

# COMMERCIAL Construction & Renovation

Issue 1, 2022 • www.ccr-mag.com

## The highest standard

Brooklyn's new urban retirement community reinvents how seniors live

Left to right: The Watermark at Brooklyn Heights Executive Director Rocco Bertini; Lemay+Escobar Architecture Director of Business Development Giulia Laugero; Tishman Speyer Senior Director of Design & Construction Paul Cenzoprano; Hudson Meridian Construction Group President and COO Peter Monte; and Montroy DeMarco Architecture Principal Richard J. DeMarco, AIA.

Official magazine of

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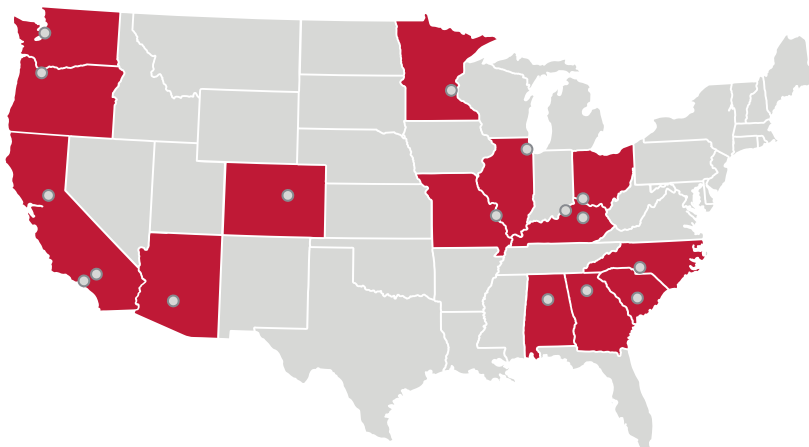
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CIRCLE NO. 2



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T H E L E A D E R I N C O N D E N S I N G T E C H N O L O G Y

# The rebound is on...

Every corner is made for turning. Such is the case with a recent jobs report by the "Paychex IHS Markit Small Business Employment Watch," which shows that national small business job growth and employee earnings continued to increase in January.

The data shows gains in the the Small Business Jobs Index, which measures the year-over-year rate of employment growth. At 101.33, the national index increased 7.80% over the past year, surpassing its 2014 peak. At 4.43% year-over-year, hourly earnings growth maintained its record high set last month (December 2021).



The pace of small business job growth could mean good things for the commercial construction industry moving forward. While we still need a national push to attract skilled laborers into the job pull, good news is good news.

As job thought leaders are saying, we are methodically fighting our way out of the historic job losses incurred during the start of the pandemic. And while employment is slowly returning to pre-pandemic levels, sustained job growth is positive.

In conversations I've had with industry colleagues, the opportunities are out there, especially in the number of brands that are accelerating their growth and renovation plans, including in the franchise arena. The moves are all welcome sights—even if the pandemic continues to jab at every fiber of our collective being.

And if you're looking for a little more good news, this past fourth quarter was the second most lucrative ever for sales of large US hotels, clocking in at \$9.2 billion, according to Real Estate Alert's Deal Database. For 2021, \$21.5 billion of hotels worth at least \$25 million each changed hands, an increase of 265% from 2020.

So, in the spirit of giving a collective "hell yea" to the prospects of 2022 (as the results of the recently signed Infrastructure Plan await), hell yea.

Keep the positive vibes coming and keep pushing the rock forward. And, as always, we want to hear from you. Flipping through *Commercial Construction & Renovation*, the pages show the work you give your hearts and soul to.

See you down the road.

Michael J. Pallerino is the editor of *Commercial Construction & Renovation*. You can reach him at 678.513.2397 or via email at [mikep@ccr-mag.com](mailto:mikep@ccr-mag.com).

## We want to hear from you

At *Commercial Construction & Renovation*, we're always looking to showcase the best of what our industry is doing. If you have a project profile or a fresh perspective on how to keep our industry positively moving forward, shoot me an email at [mikep@ccr-mag.com](mailto:mikep@ccr-mag.com). We'd love to take a look.





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# Around the Industry



## RETAIL

### Lowe's/Petco

Petco and Lowe's are partnering to open in-store pet shops at 15 Lowe's locations in Texas and the Carolinas by the end of March. The test shops, which will sell pet products and offer on-site vet visits, are part of Lowe's bigger plan to offer shoppers a more comprehensive selection of home goods and encourage them to make more frequent trips.

### Amazon Go

Amazon will expand its cashierless Amazon Go store format to suburban areas, starting with the town of Mill Creek, Washington, a Seattle suburb with a population of about 20,000. The expansion from city centers to suburbs follows a rise in consumers working from home, and the planned suburban stores will have a larger footprint than urban locations.

### Macy's

Macy's has unveiled a list of six full-line namesake department stores and a Bloomingdale's outlet store that are slated for closure this year. Two years ago, the retailer released a list of about 125 stores likely to close by next year, but it has since slowed the pace of closings and, as some larger mall anchors close, Macy's also is experimenting with smaller-format and non-mall locations.

### Bloomingdale's

Bloomingdale's continues to transform its 59th Street flagship in New York City—and men's footwear is now in focus. The retailer, which has been slowly updating its storied flagship for years, has unveiled an all-new men's shoe floor at its Midtown East location.

### Savage X Fenty lingerie

Rihanna's line is now available in a physical store in the Fashion Show Las Vegas shopping center, where customers can see designs displayed on lavender-and-chrome mannequins modeled after actual people. Rihanna is expected to open additional locations in Houston, Los Angeles, Philadelphia and Washington, DC.

## RESTAURANT

### Pollo Campero

Pollo Campero plans to expand its presence to 250 locations over the next five years. The brand is focusing growth in specific markets, implementing digital features and other tools to feed off-premises dining demand, as well as partnering with third-party delivery services.

### Chipotle Mexican Grill

Chipotle Mexican Grill plans to halve the carbon emissions from its operations and its supply chain by 2030. The chain said it will prioritize strategies for carbon abatement and reducing emissions, although it will also use carbon offsets to help meet the goal even as it embarks on a plan to double its number of restaurants in North America.

### Dunkin'

Dunkin' has opened a "Next Gen" location in Pennsylvania's Lehigh Valley. The 1,400-square-foot unit includes a contactless drive-thru and a special tap system.

### Shake Shack

Shake Shack is preparing to build the first of 10 planned suburban drive-thrus in four US cities and is also focused on other new formats including a drive-up unit that opened recently near Chicago. The fast-casual chain has also begun accepting tips at two locations in a test that could be expanded over time.

### Amy's Drive Thru

Amy's Drive Thru is gearing up for growth as mainstream demand for plant-based food continues to rise, with plans to add as many as 30 new units over the next five years.

### Piada Italian Street Food

Ohio-based fast-casual chain Piada Italian Street Food has opened a pay-first unit in Liberty, Pennsylvania with a focus on off-premises dining. The format was inspired by an earlier test of a drive-thru unit in Ohio that demonstrated that digital ordering in advance helped staffers fulfill orders faster and more accurately.

### Starbird Chicken

Fast-casual chain Starbird Chicken has raised \$12 million in new funding to add more eateries and ghost kitchens and start a franchising program. Restaurant consultancy The Culinary Edge launched Starbird in San Francisco five years ago and it has since grown to nine units, and its ghost kitchens operate a variety of virtual brands including a new plant-based concept called Gardenbird.





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CIRCLE NO. 9

# AroundtheIndustry



## HOSPITALITY

### Marriott International

Marriott International will add more than 30 properties to its stable of 460-plus luxury hotels next year. Its eight luxury brands include The Ritz-Carlton, Ritz-Carlton Reserve, W, St. Regis, The Luxury Collection, EDITION, JW Marriott and Bulgari. They span across 68 countries and territories with more than 460 hotels and resorts.

### Hard Rock Casino

Hard Rock Casino Cincinnati in Ohio will take on a \$70 million project to build a hotel with up to 300 rooms, along with luxury suites for high rollers, a spa and fitness center. The company previously made improvements to its concert and dining facilities and added a sportsbook in anticipation of Ohio legalizing sports betting in the future.

### Legacy Hotels & Residences

The \$500-million, 55-story Legacy Hotels & Residences at Miami Worldcenter, scheduled to be completed in 2025, will be the world's first "COVID-conscious" hotel, residential and medical center tower, its developer says. The project was conceived prior to the pandemic as a sanctuary for medical tourists.

### Legends Resort and Casino

A gaming permit has been issued to the Cherokee Nation Businesses, which is the Cherokee Nation of Oklahoma's gaming unit, and Legends Hospitality, paving the way for the construction of Legends Resort and Casino in Russellville, Arkansas, after a three-year absence. The \$225 million facility will include a casino, sportsbook and 200-room hotel.

### Hyatt Hotels Corporation

Hyatt Hotels Corporation plans to add seven new luxury hotels and resorts throughout Europe and the Middle East in a move that will build on the company's portfolio of luxury brand offerings in key growth markets.

### Dream Hotel Group

A 10-story hotel will be part of an ambitious riverfront development in downtown Miami under a plan unveiled by Dream Hotel Group. Dream Miami is scheduled to break ground this year and open in 2025 at Riverside Wharf along the historic Miami River.

### Tachi Palace Casino

Tachi Palace Casino Resort in Lemoore, California is in the process of refurbishing its 255 hotel rooms, with upgrades to include privacy glass in the bathrooms, flatscreen TVs and Native American-influenced decor, with Tachi-Yokut Tribe basket weave designs adorning the headboards. In addition, the casino-resort is working on a 30,000-square-foot events venue.

## GROCERY

### Amazon Fresh

A new Amazon Fresh grocery store in La Habra, California is the sixth of Amazon's grocery stores to offer Just Walk Out technology. The 40,000-square-foot location is the tenth Amazon Fresh store to open in Southern California, and its 23rd overall.

### Safeway

A 63,700-square-foot Safeway store is expected to be the center of a South San Francisco mixed-use development project slated for a 14.5-acre parcel. In addition to the Safeway, the project—slated for completion in summer of 2023—will include office and research space and potentially another 19,500 square feet of retail.

### Amazon

Amazon, which has pledged to power 100% of its operations using renewable energy by 2025, will build eight new wind and solar sites in the US to serve its fulfillment centers and corporate offices. The company is planning solar projects in Arizona and Georgia with others scheduled for Ohio, Texas and Virginia.

### Hy-Vee

Hy-Vee is in the process of procuring property in Zionsville, Indiana, a suburb of Indianapolis, to build the state's first Hy-Vee location.

### Whole Foods

Whole Foods has agreed to lease space in what was formerly San Jose, California's El Paseo de Saratoga mall. The facility is undergoing a major redesign into a mixed-use community that will feature retail, housing, restaurants and community gathering spaces.

### ALDI

ALDI is using facial age estimation technology for customers who want to purchase alcohol from its trial store near London, which is checkout-free and uses the ALDI Shop&Go app. The program can confirm the age of customers in seconds through machine learning.





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# Jobs, jobs, jobs

**New Paychex | IHS Markit Small Business Employment Watch shows flat construction numbers amid strong overall employment gains.**

The numbers for the “Paychex | IHS Markit Small Business Employment Watch” are in. And the overall numbers continue to look good for small business owners, they remain relatively flat on the construction side. Among the lowest sectors for jobs growth (98.80), trending below 99 for the ninth consecutive month.

On a national level, the report shows the Small Business Jobs Index gained 0.39 percent in January. At 101.33 the Small Business Jobs Index has increased 7.80 percent during the past 12 months as small businesses continue to recover from the coronavirus pandemic. Up 4.43 percent year-over-year, hourly earnings growth remained at its peak level in January.

The January data shows the Small Business Jobs Index, which measures the year-over-year rate of employment growth, gained 0.39% in January. At 101.33, the national index has increased 7.80% over the past year, surpassing its 2014 peak. At 4.43% year-over-year, hourly earnings growth maintained its record high set last month (December 2021).

In further detail, the January report showed:

- The national index gained 0.39% in January, in line with its average



monthly gain in the last six months of 2021.

- At 4.43% year-over-year, hourly earnings growth continued to show strength, remaining at its peak level hit in December 2021.
- Hiring in leisure and hospitality (107.25) accelerated further ahead of other sectors, gaining 1.49% in January and 23.94 percent since last January.
- Likely due to the omicron variant, one-month annualized weekly hours worked growth dropped nearly 8% in leisure and hospitality in January.

- Job gains were broad-based as all regions of the US advanced in January, though the West leads all regions at 101.65, improving for the eleventh consecutive month.
- Texas remained the top state for small business hiring and Dallas the top metro.

For more information about the “Paychex | IHS Markit Small Business Employment Watch,” visit [www.paychex.com/watch](http://www.paychex.com/watch) and sign up to receive monthly Employment Watch alerts.

## Did you know?

► Costco’s brick-and-mortar stores ranked first on the Qualtrics 2022 Experience Index, which measures the strength of customer loyalty and trust. Costco was followed in the top five by Amazon, Kroger, Publix and ALDI, respectively, with Trader Joe’s landing at No. 10. The report examined how companies continue to build trust in the pandemic era, along with inflation and supply chain issues.

► Construction of a \$236.1 million University Hospitals expansion in Beachwood, Ohio, is one of \$1.4 billion worth of hospital projects in northeastern Ohio. The expansion offers 216,000 square feet in two three-story buildings and includes a center devoted to sports medicine.





