa services for this 300 room resort. Involvement & Responsibilities: 1 1/2 years for concept and program development; facility planning; functional and interior specifications; financial projections; product, equipment, supply recommendations.

### **The Manele Bay Hotel. . . Lanai, Hawaii**

Opened May, 1991. 6,000 square foot spa for hotel guests of the 250 room Manele Bay Hotel and its sister property, the 102 room Lodge at Koele. Both resorts are managed by Rockresorts. Involvement & Responsibilities: 6 months to specify all spa-related equipment and products; prepare the Standard and Departmental Operating Procedures and corresponding manuals; develop, implement, supervise and evaluate staff training program.

### **Grand Wailea Resort. . . Maui, Hawaii**

Opened November, 1991. 50,000 square foot spa for resort guests of the 787 room resort. Involvement & Responsibilities: Retained by the owner for 6 months to review architectural plans; develop spa services and activities; review and revise start-up and year 1 operating expenses; prepare 5 year pro-forma; specify all spa-related equipment and products; assist in brochure development and marketing strategies; assist in specifying computer hardware; specify software needs; assist in recruiting; interview spa staff.

### **Hanbury Manor. . . Thundridge, Hertfordshire, England**

Opened September, 1990. 20,000 square foot health club with health spa and indoor pool for hotel guests and members of this prestigious Rockresort property. Involvement & Responsibilities: 6 months to prepare the Standard and Departmental Operating Procedures and corresponding manuals; develop, implement, supervise and evaluate staff training program.

### **The Cloister. . . Sea Island, Georgia**

Opened November, 1989. 6,000 square foot addition plus some renovation of existing Beach Club. Full service spa for a la carte resort guests and members of this 5 Star resort. Involvement & Responsibilities: 6 months to work with architects on facility requirements; flow pattern; functional specifications. Involvement & Responsibilities: 1990: Performed operational review.

### **Canyon Ranch in the Berkshires. . . Lenox, Massachusetts**

Opened October, 1989. 100,000 square foot spa with 120 guest rooms and historic mansion. Full service spa resort. Involvement & Responsibilities: Pre-opening and on-going staff training. Involvement & Responsibilities: 1990: Performed operational review.

### **The Fontana Spa at the Abbey on Lake Geneva. . . Fontana, Wisconsin**

Opened July, 1989. 28,000 square feet which includes indoor pool area. New construction plus



renovation of adjacent bowling alley and recreation center. Offers full-service spa programs and a la carte services for resort guests. Involvement & Responsibilities: 2 years to develop concept; determine architectural program and work with architects and interior designers; determine expense and revenue projections; equipment and product recommendations; recruitment of spa director.

### **Sonesta Sanibel Harbour. . . Ft. Myers, Florida**

40,000 square foot spa. Full service spa with services for hotel guests and members. Involvement & Responsibilities: 1988: Performed an operational review and assisted with developing a marketing plan and operational budget. Sanibel Harbour Resort & Spa Repositioned, in 1992, as an independent resort. Involvement & Responsibilities: 1992: 3 months to recruit spa director and assist with business plan.

### **The Greenbrier Spa. . . White Sulphur Springs, West Virginia**

Opened November, 1987. 25,000 square foot spa plus substantial indoor pool area. A la carte and spa programs in a full service, 5 Star resort. Involvement & Responsibilities: 2 years to develop concept; determine expense and revenue projections; develop architectural program and work with architect; equipment and product recommendations; recruitment of spa director. Involvement & Responsibilities: 1990: Recruited spa director.

### **Doral Saturnia International Spa Resort. . . Miami, Florida**

Opened Summer, 1987. 75,000 square foot spa with 48 room spa suite hotel. Full service, European-style spa resort. Involvement & Responsibilities: 3 1/2 years to develop concept; determine architectural program and work with architects and interior designers; feasibility study; equipment and product recommendations; recruitment of key management personnel. Involvement & Responsibilities: 1990. Recruited spa director. Involvement & Responsibilities: 1992. Recruited director of operations.

### **The Shoreham. . . Spring Lake, New Jersey**

Opened Summer, 1987. 5,000 square feet. Renovation project creating a spa on the ground floor of this turn-of-the-century Victorian hotel. A la carte and spa packages for hotel guests. Involvement & Responsibilities: 2 years to determine architectural program and work with the owner; determine financial projections; equipment and product recommendations; develop spa system of operation; continue as management consultant.

### **Wheels Inn. . . Chatham, Ontario, Canada**

Opened in 1983. 4,000 square foot spa. Renovation of indoor ice skating rink. A la carte spa services and packages to complement a sports-oriented, family hotel. Involvement & Responsibilities: 6 months to determine architectural program.

### **Spa at Sonesta Beach Hotel. . . Southampton, Bermuda**

Opened in 1983. 6,500 square foot spa. Full service, European-style spa program and a la carte services for hotel guests. Involvement & Responsibilities: 6 months to determine architectural



program and work with architects.

## Medical/Wellness Spas - Health Clubs - Day Spas - Residential Club Spas

### **St. Vincent's One Nineteen Health and Wellness Center... Hoover/Birmingham, Alabama**

Opened February, 2005. HFD was retained by St. Vincent's Hospital in Birmingham, AL to help create a new and innovative 185,000 square foot complex consisting of a health club/fitness center; full-service health, beauty and medi-spa; rehabilitation and sports medicine center; diagnostic imaging; and wellness center. Involvement & Responsibilities: 21/2 years to do site visit; conduct competitive analysis study; develop the concept; provide architectural program, conceptual facility floor plan, start-up budget and five year operating pro forma; on-going collaboration with architects, interior designers and contractors by providing technical assistance on all facets of the facility; provide the construction spec and equipment spec workbooks; assist the purchasing company in coordinating all orders; and provide operational guidance regarding products/supplies/private label, staffing program and compensation and brochure development.

