Agreements & capacity

A client may need a view across an entire project or a close review of one issue. These six areas can be combined. Bryan scopes each engagement around the question you bring.

Commercial agreement review

What needs to change before we agree to these terms?

Who it helps Operators, tenants and project owners preparing to sign or amend an agreement.

Records The proposed agreement, its schedules and exhibits, the commercial offer, and the latest delivery assumptions.

Work involved Trace who supplies, pays for and accepts each item across the drafts. Compare obligations with the project budget and schedule. Flag terms whose legal effect needs counsel's view.

What you get A prioritized issues list with section references, commercial consequences, questions for the counterparty and decisions for the negotiating team.

Site, power & capacity

How much power can we rely on for the first tenant phase?

Who it helps Developers comparing sites, utilities evaluating new load and planning teams inventorying capacity.

Records Utility correspondence, service agreements, load schedules, site phasing and the tenant's required power basis.

Work involved Reconcile requested, studied, contracted and energized capacity by phase. Distinguish utility supply from critical IT load and record what must happen before each date holds.

What you get A dated capacity register and ramp comparison with the evidence for each figure, outstanding conditions and the person responsible for confirming them.

Procurement & delivery

Equipment procurement & supply chain

Should we release the next supplier payment or wait?

Who it helps Procurement, delivery and finance leads committing capital to long-lead equipment.

Records Supplier quotes and acknowledgments, payment and cancellation schedules, approved specifications, tenant approvals and the integrated schedule.

Work involved Compare the cost of reserving a slot with the cost of waiting. Test whether the equipment controls a billable milestone and whether it can be reassigned if the tenant's requirements change.

What you get A release recommendation, cash required now, the assumptions that would reverse the decision and the approvals needed before payment.

Delivery, acceptance & billing

Has this phase reached the milestone that starts the fee?

Who it helps Operators, tenants and controllers reconciling a handover, disputed start date or first invoice.

Records Phase schedules, commissioning reports, notices and receipts, open-item logs, invoices and prepaid balances.

Work involved Build the event chronology and reconcile it to the commercial milestones. Separate fee accrual, invoicing and cash collection. Route engineering acceptance and legal interpretation to the designated professionals.

What you get A phase-by-phase reconciliation of the supported start date, missing evidence and cash impact, plus an action list for closing the differences.

Investment & strategy

Investment & lender diligence

Which assumptions can the committee rely on for this investment or draw?

Who it helps Infrastructure investors, lenders, deal teams and lead advisers seeking an operator's contribution to diligence.

Records The underwriting model, executed customer and power agreements, phase schedules, draw requests and supporting delivery records.

Work involved Trace material forecast lines to their source documents. Test timing and downside cases, including what happens when a delivery slip shortens the earning period or pushes receipts into a later quarter.

What you get A committee-ready memo, a bridge from contracted capacity to forecast cash and a short list of conditions to verify before the next approval.

Market intelligence & executive advisory

Which operating assumptions should we challenge before choosing a delivery model?

Who it helps Executives, investment teams and strategy or procurement leaders assessing wholesale colocation and hyperscale development.

Records The decision brief, alternatives under consideration, the team's assumptions and relevant public materials.

Work involved Compare build-to-suit, preleased, powered-shell or other arrangements on the responsibilities that matter to the decision. Follow material changes through subsequent management reviews when useful.

What you get A tailored briefing or recurring decision review with alternatives, trade-offs and the questions the team should take to its counterparties.