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# Next Gen energy solutions

## Cost incentives to assist upcoming cogeneration adoption

By Lee Vardakas

As energy costs continue to soar, countless commercial businesses and facility owners are searching for more cost-effective, clean energy alternatives to the traditional grid. It is no wonder distributed power generation is on the rise—especially in the combined heat and power (CHP) market, which is expected to reach \$35.2 billion by 2026. The main driver behind this growth, outside of the rising cost of fuel, is the willingness of government programs to provide support and incentives for its adoption. With an estimated \$26.6 billion in incentives and clean energy initiatives over the next five years, the booming CHP market is expected to become more accessible to a range of businesses.

Also known as cogeneration, CHP systems use on-site natural gas engines to generate electricity while simultaneously reclaiming heat off the engine to provide thermal energy for other heating and cooling processes within a facility. The US Department of Energy has praised CHP as an efficient method of providing energy necessities while also reducing costs and lowering the overall carbon footprint. CHP systems provide an operational efficiency of 85% compared to that of a central power plant, which are only 30% efficient on average, because traditional plants lose energy in discharged heat and electrical losses during transmission.

Not only is CHP more efficient than traditional means, but it also is a necessary step toward a green energy future. The major issue with the adoption of this technology is the traditionally high upfront installation costs—committing to energy efficiency is a lofty goal for any facility, and the original monetary investment can be an insurmountable hurdle. Government incentives and company power purchase agreements (PPA) have been created to help overcome this obstacle and allow more widespread integration through subsidized energy costs.

### Why the support for CHP?

Over the next few years, as reducing carbon emissions and avoiding the effects of climate change become a major worldwide priority, the landscape of how energy is generated and distributed in the United States will change dramatically. To display this, the Combined Heat and Power Alliance released a report last November detailing the many ways CHP plays a role in future electrical grids and gas systems. America's electric grids are old and becoming more susceptible to frequent climate change disruptions. To combat these system-wide impacts, future grids will call upon distributed energy resources such as CHP during periods of high demand to improve reliability.

In most of the US, CHP systems installed through 2035 and operating through 2050 are expected to cause a net reduction in carbon emissions. With that in mind, it is clear that incorporating CHP into the electric grids and gas systems of tomorrow will aid tremendously in further reducing carbon emissions and increasing energy resilience.

### What are the incentives for CHP?

Governmental incentives for energy efficient technology are a fairly recent concept, kicking off with the Environmental Protection Agency's Green Lights program (which incentivized energy efficient lighting) in 1991. Several successful programs now exist, including the Combined Heat and Power Partnership, which allows CHP providers to supply their customers a knowledge base for tools, policy information and other resources to promote the environmental benefits of CHP as an affordable, reliable and low-emission energy source.

Some of the major EPA incentives at the state level include, but are not limited to:

- > **NYSERDA:** The New York State Energy Research and Development Authority offers up to \$2.5 million for systems up to 3 MW in size. To qualify, most systems must be black-start capable and installed to provide priority power during grid outages.
- > **Mass Save:** As a result of the Massachusetts Green Communities Act of 2008, CHP projects are eligible for state





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funding through multiple utility companies. All CHP system owners are eligible, but the best applications typically are those with high annual hours of operation with near full use of the thermal output.

- **New Jersey Clean Energy:** New Jersey is committed to enhancing energy efficiency throughout the state with generous incentives for CHP installations. Savings are calculated by performance thresholds and system specifications.
- **Efficiency Maine:** Efficiency Maine’s Commercial and Industrial (C&I) Custom Program offers financial incentives ranging from \$10,000 to \$1 million to Maine businesses, nonprofits, institutions and governments toward distributed generation projects, including installations.



While the state incentives are enough to allow some customers to surmount the upfront costs of CHP, some still will require additional support, which is where company-supported incentives come in. This means facilities receive all the benefits without having to pay associated upfront costs or operating expenses. It is an effort to support the primary available incentives and to ensure the affordability of this critically important technology, hopefully leading to a stronger, more sustainable energy-efficient future.

Lee Vardakas is CEO of Dalkia Aegis Founded, EDF Group, an innovative Combined Heat and Power (CHP) company based in Holyoke, Massachusetts. For more information, visit [AegisCHP.com](http://AegisCHP.com).

## They said it

**“We are definitely seeing signs that point to a big and rapid rebound for hotel openings and hotel construction.”**

— Atlas Hospitality Group President Alan Reay on the California Bay Area’s recovery from the pandemic’s devastation, which has been reflected in a 127% increase in new hotels in 2021 over 2020

**“Now we can dedicate ourselves to bringing these two storied grocery chains together, leveraging best practices, developing new opportunities and finding efficiencies that will help us continue to deliver distinctive shopping experiences.”**

— Scott Grimmatt, president and CEO of Price Chopper/Market 32 and future leader of the new parent company on the impact of the merger of the two companies

**“I still think we’re underestimating what’s going to happen next year. Group meetings have sort of been pushed back because of the Delta variant, but the demand and the inquiry is off the charts.”**

— Hilton Hotels CEO Christopher Nassetta on the impending historic hotel revenues looming in the pandemic’s shadow



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# Up to the challenge

Reemphasizing the importance of air quality in commercial buildings

By Ryan Reimer



**A**ir quality has been at the forefront of everyone's mind since the start of a global pandemic. Pre-COVID, people just did not worry about the air quality of the building they were entering. Of course, professionals in the HVAC industry have thought about this for a long time.

This change in occupants' perspective has brought the topic of air quality back to the top of the priority list. Before the pandemic, we considered energy conservation as the utmost importance. There were plenty of standards that were being developed to maximize energy in a building. However, with this change in mentality, as a nation, we now are working toward providing occupant safety along with conserving energy in the built environment.

Traditionally, air quality technologies—outside of filtration, carbon monoxide and carbon dioxide—have been considered a “nice to have” if the process was not explicitly requiring it. Today, there is an increase in desire to do what is necessary to bring back some normalcy while being in closer proximity to our fellow citizens. These things can include humidification, air ionization, UV filtration, ozone generation, etc. As studies have shown, controlling

the level of relative humidity indoors is an effective way of improving the air quality in a building.

One of the most important benefits of proper humidification comes from the reduction of airborne bacteria and viral proliferation. A key study—“Indirect Health Effects of Relative Humidity in Indoor Environments” by Environmental Health Perspectives—completed in 1986 showed that the optimal conditions to minimize risks to human health occur between 40-60% relative humidity (RH), at normal room temperatures. The study still is referenced by HVAC professionals today and forms the basis of standards for healthy indoor air quality in built environments set by the American Society of



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Heating, Refrigeration and Air Conditioning Engineers (ASHRAE).

The second piece is the occupants' sense of how the air "feels." Maintaining RH within this 40-60% range not only decreases the impact of viruses, but also reduces bacteria and allergens found in the environment, while preventing skin dryness and eye irritation. A dry space can cause people discomfort: drier skin and eyes, static shocks, and bloody noses. A properly humidified space can reduce these discomforts greatly.

If the employee working in a commercial building feels more comfortable, that can lead to an increase in productivity and for visitors or customers to simply feel "comfortable" in the space. Studies currently are being conducted in different commercial buildings around the effects of poor air quality on occupants.

Besides the effects on employees, visitors, and customers, relative humidity levels also affect the materials of the building around us. Different materials have different expansion and contraction rates and are dependent on moisture content. Proper humidity levels help to prevent this expansion and contraction—reducing cracks in furnishings and wooden materials—as well as decreasing the corrosion of metal in the building structure.

Commercial building owners and managers have more options today to control air quality and more ways to measure that quality. The best way for an owner, engineer, architect or facility manager to find out more about solutions is to investigate air quality technologies through different HVAC publications, studies, and professionals.

The humidification technology can be selected to be installed either as a retrofit for existing buildings or for new construction. The type of indoor space, air quality goals, energy source, desired maintenance, capacity, etc., will determine the best technology for each building. Of course, energy management and the analysis of energy usage will continue to be important, driving humidification efficiencies and sustainability.



## Commercial building owners and managers have more options today to control air quality and more ways to measure that quality.

In a retrofit situation, where a building didn't originally have a humidification system, space might be challenging. Supplemental equipment can be installed quickly on a wall and can start adding moisture immediately. If the air handler has available space and extra capacity for pressure drop, that is an option as well.

There are basically two humidification system technologies to consider for commercial buildings—*isothermal* or *adiabatic*. *Isothermal* (steam) humidifiers work by boiling water inside the humidifier tank and distributing it into the ductwork through a steam manifold or directly into the space. *Adiabatic* (evaporative) humidifiers use the heat in the air to evaporate water into the ductwork or directly into space. *Adiabatic* humidifiers provide humidification and evaporative cooling at the same time which

can provide benefits for applications with processes that create heat.

Both of those technologies also can benefit from a water treatment system that delivers high quality water to the unit. The quality of the water will directly impact the uptime the humidifier has and how much maintenance needs to be provided down the road. Most humidifiers have an inlet water quality specified to help commercial building personnel understand how best to operate the equipment for many years to come.

Commercial grade humidification equipment provides the control needed to maintain proper levels—not too low and not too high. Since facilities vary widely, building owners, engineers, architects, facility managers and contractors can get assistance with system application, design, and operation from DriSteem representatives.

Ryan Reimer has nine years of experience in the water treatment and HVAC industry and currently works at DriSteem in Eden Prairie, Minnesota. His market experience includes assisting commercial and industrial customers, with roles in sales, engineering, and marketing. As a DriSteem Product Manager, he has developed a strong understanding of the business and technical side of the water treatment and HVAC industry, focusing on innovation and driving toward the best solution possible.





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# At the ready

When it comes to the economy, prepare for bad times during great times

**T**he economy is booming again, and a booming economy means investors are not shying away from new projects in the commercial real estate market. This is a great time to be in commercial real estate, and anybody who can take advantage of this good economy should do so.

But a good market does not mean investors in commercial real estate should not prepare for bad times. Markets fluctuate and it is important that everyone knows the signs of a potentially faltering economy.

Understanding these signs and preparing for them will help you enjoy the benefits of a booming economy while shielding you from some of the worse outcomes in a cratering economy. Here are a few signs that a good economy might be turning and steps you can take to protect your business.

## Monitor inflation

It is important you monitor the rate of inflation in the economy. This does not mean you have to have an economist's understanding of the topic and know everything about every increase, but you should monitor the cost of things affected by inflation. Are gas, food and housing prices going up significantly? These are signs the economy might be heading in a negative direction.

A high rate of inflation means some people will be pushed out of the market. Keep a close eye on inflation, as the rates go up the cap rate on the commercial real estate market will compress. People will have to put more money down since they are paying so much for property. Paying these premiums could mean there won't be enough cash flow to sustain industry growth.

Right now things are good and we should be happy about that. Wages are high, you can choose what you want to do. People are getting paid, but that does not mean they always will. Keeping track of inflation can help you deduce if difficult times may be on the horizon.



## Check the interest rates on loans

Interest rates are low right now which means commercial real estate investors are more willing to take out a loan for their projects. It is important you check on the interest rate environment because it is a good sign that things might be turning south.

Monitor interest rates and see if they are going up. Higher interest rates could be a bad thing because as interest rates go up, purchasing power goes down. Potential investors with less purchasing power mean they are less likely to invest in commercial real estate projects.

Increasing interest rates do not automatically mean the economy is in danger, but it is something you should be vigilant about so you can make educated business decisions.

## Observe the job market

The other thing to keep an eye on is the job market. Check how many people are unemployed and at what levels they are unemployed. Understand how the job market is affecting certain industries. For example, restaurant owners are having a tough time filling jobs and this labor shortage makes it difficult for old restaurants to stay open and new ones to start up.

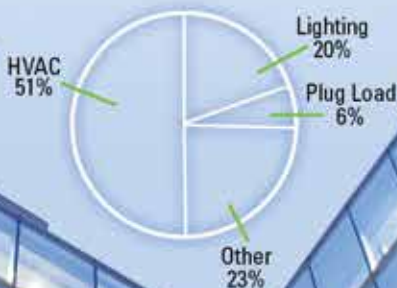
Investors may not want to invest their money in an industry that is dealing with low labor participation. Businesses in an industry may have a labor force that is willing to work, but the businesses themselves do not have the money to hire new workers. This could be a really important sign that it is time to tighten your fiscal belt and save some money for a rainy day.



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## Planning does not prevent you from growing your business and reaping the benefits of the active and healthy economy we are living in.

In addition, it is important to look at the actual health of businesses in an industry because COVID relief has made some industries look healthier than they are. Research how much of an industry is being propped up by PPP money. Many companies tripled their revenue overnight with the help of PPP loans and they could suddenly lose that revenue as the economy inches closer to normal.

Some of these businesses may have to lay off employees or go out of business. Look at the big picture when you are trying to see if an industry is doing well. Most businesses are doing well right now, but it is not a bad idea to think about the actual health of an industry when historic government assistance is no longer involved.

### Prepare for rainy days

Proactively preparing for a rainy day is never a bad decision. Planning does not prevent you from growing your business and reaping the benefits of the active and healthy economy we are living in. The best thing for helping your business survive hard times is to build strong business relationships during good times. Continue to work with your clientele and show them you are someone they can trust to do business with.

Fostering these relationships is important because they can help you pivot to other opportunities in a down economy. For example, say a shrinking economy makes being a commercial loan brokerage untenable. I can use my connections in the commercial real estate industry to pivot to selling insurance or some other service that people in our industry now need. Developing these business relationships allows you to be versatile and pivot to a venture that can keep your company afloat. Shift your perspective of the market and brainstorm how you can be of value when the market shifts.