### **Bighorn Golf Club. . . Palm Desert, California**

Opened March, 2002. A 13,000 square foot spa was added for the exclusive use of residents of this private country club community. Involvement & Responsibilities: 6 months to work with the owner and design team to review floor plans; provide recommendations for spa-related equipment; advise on construction-related spa equipment.

### **A X I S Personal Trainers & Spa. . . Los Gatos, California**

Opened May, 2000. Involvement & Responsibilities: 9 months to develop the spa prototype for this personal training center. Develop the menu; provide the facility program and space plan; forecast start-up and year one operating costs; provide assumptions for five year proforma; recommend equipment, products and supplies; create job descriptions; develop the departmental operating procedures and corresponding manuals; develop, implement and oversee the training program; provide operational assistance.

### **Kiva. . . Chicago, Illinois**

Opened October, 1998. This 7,500 square foot day spa also includes a full-service salon, juice bar and retail area designed to nurture the entire body. Involvement & Responsibilities: Almost 2 years to develop spa facility program and work with design team; develop initial program of services; prepare financial forecasts; develop critical path; assist with brochure development; provide equipment spec book; assist with recruiting; provide on-going pre-opening assistance.

### **Georgette Klinger. . . 8 Locations**

Acquired July, 1998. Involvement & Responsibilities: 4 months to assist the new owner with the

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due diligence of this business that was founded in the 1940's. Performed site inspections and operational reviews for each location with corresponding written reports.

### **Babor Institute. . . Palm Beach, Florida**

Opened January, 1997. This 13,000 square foot day spa and training center is the showcase for the German skin care manufacturing company, Babor. Involvement & Responsibilities: 4 months to establish the planning and operational timeline; work with the architect on the space/flow plans and corresponding interior design; review the list of services/packages and descriptions/prices to make sure they are competitively positioned and allow for profit; determine the start-up expenses; review and refine the financial assumptions and prepare a 5-year proforma; review all F,F, & E items; assist with all collateral information and marketing, public relations and advertising strategies; determine the compensation and incentive program for each position; create employee interview/hiring procedure; develop, implement, oversee and evaluate the training program for all non-Babor related areas; assist with soft and post opening; provide HFD person for 6 weeks to help oversee day-to-day operations while mentoring the spa director.

### **Grand Bay Residences. . . Key Biscayne, Florida**

Opened January, 1997. Waterfront condominium complex that includes a Fitness Center for the exclusive use of the residents. Involvement & Responsibilities: Space planning and equipment recommendations for the Fitness Center.

### **Vito Mazza Day Spa. . . Woodbridge, New Jersey**

Opened October, 1996. A 2,000 square foot day spa was added to the existing salon. Involvement & Responsibilities: 8 months for facility planning and to assure a "seamless" integration between the existing salon and new day spa; suggest ala carte services and develop packages; provide the equipment and product/supply/accessory spec books; develop the system of operation and departmental operating procedures to supplement the existing employee manual; develop and implement the overall training program and cross-train with salon; and provide on-site HFD supervision and support during the soft opening.

### **The Sanctuary. . . Santa Monica, California**

1995. This was an existing 700 square foot Kenneth George Salon that expanded to become a 3,200 square foot day spa. Involvement & Responsibilities: Review the floor plans for the expansion; provide detailed F,F, & E information and lay-outs; provide job descriptions; recommend equipment and product sources.

### **Indian Ridge Country Club. . . Palm Desert, California**

Opened November, 1993. 19,500 square health club/spa for members of this country club community. Involvement & Responsibilities: 3 years to assist architect with space planning; provide equipment recommendations for the owner.

### **Lighthouse Point Yacht and Racquet Club. . . Lighthouse Point, Florida**

Summer, 1992. 3,000 square foot health club for members of this private club. Involvement &

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Responsibilities: Recommendations for facility upgrade; equipment selection; review of operational systems; product selection; membership marketing strategies.

### **Mario Tricoci Day Spa. . . Arlington Heights, Illinois**

1990. This suburban day spa is one of the Mario Tricoci salon and day spas in the Chicago area. Involvement & Responsibilities: Reviewed and redesigned the flow pattern to allow for guest comfort and operational efficiency; provided interior specifications; recommended spa-related equipment.

### **The Sporting Club at Illinois Center. . . Chicago, Illinois**

Opened March, 1990. Over 120,000 square foot health club with spa for members. Involvement & Responsibilities: 4 months to review floor plans; determine program and marketing concepts; develop program of spa services; choose spa products; prepare the Standard and Departmental Operating Procedures and corresponding manuals; develop, implement, supervise and evaluate staff training program.

### **Palm Valley Country Club. . . Palm Desert, California**

Summer, 1989. Renovation to enlarge existing spa for the 15,000 square foot health club/spa for members of this country club community. Involvement & Responsibilities: 6 months to assist architect with lay-out and renovation; equipment and product recommendations; spa director recruitment.

### **David & Mary Day Spa. . . Indianapolis, Indiana**

1989. An existing salon and day spa that was planning for future expansion. Involvement & Responsibilities: Planned the space for the expansion; evaluated existing staff management and inventory control procedures.