I also would recommend you start creating a game plan where you already are preparing to hit the red light on certain aspects of your business. Establish tiers of the most important and least important things you need to run your company. Decide what you can cut and still run your business successfully.

It also is important to save the necessary amount of money for your business to

survive an economic downturn. Typically, six months of reserves is a good rule of thumb.

Finally, be a wisdom seeker. Have a good scope of people in your corner. Develop relationships with government officials, people in the banking industry, and experts in commercial real estate. Each of these will give you a dearth of information. Being knowledgeable of all the levers of your industry will help you grow in good times and survive in bad times.

Dave Kotter is Principal of Integrity Capital LLC, a commercial mortgage brokerage in Scottsdale Arizona. For more information, contact him at [dave.kotter@integrity-capital.com](mailto:dave.kotter@integrity-capital.com) or call 480-219-1205.





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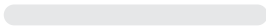
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Left to right: The Watermark at Brooklyn Heights Executive Director Rocco Bertini; Montroy DeMarco Architecture Principal Richard J. DeMarco, AIA; Lemay+Escobar Architecture Director of Business Development Giulia Laugero; Hudson Meridian Construction Group President and COO Peter Monte; and Tishman Speyer Senior Director of Design & Construction Paul Cenzoprano.





Photography by Oia Wilk Photography

# The highest standard

Brooklyn's new urban retirement community reinvents how seniors live

By Peter Wilk

**W**hile touring the former Jehovah's Witnesses' Brooklyn headquarters complex in 2017 for possible development as a luxury senior residence, the Watermark Retirement Communities executive team realized the property provided a rare opportunity to create a one-of-a-kind community with a national and even international appeal.

David Barnes, President of Watermark Retirement Communities, says that while the property's immense size, including the sprawling lower-level spaces, had discouraged other developers, Watermark immediately recognized it as an incredible chance to create more than 50,000 square feet of amenities for its members.

"This is something unheard of in any other urban retirement community," Barnes says.

Majority owner Kayne Anderson Real Estate—along with operator, co-developer and minority owner Watermark Retirement Communities—own and operate a portfolio of 17 retirement communities totaling more than 2,300 residences. The Watermark at Brooklyn Heights, one of five properties in its exclusive Élan Collection, specifically was designed to fill a void in high quality seniors housing in the New York City market.

Located at 21 Clark Street in the historic Brooklyn Heights district, the 355,000-square-foot, 16-story landmark property was constructed in 1926 as the Leverich Towers Hotel and served as an iconic entertainment venue for decades. It was designed by Starrett & Van Vleck, renowned for their department stores, including the Lord & Taylor and Saks Fifth Avenue stores in Manhattan.

The hotel was frequented by celebrities of the time, such as the Brooklyn Dodgers' top players and their families. In 1975, Jehovah's Witnesses purchased the tower to house local volunteers and incorporated functional interior modifications.

Upon acquiring the property, Watermark engaged the internationally renowned architect Richard J. DeMarco, AIA, Principal of Montroy DeMarco Architecture (MDA), and interior designer Andres Escobar, ASID, NCIQ, ARIDO, Partner and Design Principal at Lemay+Escobar Architecture (L+E) to develop the architectural design for the new community.

The general contractor was Hudson Meridian Construction Group. Tishman Speyer was the development partner, minority owner and construction owner's representative. The overall acquisition and renovation cost was \$330 million. The completed project created 275 luxurious apartments including 145 for independent living, 88 for assisted living, and 42 for memory care, as well as incredible amenities.

The redeveloped building caters to residents with sophisticated design expectations. DeMarco says the property has a number of dramatic public spaces. "We designed The Watermark for those who expect a very high standard of living. The design team respected the original beauty of the building, and every detail enables members to be proud of their environment."

Residents can enjoy an art gallery curated by a prominent art consultant Jennifer Wallace of nAscent Art, three world-class gourmet restaurants, a professional-level performing arts stage, multiple wellness venues, and a rooftop terrace with unmatched views of the Manhattan skyline, the Statue of Liberty, and New York City waterways.

To underscore the building's historic character, MDA's and L+E's design includes abundant marble, tufted leather, coffered



Architect Montroy DeMarco Architecture and interior designer Lemay+Escobar Architecture designed the \$330 million redevelopment of the landmark 21 Clark Street in Brooklyn, a former Leverich Towers Hotel and a Jehovah's Witnesses residence, into The Watermark at Brooklyn Heights, the first new luxury senior community to open in New York City in 20 years.

**"We designed The Watermark for those who expect a very high standard of living. The design team respected the original beauty of the building, and every detail enables members to be proud of their environment."**

— Richard J. DeMarco, AIA, Principal, Montroy DeMarco Architecture

The building's 275 apartments include 145 for independent living, 88 for assisted living, and 42 for memory care. The residences, ranging from studios to one- and two-bedrooms, are offered in an unprecedented variety of choices, with 78 different floor plans, uniquely configured and harmoniously designed to embrace the building's rich heritage, including vintage mahogany-trimmed windows.



(Top) Photography by Barry Hyman; (Bottom) Photography by Ola Wilk/Wilk Marketing Communications





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The Biblio library is among the most impressive spaces of the entire building. Wrapped in walnut wood panels and shelving, and equipped with leather and velvet sofas and armchairs, this space is adorned with the utmost sense of elegance and warmth. The ceiling features silver-colored, ornamental tin tiles and whimsical pendants in the shape of planispheres.

ceilings and harmonious color schemes that play up an abundance of light. The forms and tones are mostly classical, but are punctuated with modern touches like Foucault's Orb Chandeliers and the occasional trend-setting sofa cushion.

Andres Escobar, L+E's founding partner and design principal, describes the complex as "a one-of-a-kind urban resort for active people" that takes its cues from a well-appointed five-star hotel. "We enjoyed brainstorming with Watermark and MDA to come up with design solutions that differentiate this property from all others within New York City."

## Meeting the design and construction challenges

Other than localized repairs, no renovations were performed on the building's exterior, as it is a part of the Brooklyn Heights Historic District, which is designated both a National and

New York City Landmark and has been added to the National Register of Historic Places.

The project team faced several major challenges in preserving the building's original structure and history, while adding a reimagined, stylish interior for its new life as a high-quality residential facility. The most significant was the restoration of the original elegant double-height ballroom, located on the cellar level, which in the 1970s was divided with the addition of a new mezzanine-level concrete floor three feet below the first floor level, to accommodate Jehovah's Witnesses administrative offices and a 1,000-seat cafeteria. Removing this 54-foot by 37-foot slab called for creative solutions.

The construction team first built a cantilevered concrete "catwalk" flush with the first floor, while leaving the mezzanine slab in place. This allowed the laborers to work off of the slab, without the need for complex

internal scaffolding that would obstruct and delay work on the cellar level below.

Once the catwalk was completed, the crews removed the mezzanine, restoring the original double height space. The catwalk became an extension of the new first floor art gallery that provides views of the dining venue below.

The cellar has been transformed into a Dining and Entertainment level, including the formal W Room restaurant in the restored ballroom; Gustoso & Family, a casual European inspired eatery; a private wine storage and tasting room; a performance stage; and a movie theater.

On the sub-cellar Fitness and Wellness level, the team excavated the slab and subsurface around the existing columns to create a 40-foot long warm water therapy pool. This level also features the Indulge salon and spa, a fitness studio; a movement room for group fitness programs,



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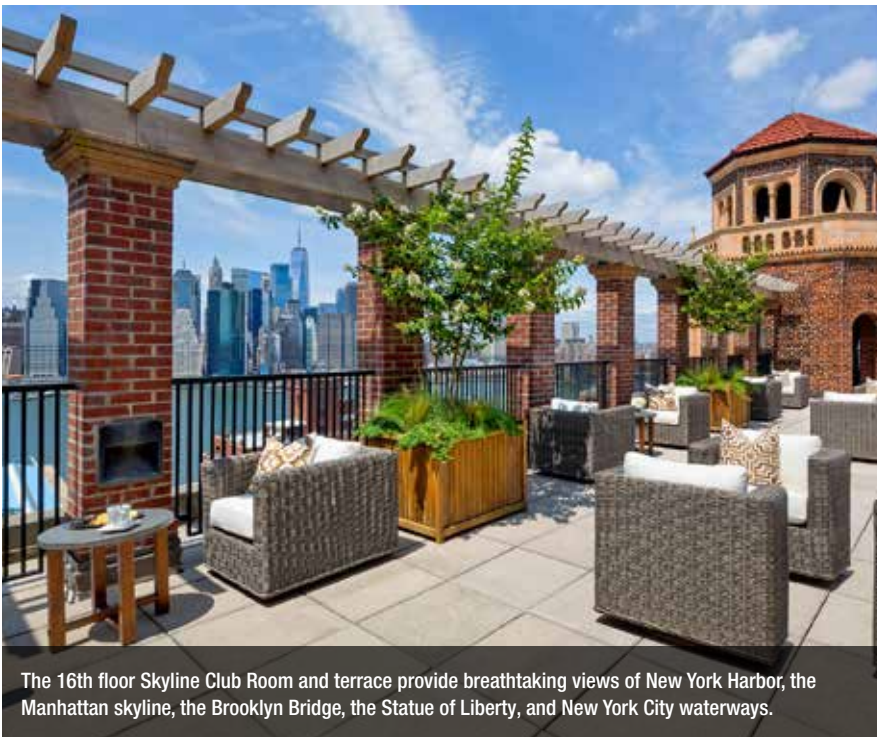
347-392-1188



Structural revisions during the renovation included re-opening of the expansive, 2,109-square foot first floor concrete slab above the main dining room to recreate a soaring, double-height space, now housing The W Room restaurant.



**At the height of the construction activity, up to 220 trades people and laborers were working at the site simultaneously.**



The 16th floor Skyline Club Room and terrace provide breathtaking views of New York Harbor, the Manhattan skyline, the Brooklyn Bridge, the Statue of Liberty, and New York City waterways.

a wellness center staffed by specialized care providers and an art studio.

On the sub-cellar level, the construction team built a new 100-foot long, 20-foot wide, 11-foot deep concrete electrical transformer vault to provide additional power to both the Watermark building and the growing surrounding neighborhood. The vault is structurally designed to withstand not only its own weight and that of the heavy transformers, but also of water in case it fills the vault to the top.

The team installed structural members extending down to sub-cellar 2 and connected them to 60 newly installed 15- to 30-foot deep helical micro-piles with pile caps to support the vault weight. ConEd, the local power utility, supervised the project and installed a new transformer and switchgear. Tishman Speyer and Hudson Meridian carefully planned the work to maintain an operable sidewalk above the new vault for as long as possible. The team identified a ground drilling auger small enough to fit into the building's entrance and the freight elevator. 7,000 psi concrete for the vault slab and walls was poured through 12-inch diameter openings in the sidewalk.

Once ConEd scheduled the 40-ton pre-cast concrete inner vault sections for delivery, crews opened the sidewalk and brought in one of the largest commercial cranes available to lower the sections into the vault. "The crane operation was an engineering challenge in itself, as the crane's owner, Tristate Crane, had to ensure that the ground and structures below could withstand the 220-ton pressure of each of the crane's feet," says Hudson Meridian's Senior Project Manager Brian Hughes. "Crews installed 60 temporary, precisely located 15-ton jack studs on two cellar levels to support the area beneath the crane's feet."

Sub-cellar 2 houses mechanical equipment, including new high-efficiency chillers and boilers. Many elements of the existing mechanical systems were reused including refurbished pumps, heating and cooling units in individual residences, piping, ductwork, cooling towers, exhaust ducts and fresh air fan units.

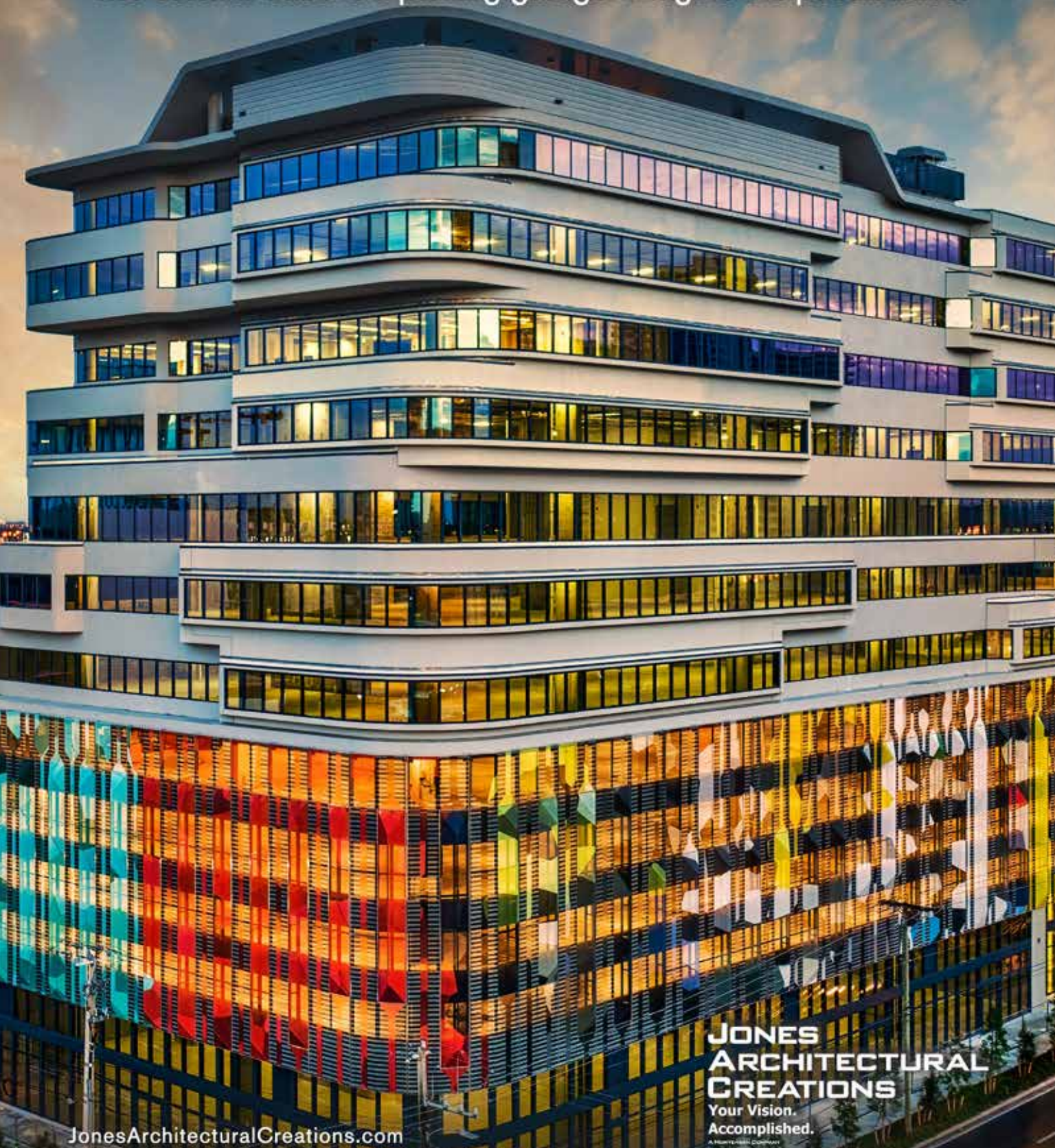
But when operated by Jehovah's Witnesses, the building's mechanical system

Top photo: Photography by Peter Wilk/Wilk Marketing Communications; bottom photo: Photography by Barry Hyman



# Stunning.

The colorful base is a parking garage. Imagine the possibilities.



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The Gateway at Wynwood, Miami, FL | Designed by Kobi Karp Architecture & Interior Design | Photo by Tony Tur



supplied heat and cooling not only to 21 Clark Street, but also to four other buildings of their Watchtower complex nearby, with connecting piping running through now sealed off tunnels.

As a result, the existing boilers and chillers were significantly oversized and uneconomical for serving only the new Watermark facility. The complex old system also required services of a licensed operating engineer, adding to the operational cost. To address these issues, the team removed the old systems and installed new, extremely high-efficiency, modular boilers and chillers in the same sub-sub-cellar location.

The new system, designed and installed by Eco-Systems, is so efficient that annual energy and personnel savings of approximately \$1 million will repay the entire cost of its purchase in only five years.

The design and construction team had to obtain approvals from numerous public agencies and utilities, a significant effort considering the building's size, landmark status, and the extent of the renovation. The involved agencies and organizations included: New York City's Departments of Buildings, Transportation, Health and Mental Hygiene, and Environmental Protection; the Landmarks Preservation Commission; the Metropolitan Transit Authority; ConEd; and National Grid.

Other major logistical and technical challenges included a very ambitious architectural design schedule of only eight months, which overlapped with the demolition phase, and construction schedule of only 13 months; long-lead items; limited access to the building's interiors for deliveries; restricted street staging conditions; operations taking place in a densely developed, upscale residential neighborhood; and work in a protected, landmark building.

At the height of the construction activity, up to 220 trades people and laborers were working at the site simultaneously. It took the dedication and expertise of the entire team to accelerate this immense project in order to meet the opening deadline, despite the final construction phase taking place during the pandemic. **CCR**



The Watermark at Brooklyn Heights houses a number of dramatic public spaces, including a soaring two-story restaurant known as The W Room, located in the former Leverich Tower Hotel's ballroom. The design team for the renovation included the world-renowned architect Richard J. DeMarco, AIA, Principal of Montrouy DeMarco Architecture and celebrated interior designer Andres Escobar, ASID, NCIQ, ARIDO, Partner and Design Principal at Lemay+Escobar Architecture.

## The project team faced several major challenges in preserving the building's original structure and history, while adding a reimagined, stylish interior for its new life as a high-quality residential facility.



The 16th floor Skyline Club Room offers coffee and bar service and views of the Manhattan skyline and the Statue of Liberty in a seaside lounge-inspired interior.

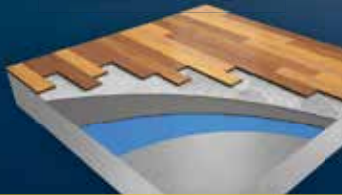
Peter Wilk is founder of Wilk Marketing Communications, a PR and architectural photography agency focused on the A/E/C and real estate industries. He is a regular contributor to Commercial Construction & Renovation magazine.



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T000628\_081021



# Architect/Design firms hit the spotlight in annual CCR listing

**T**he look. The feel. The presence. Nothing stands out more in a commercial project than the design. To give you an glimpse at some of the leading architectural and design firms in the retail, restaurant, hospitality, healthcare (and other) sectors, check out our annual listing. In addition, the report provides the contact information and contact person for each firm. If you didn't make the list, contact Publisher David Corson at davidc@ccr-mag.com.

## Top Ten Totals

RETAIL	RETAIL	RESTAURANT	RESTAURANT
HFA.....	\$35,500,000.00	Chipman Design Architecture.....	\$10,600,000.00
Core States Group.....	\$34,095,309.00	Core States Group.....	\$9,565,845.00
AO.....	\$28,800,000.00	Interplan LLC.....	\$8,750,000.00
MBH Architects.....	\$28,748,000.00	GPD Group.....	\$8,500,000.00
NELSON Worldwide.....	\$23,788,323.00	Rebel Design/ Rebel Procur.....	\$6,345,007.00
Little Diversified Architectural Consulting, Inc.....	\$23,734,162.00	HFA.....	\$3,850,000.00
Sargenti Architects.....	\$22,635,480.00	AO.....	\$3,500,000.00
GPD Group.....	\$19,500,000.00	Valerio Architects, Inc.....	\$3,225,000.00
RDC.....	\$18,724,646.32	Sargenti Architects.....	\$2,860,303.00
CESO, Inc.....	\$18,390,000.00	Ba Haus KNF.....	\$2,000,000.00
.....			
HOSPITALITY	HOSPITALITY	HEALTHCARE	HEALTHCARE
Rebel Design/ Rebel Procur.....	\$16,189,335.00	Stantec Architecture Inc.....	\$160,053,156.00
Stantec Architecture Inc.....	\$14,356,832.00	SLAM (The S/L/A/M Collaborative).....	\$30,100,000.00
GSB, Inc.....	\$9,220,000.00	FCA.....	\$21,600,000.00
AO.....	\$9,200,000.00	Little Diversified Architectural Consulting, Inc....	\$18,800,914.00
Nehmer.....	\$8,600,000.00	Onyx Creative, Inc.....	\$9,800,000.00
NELSON Worldwide.....	\$4,272,016.00	NELSON Worldwide.....	\$8,304,977.00
Ba Haus KNF.....	\$3,000,000.00	GPD Group.....	\$5,000,000.00
Flick Mars.....	\$2,821,000.00	luis vidal + architects.....	\$4,372,205.02
luis vidal + architects.....	\$2,101,212.96	Architecture, Incorporated.....	\$4,234,000.00
FK Architecture.....	\$2,000,000.00	CESO, Inc.....	\$3,702,000.00
.....			
MULTI-HOUSING	MULTI-HOUSING	TOTAL BILLINGS	TOTAL BILLINGS
AO.....	\$36,100,000.00	Stantec Architecture Inc.....	\$652,686,321.00
Stantec Architecture Inc.....	\$25,351,720.00	NELSON Worldwide.....	\$142,418,835.00
NELSON Worldwide.....	\$17,368,818.00	GPD Group.....	\$110,800,000.00
FK Architecture.....	\$10,000,000.00	Fishbeck.....	\$103,065,000.00
RDC.....	\$2,399,768.41	AO.....	\$91,300,000.00
Rebel Design/ Rebel Procur.....	\$2,009,335.00	Little Diversified Architectural Consulting, Inc....	\$81,811,803.00
Body Lawson Associates.....	\$2,000,000.00	CESO, Inc.....	\$73,883,000.00
GPD Group.....	\$1,500,000.00	Core States Group.....	\$56,409,551.00
MBH Architects.....	\$1,182,000.00	HFA.....	\$40,150,000.00
Onyx Creative, Inc.....	\$1,000,000.00	TPG Architecture LLP.....	\$37,265,000.00



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 San Juan, PR 00902-3772  
 (787) 979-9973  
**www.3mg-pr.com**  
**mray@3mg-pr.com**



**Year Established:** 2004, **No. of Employees:** 16  
**Retail Billings:** \$320,467.00, **Hospitality Billings:** \$675,649.00  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$44,899.00, **Federal Billings:** \$187,604.00  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$1,492,085.00, **Total Billings:** \$2,720,704.00  
**Completed Projects in 2021:** 2  
**Specialize In:** Retail, Hotels/Casinos, Education, Ports-Waterfront  
**Leading Clients:** Foxwoods, Royal Sonesta, Fairmont, Ritz Carlton

**Year Established:** 2002, **No. of Employees:** 5  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 1  
**Specialize In:** Retail, Hotels/Casinos, Restaurants, Office, Healthcare,  
 Multi-Housing, Commercial Interiors, Education, Federal/Government  
**Leading Clients:** N/A



### //3877

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 Office Administrator  
 3333 K St. NW, Suite 60  
 Washington, DC 20007  
 (202) 350-4244  
**www.3877.design**  
**as@studio3877.com**

**Year Established:** 2011, **No. of Employees:** 28  
**Retail Billings:** \$61,000.00, **Hospitality Billings:** \$1,510,000.00  
**Restaurant Billings:** \$1,700,000.00, **Healthcare Billings:** \$50,000.00  
**Multi-Housing Billings:** \$375,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$3,696,000.00  
**Completed Projects in 2021:** 60  
**Specialize In:** Hotels/Casinos, Restaurants, Office, Healthcare,  
 Commercial Interiors, Craft Brewery  
**Leading Clients:** Caesars Entertainment, KNEAD Hospitality +  
 Design, Hyatt, Marriott, Hilton

### api(+)

Juliette Hunsicker, Marketing +  
 Business Development  
 2709 N Rocky Point Dr.  
 Tampa, FL 33607  
 (813) 281-9299  
**www.apiplus.com**  
**jhunsicker@apiplus.com**



**Year Established:** 1990, **No. of Employees:** 20  
**Retail Billings:** \$2,027,646.12, **Hospitality Billings:** \$15,318.98  
**Restaurant Billings:** \$94,495.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$1,099,136.98, **Total Billings:** \$3,236,597.08  
**Completed Projects in 2021:** 80  
**Specialize In:** Retail, Shopping Centers, Restaurants, Cannabis,  
 Convenience Stores, Big Box Retail  
**Leading Clients:** The Fresh Market, Earl Enterprises, Regency  
 Centers, Mattamy Homes



### AO

Rob Budetti, Managing Partner  
 144 N Orange St.  
 Orange, CA 92866  
 (714) 639-9860  
**www.aoarchitects.com**  
**rob@aoarchitects.com**

**Year Established:** 1974, **No. of Employees:** 297  
**Retail Billings:** \$28,800,000.00, **Hospitality Billings:** \$9,200,000.00  
**Restaurant Billings:** \$3,500,000.00, **Healthcare Billings:** \$1,400,000.00  
**Multi-Housing Billings:** \$36,100,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** \$300,000.00, **Cannabis:** \$200,000.00  
**Other Billings:** \$11,800,000.00, **Total Billings:** \$91,300,000.00  
**Completed Projects in 2021:** 104  
**Specialize In:** Retail, Hotels/Casinos, Cannabis, Restaurants,  
 Shopping Centers, Office, Healthcare, Multi-Housing, Craft Brewery,  
 Mixed Use, Industrial, Interiors, Commercial Interiors, Parking,  
 Landscape, Global Design, Modular, Transit Oriented,  
 Science & Technology, Mission Critical, Utilities  
**Leading Clients:** CenterCal, Simon, The Irvine Company, AMG/TPC,  
 Marriott, Fairfield, Trammell Crow, URW, Pannatoni

### Architectural Design Guild

Sam Estes, Managing Principal  
 2710 Sutton Blvd.  
 St. Louis, MO 63143  
 (314) 644-1234  
**www.adg-stl.com**  
**sestes@asg-stl.com**



**Year Established:** 1981, **No. of Employees:** 30  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$6,200,000.00  
**Completed Projects in 2021:** 175  
**Specialize In:** Retail, Hotels/Casinos, Healthcare, Restaurants,  
 Shopping Centers, Distribution Centers  
**Leading Clients:** Floor & Décor, CVS Health, Office Depot, PetSmart,  
 Shoe Carnival, Jiffy Lube, Aaron's





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Reston, VA 20191  
(703) 476-3900

[www.archinc.com](http://www.archinc.com)  
[marketing@archinc.com](mailto:marketing@archinc.com)

**Year Established:** 1986, **No. of Employees:** 60  
**Retail Billings:** \$438,000.00, **Hospitality Billings:** \$1,722,715.00  
**Restaurant Billings:** \$531,315.00, **Healthcare Billings:** \$4,234,000.00  
**Multi-Housing Billings:** \$292,000.00, **Federal Billings:** \$730,000.00  
**Craft Brewery/Distillery:** \$81,970.00, **Cannabis:** N/A  
**Other Billings:** \$6,570,000.00, **Total Billings:** \$14,610,500.00  
**Completed Projects in 2021:** 65  
**Specialize In:** Retail, Hotels/Casinos, Healthcare, Multi-Housing, Commercial Interiors, Restaurants, Shopping Centers, Office, Education, Federal/Government, Craft Brewery  
**Leading Clients:** Lidl, Artis Senior Living, ClubCorp, Mellow Mushroom



## ArcVision Inc.

Janine Buettner,  
Dir. Of Business Development  
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(314) 415-2400 • Fax: (314) 415-2300

[www.arcv.com](http://www.arcv.com)  
[jbuettner@arcv.com](mailto:jbuettner@arcv.com)

**Year Established:** 1995, **No. of Employees:** 90  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 900  
**Specialize In:** Retail, Healthcare, Restaurants, Shopping Centers, Cannabis, Office, Commercial Interiors, Automotive, Fitness & Wellness  
**Leading Clients:** Tesla, Yum Brands, Panera, Boot Barn, Lovisa



## Ba Haus KNF

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Miami, FL 33137  
(305) 571-8444

[www.bhknf.com](http://www.bhknf.com)  
[pr@bhknf.com](mailto:pr@bhknf.com)

**Year Established:** 1992, **No. of Employees:** 8  
**Retail Billings:** N/A, **Hospitality Billings:** \$3,000,000.00  
**Restaurant Billings:** \$2,000,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$5,000,000.00  
**Completed Projects in 2021:** 3  
**Specialize In:** Hotels/Casinos, Restaurants, Shopping Centers, Commercial Interiors  
**Leading Clients:** Marriott, Wyndham

## Body Lawson Associates

Victor Body-Lawson, AIA, Principal  
2307 Adam Clayton Powell Jr  
Manhattan, NY 10030  
(212) 862-0290

[www.blarch.com](http://www.blarch.com)  
[administration@blarch.com](mailto:administration@blarch.com)

**Year Established:** 1993, **No. of Employees:** 10  
**Retail Billings:** \$500,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$2,000,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$1,000,000.00, **Total Billings:** \$3,500,000.00  
**Completed Projects in 2021:** 3  
**Specialize In:** Retail, Office, Education, Multi-Housing, Commercial Interiors, Mixed Use  
**Leading Clients:** Gilbane Building Company, Hudson Development Group, Columbia University



## The Bradley Projects

Ashley Bradley,  
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Nashville, TN 37215  
(619) 319-2242

[www.thebpi.com](http://www.thebpi.com)  
[contact@thebpi.com](mailto:contact@thebpi.com)

**Year Established:** 2006, **No. of Employees:** 5  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 6  
**Specialize In:** Hotels/Casinos, Restaurants, Education, Multi-Housing  
**Leading Clients:** 5th Street Group, Fisk University, M2 Development Partners

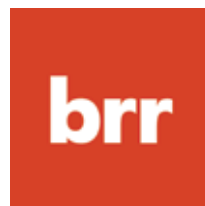


## BRR Architecture

Jennifer Lerner, CPSM,  
Director of Marketing & Communications  
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Overland Park, KS 66204  
(913) 262-9095

[www.brrarch.com](http://www.brrarch.com)  
[marketing@brrarch.com](mailto:marketing@brrarch.com)

**Year Established:** 1963, **No. of Employees:** 305  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 1,000+  
**Specialize In:** Retail, Commercial Interiors, Multi-Housing, Office, Hotels/Casinos, Restaurants, Shopping Centers, Industrial/Fulfillment  
**Leading Clients:** Numerous Confidential Retailers, Whole Foods Market, Walmart, Sam's Club







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[www.bvna.com](http://www.bvna.com)  
[chris.varney@bureauveritas.com](mailto:chris.varney@bureauveritas.com)

**Year Established:** 1986,

**No. of Employees:** 700+

**Retail Billings:** N/A, **Hospitality Billings:** N/A

**Restaurant Billings:** N/A, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** N/A

**Completed Projects in 2021:** 2,500

**Specialize In:** Retail, Healthcare, Multi-Housing, Office, Hotels/Casinos, Restaurants, Education, Federal/Government

**Leading Clients:** Chick-fil-A, Target, McDonald's, Walgreens, Home Depot, Starbucks, ChargePoint, Electrify America



**CESO, Inc.**

Steven R Olson, AIA, President  
175 Montrose Ave. W, Suite 400  
Akron, OH 44321  
(330) 933-8820

[www.cesoinc.com](http://www.cesoinc.com)  
[olson@cesoinc.com](mailto:olson@cesoinc.com)

**Year Established:** 1987, **No. of Employees:** 289

**Retail Billings:** \$18,390,000.00, **Hospitality Billings:** N/A

**Restaurant Billings:** \$1,291,000.00, **Healthcare Billings:** \$3,702,000.00

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** \$50,500,000.00, **Total Billings:** \$78,883,000.00

**Completed Projects in 2021:** N/A

**Specialize In:** Retail, Healthcare, Multi-Housing, Shopping Centers, Hotels/Casinos, Restaurants, Education, Commercial Interiors, Industrial

**Leading Clients:** National E-commerce Retailer, Walmart, Love's, Valvoline, Casey's



**Chipman Design Architecture**

Kate Kerin, CHRO  
1350 E Touhy Ave., 1st Floor East  
Des Plaines, IL 60018  
(847) 298-6900

[www.chipman-design.com](http://www.chipman-design.com)  
[kkerin@chipman-design.com](mailto:kkerin@chipman-design.com)

**Year Established:** 1979, **No. of Employees:** 118

**Retail Billings:** \$6,500,000.00, **Hospitality Billings:** \$1,100,000.00

**Restaurant Billings:** \$10,600,000.00, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** \$18,200,000.00

**Completed Projects in 2021:** 624

**Specialize In:** Retail, Restaurants, Hotels/Casinos, Education, Sustainable Design, 3D Photo-Accurate Renderings

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**Leading Clients:** Ulta Beauty, Chick-fil-A, Tesla, Gap, Inc., Senior Lifestyle Corporation, Noodles and Co., Puttshack, CVS, Jollibee

**Coast2Coast Survey Corp.**

Tim West, Director, Multi-Site  
7704 Basswood Dr.  
Chattanooga, TN 37416  
(423) 710-4714

[www.coast2coast.net](http://www.coast2coast.net)  
[twest@coast2coast.net](mailto:twest@coast2coast.net)

**Year Established:** 2000, **No. of Employees:** 80+

**Retail Billings:** N/A, **Hospitality Billings:** N/A

**Restaurant Billings:** N/A, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** N/A

**Completed Projects in 2021:** 1000+

**Specialize In:** Retail, Healthcare, Hotels/Casinos, Multi-Housing, Office, Shopping Centers, Restaurants, Commercial Interiors,

Education, Automotive

**Leading Clients:** O'Reilly Auto, Select Medical, Ware Malcomb, Ace Hardware, Amazon, Little, Pilot Flying J, T-Mobile, Big Red Rooster, Leo A Daly, PDSI, Cortland Partners, JLL, Brookfield Prop's



**Core States Group**

Kevin Behnke, Vice President  
3039 Premiere Pkwy., Suite 700  
Duluth, GA 30097  
(770) 242-9550

[www.core-states.com](http://www.core-states.com)  
[kbehnke@core-states.com](mailto:kbehnke@core-states.com)

**Year Established:** 1999, **No. of Employees:** 480

**Retail Billings:** \$34,095,309.00, **Hospitality Billings:** 54,475.00

**Restaurant Billings:** \$9,565,845.00, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** \$12,693,922.00, **Total Billings:** \$56,409,551.00

**Completed Projects in 2021:** 2,825

**Specialize In:** Retail, Restaurants, Energy, Fueling

**Leading Clients:** JP Morgan Chase, McDonald's, 7-Eleven, Advance Auto Parts, Best Buy, Circle K, Lidl, Walmart



**CREATE Architecture Planning & Design, PLLC**

Frankie J Campione, Principal  
45 W 34th St., Penthouse  
New York, NY 10001  
(212) 297-0880

[www.createworldwide.com](http://www.createworldwide.com)  
[info@createapd.com](mailto:info@createapd.com)

**Year Established:** 1996, **No. of Employees:** 16

**Retail Billings:** N/A, **Hospitality Billings:** N/A

**Restaurant Billings:** N/A, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** N/A,

**Completed Projects in 2021:** 51

**Specialize In:** Retail, Multi-Housing, Office, Shopping Centers, Hotels/Casinos, Restaurants, Craft Brewery/Distillers

**Leading Clients:** N/A







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Sherman Oaks, CA 91401  
(818) 514-2272

[www.darkhorselightworks.com](http://www.darkhorselightworks.com)  
[dawnh@darkhorselightworks.com](mailto:dawnh@darkhorselightworks.com)

**Year Established:** 2016, **No. of Employees:** 1  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$180,000.00

**Completed Projects in 2021:** 4

**Specialize In:** Retail, Multi-Housing, Office, Hotels/Casinos, Restaurants, Shopping Centers, Education, Commercial Interiors

**Leading Clients:** N/A



**The Dewitt-Tilton Group**

Baleigh Kelly,  
Accounting & Office Manager  
119 Canal St., Suite 106  
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[www.dewitttiltongroup.com](http://www.dewitttiltongroup.com)  
[baleigh@dewitttiltongroup.com](mailto:baleigh@dewitttiltongroup.com)

**Year Established:** 2014, **No. of Employees:** 5  
**Retail Billings:** \$6,000,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$6,000,000.00

**Completed Projects in 2021:** 10

**Specialize In:** Retail, Restaurants, Shopping Centers, Office, Commercial Interiors, Commercial & Industrial Construction

**Leading Clients:** N/A



**Dyer Brown & Associates Inc.**

Brent Zeigler, President/Principal  
One Winthrop Square  
Boston, MA 02110  
(617) 457-2109

[www.dyerbrown.com](http://www.dyerbrown.com)  
[bzeigler@dyerbrown.com](mailto:bzeigler@dyerbrown.com)

**Year Established:** 1969, **No. of Employees:** 37  
**Retail Billings:** \$87,200.00, **Hospitality Billings:** \$1,771,940.00  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$106,800.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$5,834,060.00, **Total Billings:** \$7,800,000.00

**Completed Projects in 2021:** 75

**Specialize In:** Retail, Hotels/Casinos, Multi-Housing, Office, Education, Commercial Interiors

**Leading Clients:** IDG, Alumni Ventures, CBRE, Newmark Group, Mandarin Oriental, JLL



**FCA**

Lisa Charleson, Associate,  
Manager of Outreach Services  
2000 Market St., Suite 600  
Philadelphia, PA 19103  
(215) 360-2845

[www.fcarchitects.com](http://www.fcarchitects.com)  
[lcharleson@fcarchitects.com](mailto:lcharleson@fcarchitects.com)

**Year Established:** 1964, **No. of Employees:** 112  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$21,600,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$4,848,400.00, **Total Billings:** \$26,448,400.00

**Completed Projects in 2021:** 75

**Specialize In:** Healthcare, Office, Education, Commercial Interiors, Life Sciences (i.e. lab, research, manufacturing)

**Leading Clients:** GSK, Fox Rothschild, Ballard Spahr, Eisner Amper

**Felder & Associates**

Brian Felder, Architect/Owner  
2514 Abercorn St., Suite 120  
Savannah, GA 31401  
(912) 777-3979

[www.felderassociates.net](http://www.felderassociates.net)  
[brian@felderassociates.net](mailto:brian@felderassociates.net)

**Year Established:** 2012,  
**No. of Employees:** 12  
**Retail Billings:** \$240,000.00,  
**Hospitality Billings:** N/A  
**Restaurant Billings:** \$100,000.00, **Healthcare Billings:** \$122,000.00  
**Multi-Housing Billings:** \$45,000.00, **Federal Billings:** \$36,000.00  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$1,278,500.00, **Total Billings:** \$1,821,500.00

**Completed Projects in 2021:** 58

**Specialize In:** Retail, Restaurants, Shopping Centers, Healthcare, Office, Education, Multi-Housing, Commercial Interiors, Craft

Brewery, Religious Architecture/Residential

**Leading Clients:** YMCA, Hargray, Catholic Diocese



**Fishbeck**

Briana Mumby,  
Public Relations Coordinator  
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Grand Rapids, MI 49546  
(616) 464-3709

[www.fishbeck.com](http://www.fishbeck.com)  
[info@fishbeck.com](mailto:info@fishbeck.com)

**Year Established:** 1956, **No. of Employees:** 500+  
**Retail Billings:** \$9,800,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$1,100,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$103,065,000.00

**Completed Projects in 2021:** 115

**Specialize In:** Retail, Cannabis, Healthcare, Office, Shopping Centers, Hotels/Casinos, Restaurants, Education,

Federal/Government, Craft Brewery, Commercial Interiors

**Leading Clients:** AMC, Hertz, Meijer Inc., Spartan Nash





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[kimberlyh@fkcompanies.com](mailto:kimberlyh@fkcompanies.com)

**Year Established:** 1963, **No. of Employees:** 50+  
**Retail Billings:** \$500,000.00, **Hospitality Billings:** \$2,000,000.00  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$10,000,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$12,500,000.00  
**Completed Projects in 2021:** 40  
**Specialize In:** Retail, Multi-Housing, Hotels/Casinos  
**Leading Clients:** Sparrow Partners, Housing Trust Group LLC, Epoch Residential, Bel Canto Asset Growth Fund LLC



**Flick Mars**

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10440 N Central Expy., Suite 1210  
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[www.flickmars.com](http://www.flickmars.com)  
[james@flickmars.com](mailto:james@flickmars.com)

**Year Established:** 2005, **No. of Employees:** 24  
**Retail Billings:** N/A, **Hospitality Billings:** \$2,821,000.00  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$2,821,000.00  
**Completed Projects in 2021:** 8  
**Specialize In:** Hotels/Casinos, Multi-Housing, Restaurants  
**Leading Clients:** Marriott, Hilton, Wyndham, Hyatt, IHG



**Gaddis Architect**

Bridget Gaddis, Principal  
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Alexandria, VA 22314  
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[www.gotogaddis.com](http://www.gotogaddis.com)  
[bgaddis@gotogaddis.com](mailto:bgaddis@gotogaddis.com)

**Year Established:** 2011, **No. of Employees:** N/A  
**Retail Billings:** \$70,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$12,000.00, **Healthcare Billings:** \$10,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$13,000.00, **Total Billings:** \$105,000.00  
**Completed Projects in 2021:** 5  
**Specialize In:** Retail, Healthcare, Office, Shopping Centers, Restaurants, Education  
**Leading Clients:** N/A

**GPD Group**

Steve Turner, Director  
1801 Watermark Dr., Suite 210  
Columbus, OH 43215  
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**Fax:** (330) 572-2101  
[www.gpdgroup.com](http://www.gpdgroup.com)  
[steve.turner@gpdgroup.com](mailto:steve.turner@gpdgroup.com)  
**Year Established:** 1961, **No. of Employees:** 630+  
**Retail Billings:** \$19,500,000.00, **Hospitality Billings:** \$1,300,000.00  
**Restaurant Billings:** \$8,500,000.00, **Healthcare Billings:** \$5,000,000.00  
**Multi-Housing Billings:** \$1,500,000.00  
**Federal Billings:** \$1,500,000.00, **Craft Brewery/Distillery:** N/A  
**Cannabis:** N/A, **Other Billings:** \$73,500,000.00  
**Total Billings:** \$110,800,000.00  
**Completed Projects in 2021:** 2000+  
**Specialize In:** Retail, Hotels/Casinos, Cannabis, Healthcare, Multi-Housing, Shopping Centers, Restaurants, Education, Office, Federal/Government, Craft Brewery/Distillers  
**Leading Clients:** RaceTrac, CVS, Starbucks, Taco Bell/Yum! Brands, PNC Bank, Meijer, 7-Eleven, The Home Depot, JOANN Stores, Chipotle, Chick-fil-A, Bloomin' Brands, Jason's, Five Guys, Papa Johns, PetSuites, Wyndham.



**GSB, Inc.**

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[www.gsb-inc.com](http://www.gsb-inc.com)  
[gsb@gsb-inc.com](http://gsb@gsb-inc.com)



**Year Established:** 1979,  
**No. of Employees:** 34  
**Retail Billings:** \$593,000.00, **Hospitality Billings:** \$9,220,000.00  
**Restaurant Billings:** \$945,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$97,450.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$898,000.00, **Total Billings:** \$11,753,450.00  
**Completed Projects in 2021:** 42  
**Specialize In:** Retail, Hotels/Casinos, Multi-Housing, Commercial Interiors, Office, Restaurants, Education, Federal/Government, Entertainment  
**Leading Clients:** Autograph Hotels, Marriott, Toll Brothers, Love's

**Hager Design International Inc.**

Andrea Hauser, Marketing & Communications Mgr.  
306-1847 W Broadway  
Vancouver BC V7W 2N5 • Canada  
(604) 683-7553



[www.hagerinc.com](http://www.hagerinc.com)  
[andreateresa@hagerinc.com](mailto:andreateresa@hagerinc.com)  
**Year Established:** 1984, **No. of Employees:** 18  
**Retail Billings:** \$10,000.00, **Hospitality Billings:** \$1,000,000.00  
**Restaurant Billings:** \$800,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$50,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$49,000.00, **Total Billings:** \$1,909,000.00  
**Completed Projects in 2021:** 40  
**Specialize In:** Retail, Hotels/Casinos, Cannabis, Multi-Housing, Restaurants, Craft Brewery, Senior Living  
**Leading Clients:** N/A





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[info@hfa-ae.com](mailto:info@hfa-ae.com)

**Year Established:** 1990, **No. of Employees:** 310  
**Retail Billings:** \$35,500,000.00, **Hospitality Billings:** \$300,000.00  
**Restaurant Billings:** \$3,850,000.00, **Healthcare Billings:** \$500,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$40,150,000.00  
**Completed Projects in 2021:** 1200  
**Specialize In:** Retail, Cannabis, Restaurants, Shopping Centers, Office  
**Leading Clients:** Walmart, Love's, Chick-fil-A, Target



**Hixson Architecture, Engineering, Interiors**  
 Scott Schroeder, Vice President and Manager, Business Development  
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 Cincinnati, OH 45202  
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[www.hixson-inc.com](http://www.hixson-inc.com)  
[info@hixson-inc.com](mailto:info@hixson-inc.com)

**Year Established:** 1948, **No. of Employees:** 130  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$22,000,000.00, **Total Billings:** \$22,000,000.00  
**Completed Projects in 2021:** 100+  
**Specialize In:** Office, Commercial Interiors, Food and Beverage Facilities (GMP) and Science and Technology Facilities  
**Leading Clients:** CVS Health, Abbott Nutrition, Maple Leaf Foods, T. Marzetti



**Hospitality Design Group**  
 Robert L. Herbage, AIA, Principal/Architect  
 4035 Naco Perrin Blvd., Suite 200D  
 San Antonio, TX 78217  
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[www.hospitalitydesigngroup.com](http://www.hospitalitydesigngroup.com)  
[rherbage@hospitalitydesigngroup.com](mailto:rherbage@hospitalitydesigngroup.com)

**Year Established:** 1984, **No. of Employees:** 5  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$300,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$300,000.00  
**Completed Projects in 2021:** 60  
**Specialize In:** Restaurants  
**Leading Clients:** Taco Cabana, Jack in the Box

**HVS Design**  
 Warren G. Feldman, Principal  
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 Rockville, MD 20850  
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**Fax:** (301) 670-9643  
[www.hvsdesign.com](http://www.hvsdesign.com)  
[wfeldman@hvs.com](mailto:wfeldman@hvs.com)



**Year Established:** 1998, **No. of Employees:** 19  
**Retail Billings:** N/A, **Hospitality Billings:** \$1,900,000.00  
**Restaurant Billings:** \$100,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$2,000,000.00  
**Completed Projects in 2021:** 37  
**Specialize In:** Hotels/Casinos, Restaurants  
**Leading Clients:** N/A

**Interplan LLC**  
 Rachel Reife, Business Development Manager  
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 Altamonte Springs, FL 32704  
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[www.interplanllc.com](http://www.interplanllc.com)  
[rreife@interplanllc.com](mailto:rreife@interplanllc.com)



**Year Established:** 1972, **No. of Employees:** 175  
**Retail Billings:** \$8,000,000.00, **Hospitality Billings:** \$254,000.00  
**Restaurant Billings:** \$8,750,000.00, **Healthcare Billings:** \$100,000.00, **Multi-Housing Billings:** N/A  
**Federal Billings:** N/A, **Craft Brewery/Distillery:** N/A  
**Cannabis:** N/A, **Other Billings:** \$2,810,000.00, **Total Billings:** \$19,914,000.00  
**Completed Projects in 2021:** 1,350  
**Specialize In:** Retail, Hotels/Casinos, Cannabis, Healthcare, Commercial Interiors, Office, Shopping Centers, Restaurants, Specialty Franchise (i.e. Swim School, Cryo, Dog Day Care, etc.)  
**Leading Clients:** N/A

**Jencen Architecture**  
 Juleen Russell, Principal  
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[jrussell@jencen.com](mailto:jrussell@jencen.com)



**Year Established:** 1971, **No. of Employees:** 18  
**Retail Billings:** \$1,544,500.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$243,200.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$1,787,000.00  
**Completed Projects in 2021:** 157  
**Specialize In:** Retail, Healthcare, Shopping Centers, Branded Environments  
**Leading Clients:** Banter, Alex and Ani, Kay Jewelers, Zale's, Jared, Red Wine & Brew, Refresh Dental, Precision Orthodontics, Seritage Properties, Morgan Companies, Johnston & Murphy, Journeys, Cora Physical Therapy, Restore Hyper Wellness



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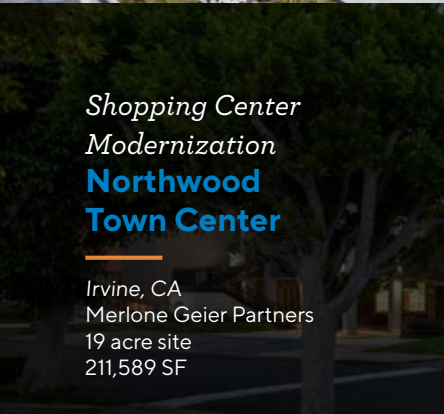


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[www.kwdesignsllc.net](http://www.kwdesignsllc.net)  
[kwoudstra@kwdesigns.net](mailto:kwoudstra@kwdesigns.net)

**Year Established:** 2020, **No. of Employees:** 2  
**Retail Billings:** \$10,000.00, **Hospitality Billings:** \$1,000.00  
**Restaurant Billings:** \$26,000.00, **Healthcare Billings:** \$5,000.00  
**Multi-Housing Billings:** \$14,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$54,000.00, **Total Billings:** \$110,000.00  
**Completed Projects in 2021:** 28  
**Specialize In:** Retail, Hotels/Casinos, Healthcare, Multi-Housing, Commercial Interiors, Restaurants, Shopping Centers, Office, Education, Industrial, Master Planning, Equestrian, Residential, Civic  
**Leading Clients:** Domino's Pizza

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[james.farnell@littleonline.com](mailto:james.farnell@littleonline.com)

**Year Established:** 1964, **No. of Employees:** 375  
**Retail Billings:** \$25,734,162.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$18,800,914.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$39,276,727.00, **Total Billings:** \$81,811,803.00  
**Completed Projects in 2021:** 881  
**Specialize In:** Retail, Hotels/Casinos, Healthcare, Commercial Interiors, Restaurants, Shopping Centers, Office, Education, Big-Box, Department Store, Grocery, Drug Stores, Specialty Stores, Home Improvement, Urgent Care  
**Leading Clients:** CVS Health, Truist Financial Corp., United Healthcare Group, First Citizens Bank, H-Mart, Public Storage, Concentra Inc, Safeway, Chick-fil-A, Floor & Décor, Oxford Industries, Men's Warehouse, Michaels, Petco, Seafood City



**L2M Architects**

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[jmahler@l2m.com](mailto:jmahler@l2m.com)

**Year Established:** 1994, **No. of Employees:** 22  
**Retail Billings:** \$4,000,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$1,400,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$5,400,000.00  
**Completed Projects in 2021:** 275  
**Specialize In:** Retail, Shopping Centers, Restaurants  
**Leading Clients:** Hannaford, KIMCO, PM Pediatrics, Price Chopper, Rappaport, Sally's Pizza, Interior Define, Starbucks, Tropical Smoothie

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Director of Global Communications  
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[www.luisvidal.com/en](http://www.luisvidal.com/en)  
[amiee@violetpr.com](mailto:amiee@violetpr.com)

**Year Established:** 2014, **No. of Employees:** 180  
**Retail Billings:** N/A, **Hospitality Billings:** \$2,101,212.96  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$4,372,205.02  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$21,201,406.24, **Total Billings:** \$27,674,824.22  
**Completed Projects in 2021:** 10  
**Specialize In:** Healthcare, Office, Education, Hotels/Casinos, Transportation (ex. Airports)  
**Leading Clients:** Allegheny County Airport Authority (ACAA), Massachusetts Port Authority (Massport), Dallas-Fort Worth International Airport, Virgin Islands Port Authority, Aecom, Ferrovial U.S. Pittsburgh International Airport



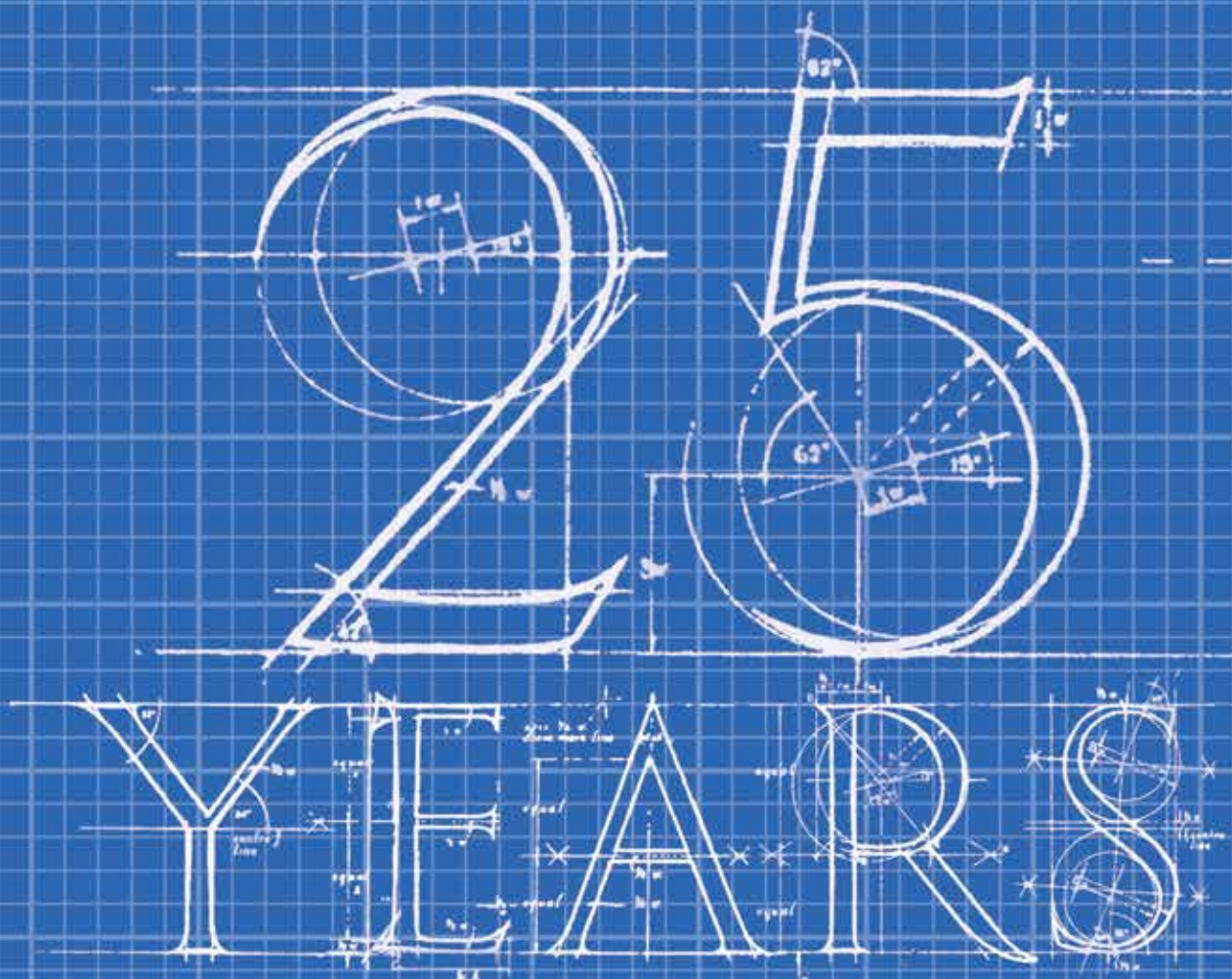
**Landmark Hospitality**

Mav Cubrero,  
Executive Assistant  
to Frank Cretella  
537 North Ave.  
Plainfield, NJ 07060  
(201) 761-0025 Ext. 1010

[www.landmarkhospitality.com](http://www.landmarkhospitality.com)  
[mav@landmarkdevelopers.com](mailto:mav@landmarkdevelopers.com)

**Year Established:** 2001, **No. of Employees:** 6  
**Retail Billings:** N/A, **Hospitality Billings:** \$1,000,000.00  
**Restaurant Billings:** \$1,000,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** \$250,000.00  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$2,250,000.00  
**Completed Projects in 2021:** 2  
**Specialize In:** Hotels/Casinos, Restaurants  
**Leading Clients:** Landmark Hospitality owns, operates, and constructs all projects in-house.





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(972) 707-0568

[www.matchlinedesign.com](http://www.matchlinedesign.com)  
[lesley@matchlinedesign.com](mailto:lesley@matchlinedesign.com)

**Year Established:** 2009, **No. of Employees:** 7

**Retail Billings:** N/A, **Hospitality Billings:** N/A

**Restaurant Billings:** N/A, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** N/A

**Completed Projects in 2021:** N/A

**Specialize In:** Casinos, Multi-Housing, Hotels, Restaurants, Commercial Interiors, Spa & Wellness

**Leading Clients:** Newcrest Image, O'Reilly Hospitality Mgmt., AWH Partners, Phoenix Hospitality Group, Schulte Hospitality Group, Hilton, Marriott, Hyatt



**MBH Architects**

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VP of Business Development  
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[www.mbharch.com](http://www.mbharch.com)  
[communications@mbharch.com](mailto:communications@mbharch.com)

**Year Established:** 1989, **No. of Employees:** 201

**Retail Billings:** \$28,748,000.00, **Hospitality Billings:** \$151,000.00

**Restaurant Billings:** \$126,000.00, **Healthcare Billings:** \$358,000.00

**Multi-Housing Billings:** \$1,182,000.00, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** \$3,364,000.00, **Total Billings:** \$33,929,000.00

**Completed Projects in 2021:** 840

**Specialize In:** Retail, Hotels/Casinos, Healthcare, Multi-Housing, Commercial Interiors, Office, Restaurants, Shopping Centers, Education, Life Science Laboratory

**Leading Clients:** Target, Levi's, Vinfast



**The McIntosh Group**

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[www.tmgtransforms.com](http://www.tmgtransforms.com)  
[karen@tmgtransforms.com](mailto:karen@tmgtransforms.com)

**Year Established:** 1998, **No. of Employees:** 13

**Retail Billings:** N/A, **Hospitality Billings:** N/A

**Restaurant Billings:** N/A, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** N/A

**Completed Projects in 2021:** N/A

**Specialize In:** N/A

**Leading Clients:** Wendy's, Citibank, Darden, O'Reillys, Target

**MCX Interior**

R. Shane McNamara,  
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(202) 215-8288

[www.mcxinterior.com](http://www.mcxinterior.com)  
[contact@mcxinterior.com](mailto:contact@mcxinterior.com)

**Year Established:** 2005, **No. of Employees:** 50-100

**Retail Billings:** N/A, **Hospitality Billings:** N/A

**Restaurant Billings:** N/A, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** \$18,000,000.00, **Total Billings:** \$18,000,000.00

**Completed Projects in 2021:** 32

**Specialize In:** Office

**Leading Clients:** N/A

**MCX Interior**

**Moda 4 Design**

Jamie Owens,  
Director of Business Development  
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[www.moda4.com](http://www.moda4.com)  
[jowens@moda4.com](mailto:jowens@moda4.com)

**Year Established:** 2007, **No. of Employees:** 13

**Retail Billings:** \$300,000.00, **Hospitality Billings:** \$300,000.00

**Restaurant Billings:** \$300,000.00, **Healthcare Billings:** N/A

**Multi-Housing Billings:** \$300,000.00, **Federal Billings:** N/A

**Craft Brewery/Distillery:** \$150,000.00, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** \$1,350,000.00

**Completed Projects in 2021:** 75-100

**Specialize In:** Retail, Hotels/Casinos, Healthcare, Multi-Housing, Commercial Interiors, Office, Restaurants, Shopping Centers, Education, Craft Brewery

**Leading Clients:** PetSmart America, Le Creuset America



**MRP Design Group**

Ken Dalton, President  
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Kennesaw, GA 30144  
(770) 917-9172 • Fax: (770) 917-9470

[www.mrpdesign.com](http://www.mrpdesign.com)  
[kdalton@mrpdesign.com](mailto:kdalton@mrpdesign.com)

**Year Established:** 1989, **No. of Employees:** 13

**Retail Billings:** N/A, **Hospitality Billings:** N/A

**Restaurant Billings:** N/A, **Healthcare Billings:** N/A

**Multi-Housing Billings:** N/A, **Federal Billings:** N/A

**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A

**Other Billings:** N/A, **Total Billings:** N/A

**Completed Projects in 2021:** 114

**Specialize In:** Retail, Multi-Housing, Shopping Centers, Hotels/Casinos, Healthcare, Office, Restaurants,

**Leading Clients:** Culver's, Zaxby's, Wendy's, Hilton, Christian Brothers Automotive, Popeye's







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[www.nehmer.com](http://www.nehmer.com)  
[srosenberg@nehmer.com](mailto:srosenberg@nehmer.com)  
**Year Established:** 1989, **No. of Employees:** 34  
**Retail Billings:** N/A, **Hospitality Billings:** \$8,600,000.00  
**Restaurant Billings:** \$200,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$8,800,000.00  
**Completed Projects in 2021:** 42  
**Specialize In:** Hotels/Casinos, Restaurants  
**Leading Clients:** N/A

# NELSON

## NELSON Worldwide

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 1201 S Marquette Ave. #200  
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[www.nelsonworldwide.com](http://www.nelsonworldwide.com)  
[twebster@nelsonww.com](mailto:twebster@nelsonww.com)  
**Year Established:** 1977, **No. of Employees:** 613  
**Retail Billings:** \$23,788,323.00, **Hospitality Billings:** \$4,272,016.00  
**Restaurant Billings:** \$1,900,000.00, **Healthcare Billings:** \$8,304,977.00  
**Multi-Housing Billings:** \$17,368,818.00,  
**Federal Billings:** \$10,432,779.00, **Craft Brewery/Distillery:** N/A  
**Cannabis:** N/A, **Other Billings:** \$76,351,922.00  
**Total Billings:** \$142,418,835.00  
**Completed Projects in 2021:** 3,759  
**Specialize In:** Retail, Healthcare, Casinos, Multi-Housing,  
 Commercial Interiors, Shopping Centers, Hotels, Restaurants,  
 Education, Federal/Government, Office  
**Leading Clients:** Simon Premium Outlets, Macy's, Dicks Sporting  
 Goods, Hilton, Saks Fifth Avenue, Yum! Brands

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## Onyx Creative

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[www.onyxcreative.com](http://www.onyxcreative.com)  
[csanderson@onyxcreative.com](mailto:csanderson@onyxcreative.com)  
**Year Established:** 1974, **No. of Employees:** 140  
**Retail Billings:** \$10,000,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$550,000.00, **Healthcare Billings:** \$9,800,000.00  
**Multi-Housing Billings:** \$1,000,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** \$20,000.00  
**Other Billings:** \$2,510,000.00, **Total Billings:** \$24,000,000.00  
**Completed Projects in 2021:** 1346  
**Specialize In:** Retail, Cannabis, Multi-Housing, Commercial Interiors,  
 Restaurants, Shopping Centers, Office, Healthcare, Vet Clinics  
**Leading Clients:** Dick's Sporting Goods, Fabletics, Tractor Supply,  
 Lifescape, Biolife, Burlington

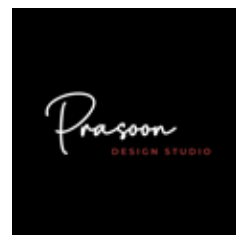
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 (330) 925-9015  
 Fax: (330) 925-8520  
[www.pfidisplays.com](http://www.pfidisplays.com)  
[vrtricoli@pfidisplays.com](mailto:vrtricoli@pfidisplays.com)  
**Year Established:** 1970, **No. of Employees:** 20  
**Retail Billings:** \$3,500,000.00, **Hospitality Billings:** \$100,000.00  
**Restaurant Billings:** \$150,000.00, **Healthcare Billings:** \$100,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** \$50,000.00, **Cannabis:** \$50,000.00  
**Other Billings:** \$1,750,000.00, **Total Billings:** \$5,700,000.00  
**Completed Projects in 2021:** 30  
**Specialize In:** Retail, Healthcare, Office,  
 Shopping Centers, Education, Craft Brewery/Distillers  
**Leading Clients:** Macy's, Bosch, Vector



## Prasoon Design Studio

Prasoon Shrivastava,  
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 Dubai Design District, Dubai  
 United Arab Emirates  
[www.prasoon.design](http://www.prasoon.design)  
[info@prasoon.design](mailto:info@prasoon.design)  
**Year Established:** 2020, **No. of Employees:** 30-40  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** N/A  
**Specialize In:** Retail, Hotels/Casinos, Commercial Interiors,  
 Restaurants, Shopping Centers, Mixed Use  
**Leading Clients:** Marriott, Sheraton



## Premier

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[www.premierpm.com](http://www.premierpm.com)  
[samanthazandanel@upspringpr.com](mailto:samanthazandanel@upspringpr.com)  
**Year Established:** 1997, **No. of Employees:** 82  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 475  
**Specialize In:** Multi-Housing, Hotels/Casinos, Student Housing  
**Leading Clients:** Hilton, Marriott, Hyatt, IHG Hotels and Resorts  
 on the Hotel Side and Fairfield Residential, CAPREIT and Veris  
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[maura.schafer@rdc-s111.com](mailto:maura.schafer@rdc-s111.com)

**Year Established:** 1979, **No. of Employees:** 160  
**Retail Billings:** \$18,724,646.32, **Hospitality Billings:** \$224,935.70  
**Restaurant Billings:** \$1,414,104.96, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$2,399,768.41, **Federal Billings:** \$424,903.03  
**Craft Brewery/Distillery:** \$77,318.37, **Cannabis:** \$256,855.50  
**Other Billings:** \$7,719,629.23, **Total Billings:** \$31,242,161.52  
**Completed Projects in 2021:** 500

**Specialize In:** Retail, Cannabis, Casinos, Multi-Housing, Commercial Interiors, Shopping Centers, Hotels, Restaurants, Education, Federal/Government, Craft Brewery

**Leading Clients:** Aldi, Circle K, Erewhon, Earthbar, Jenni Kayne, Rhone Apparel, Regency Centers, Stockdale Capital Partners, Ralphs Grocery Co.



**Rebel Design/Rebel Procur**

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[www.rebeldesign.com](http://www.rebeldesign.com)  
[douglas@rebeldesign.com](mailto:douglas@rebeldesign.com)

**Year Established:** 1985, **No. of Employees:** 141  
**Retail Billings:** \$1,342,556.00, **Hospitality Billings:** \$16,189,335.00  
**Restaurant Billings:** \$6,345,007.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$2,009,335.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** \$1,289,777.00, **Cannabis:** \$703,022.00  
**Other Billings:** \$1,739,625.00, **Total Billings:** \$29,618,657.00  
**Completed Projects in 2021:** 27

**Specialize In:** Retail, Hotels/Casinos, Cannabis, Multi-Housing, Commercial Interiors, Office, Restaurants, Shopping Centers, Craft Brewery, Cruise Ships, Private Yachts and Aircraft, Health Spas

**Leading Clients:** Waldorf-Astoria, Festival Companies, Hudson Properties, Ritz-Carlton, Quiddiya, UAE, Oasis Group Nassau, Grupo Martinez-Hermanos



**Rogue Architects**

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Director of Business Development  
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[info@roguearchitects.com](mailto:info@roguearchitects.com)

**Year Established:** 2010, **No. of Employees:** 50  
**Retail Billings:** \$1,851,125.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$1,240,500.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$3,091,625.00  
**Completed Projects in 2021:** 200+

**Specialize In:** Retail, Restaurants, Shopping Centers, Office, Commercial Interiors

**Leading Clients:** McDonald's, T-Mobile, Chipotle, Starbucks, Take 5

**Sargenti Architects**

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Paramus, NJ 07652  
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[www.sargarch.com](http://www.sargarch.com)  
[mgifford@sargarch.com](mailto:mgifford@sargarch.com)

**Year Established:** 1998, **No. of Employees:** 160  
**Retail Billings:** \$22,635,480.00, **Hospitality Billings:** \$138,179.00  
**Restaurant Billings:** \$2,860,303.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$346,655.00, **Total Billings:** \$25,980,617.00  
**Completed Projects in 2021:** 1500

**Specialize In:** Retail, Office, Shopping Centers, Restaurants, Commercial Interiors

**Leading Clients:** Planet Fitness, H&M, Sephora, Burlington, GAP



**SBLM Architects P.C.**

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[www.sblm.com](http://www.sblm.com)  
[jburdick@sblm](mailto:jburdick@sblm)

**Year Established:** 1993, **No. of Employees:** 77  
**Retail Billings:** \$10,000,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$2,000,000.00, **Healthcare Billings:** \$1,000,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$2,000,000.00, **Total Billings:** \$15,000,000.00  
**Completed Projects in 2021:** 40+

**Specialize In:** Retail, Casinos, Healthcare, Multi-Housing, Commercial Interiors, Shopping Centers, Hotels, Restaurants, Office, Education, Federal/Government

**Leading Clients:** Target, CVS Pharmacy, Floor & Decor, Petco



**SGA Design Group, P.C.**

Dana Birkes, Chief Marketing Officer  
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Tulsa, OK 74119  
(918) 587-8600

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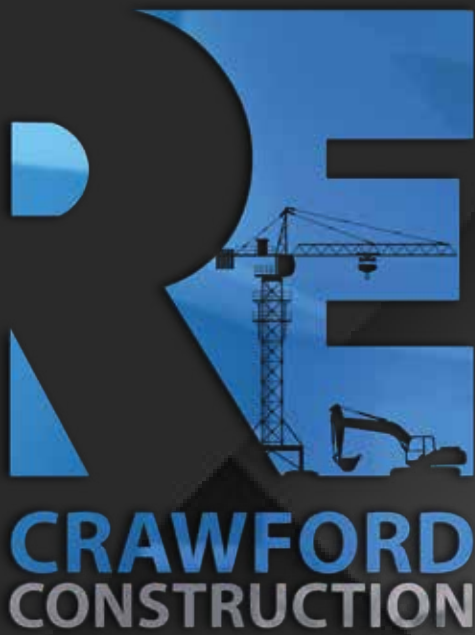
**Year Established:** 1995, **No. of Employees:** 95  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 515

**Specialize In:** Retail, Restaurants, Shopping Centers, Smart Prototypes, Multi Site Large Volume Site Adaptation

**Leading Clients:** Walmart, Hobby Lobby, Burlington, Aldi, Walgreens, Bridgestone/Firestone







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[www.slamcoll.com](http://www.slamcoll.com)  
[dneal@slamcoll.com](mailto:dneal@slamcoll.com)

**Year Established:** 1976, **No. of Employees:** 275  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$30,100,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$30,100,000.00  
**Completed Projects in 2021:** 80  
**Specialize In:** Education, Healthcare, Office, Federal/Government, Commercial Interiors  
**Leading Clients:** DCAMM Lemuel Shattuck Hospital, University of Rochester Medical Center, Orthopedics & Physical Performance Center, Kaiser Permanente (various), Doylestown Hospital, UCHealth Medical Center (various), Yale New Haven Health

**Stantec**

**Stantec Architecture Inc.**

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(604) 696-8009  
[www.stantec.com](http://www.stantec.com)  
[darren.burns@stantec.com](mailto:darren.burns@stantec.com)

**Year Established:** 1954, **No. of Employees:** 22,000  
**Retail Billings:** \$12,298,755.00, **Hospitality Billings:** \$14,356,832.00  
**Restaurant Billings:** \$805,343.00, **Healthcare Billings:** \$160,053,156.00  
**Multi-Housing Billings:** \$25,351,720.00,  
**Federal Billings:** \$28,410,072.00, **Craft Brewery/Distillery:** N/A  
**Cannabis:** N/A, **Other Billings:** \$411,410,443.00  
**Total Billings:** \$652,686,321.00, **Completed Projects in 2021:** 6,547  
**Specialize In:** Retail, Healthcare, Hotels/Casinos, Multi-Housing, Office, Shopping Centers, Restaurants, Education, Federal/Government, Commercial Interiors, Craft Brewery, Airport, Industrial Buildings, Justice and Civic, Entertainment, Cultural, Warehouse and Logistics  
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[www.sra360.com](http://www.sra360.com)  
[monique@sra360.com](mailto:monique@sra360.com)

**Year Established:** 2008, **No. of Employees:** 16  
**Retail Billings:** \$600,000.00, **Hospitality Billings:** \$600,000.00  
**Restaurant Billings:** \$900,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$600,000.00, **Federal Billings:** \$300,000.00  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$3,000,000.00  
**Completed Projects in 2021:** 100  
**Specialize In:** Retail, Hotels/Casinos, Multi-Housing, Restaurants, Shopping Centers  
**Leading Clients:** Salad + Go, Dutch Bros. Coffee, Wow Wow Lemonade, Christian Bros. Automotive

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**Year Established:** 1983, **No. of Employees:** 29  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$1,700,000.00  
**Multi-Housing Billings:** \$1,000,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$4,000,000.00, **Total Billings:** \$6,700,000.00  
**Completed Projects in 2021:** 45  
**Specialize In:** Education, Healthcare, Office, Multi-Housing, Commercial Interiors, Life Sciences/Biotech  
**Leading Clients:** Yale University, Biohaven Pharmaceuticals, Arvinas, PepsiCo, Hole in the Wall Gang Camps, UCONN

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[dlouderback@thomashamiltonassociates.com](mailto:dlouderback@thomashamiltonassociates.com)  
**Year Established:** 1980, **No. of Employees:** 13  
**Retail Billings:** N/A, **Hospitality Billings:** \$1,220,000.00  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** \$1,220,000.00  
**Completed Projects in 2021:** 96  
**Specialize In:** Hotels/Casinos, Vacation Resorts and National Park Inns  
**Leading Clients:** Several of the Leading World-Wide Hotel Brands



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**Year Established:** 1979, **No. of Employees:** 195  
**Retail Billings:** \$6,199,000.00, **Hospitality Billings:** \$790,000.00  
**Restaurant Billings:** N/A, **Healthcare Billings:** \$1,421,000.00  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$28,855,000.00, **Total Billings:** \$37,265,000.00  
**Completed Projects in 2021:** 357  
**Specialize In:** Retail, Office, Healthcare, Commercial Interiors, Restaurants, Hotels/Casinos, Branding & Graphics, Workplace Strategy  
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[njt@tricarico.com](mailto:njt@tricarico.com)

**Year Established:** 1987, **No. of Employees:** 40  
**Retail Billings:** \$4,690,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$475,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** \$560,000.00  
**Other Billings:** \$275,000.00, **Total Billings:** \$6,000,000.00

**Completed Projects in 2021:** 256

**Specialize In:** Retail, Cannabis, Office, Shopping Centers, Restaurants, Education, Automotive, Fitness, Beauty

**Leading Clients:** BMW, Tapestry, Ralph Lauren, Tommy Hilfiger, Footlocker, Warby Parker, Five Below



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[w.bates@trileaf.com](mailto:w.bates@trileaf.com)

**Year Established:** 1993, **No. of Employees:** 210  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 1,583 Site Surveys; 440 CDs  
**Specialize In:** Retail, Office, Commercial Interiors  
**Leading Clients:** N/A

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[www.turettarch.com](http://www.turettarch.com)  
[abby@novitapr.com](mailto:abby@novitapr.com)

**Year Established:** 1991, **No. of Employees:** 11  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** \$390,000.00, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** \$1,510,000.00, **Total Billings:** \$1,900,000.00  
**Specialize In:** Retail, Commercial Interiors, Multi-Unit Residential  
**Leading Clients:** N/A

**Urban Architectural Group PA**

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(704) 841-1899  
[www.urbanaia.com](http://www.urbanaia.com)  
[johnurban@urbanaia.com](mailto:johnurban@urbanaia.com)

**Year Established:** 1998, **No. of Employees:** 6  
**Retail Billings:** N/A, **Hospitality Billings:** N/A  
**Restaurant Billings:** N/A, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** N/A, **Cannabis:** N/A  
**Other Billings:** N/A, **Total Billings:** N/A  
**Completed Projects in 2021:** 70

**Specialize In:** Retail, Healthcare, Multi-Housing, Office, Shopping Centers, Restaurants, Craft Brewery, Commercial Interiors, Industrial  
**Leading Clients:** N/A



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Alicia Zaayer, Project Manager  
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Los Angeles, CA 90036  
(810) 334-6976  
[www.valerioinc.com](http://www.valerioinc.com)  
[azaayer@valerioinc.com](mailto:azaayer@valerioinc.com)



**Year Established:** 1994, **No. of Employees:** 45  
**Retail Billings:** \$3,000,000.00, **Hospitality Billings:** N/A  
**Restaurant Billings:** \$3,225,000.00, **Healthcare Billings:** N/A  
**Multi-Housing Billings:** N/A, **Federal Billings:** N/A  
**Craft Brewery/Distillery:** \$270,000.00  
**Cannabis:** N/A, **Other Billings:** \$765,000.00  
**Total Billings:** \$7,260,000.00  
**Completed Projects in 2021:** 190  
**Specialize In:** Retail, Restaurants, Office, Commercial Interiors, Craft Brewery, Fitness, Coffee Shops  
**Leading Clients:** Bottega Veneta, Gucci, Canada Goose, Bulgari, Nespresso, Venchi, Starbucks

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# WOOD IN THE WORKPLACE





## 1030 Music Row brings a new kind of office building to Nashville

By Rachel Stroop

**N**estled deep in the heart of Nashville's Music Row neighborhood, the new 1030 Music Row office building is bringing a different beat to the area. Owned by Panattoni Development, construction began in September 2020 with Turner Construction Company (Turner) as the general contractor and Tuck-Hinton Architecture & Design as the architect. The 126,000 square foot building includes five levels of office space, ground-level retail and four levels of secured underground parking.



Hayne Hamilton, Senior Development Manager at Panattoni Development, says a lot of large music companies were moving off of Music Row. “They didn’t want to, but there was no Class-A office space here and their operations were being chopped up in smaller buildings.”

Developed in the 1950s, the Music Row neighborhood is a key aspect of Nashville’s music heritage. Since its beginnings, this area has attracted music industry firms, becoming the go-to spot for music recording and publishing companies, as well as radio stations, music licensing companies and video production companies serving the music industry. Music Row is situated south of downtown Nashville and consists mostly of older, historic homes that serve as offices.

When Panattoni decided to develop in the area, it was aware of the neighborhood’s vibe and history. It wanted to bring a unique addition, but deliberately stayed away from a towering skyscraper. Instead, it made thoughtful decisions around material choices that would not only blend into the current neighborhood aesthetic, but also bring outside tenants to it.

**Mass timber is a new way of thinking about building with wood. Solid wood panels are fastened or glued together to make larger panels, which then are precisely cut, laid together and secured with various connection methods.**

Enter mass timber, which was selected as a main building material. 1030 Music Row will be one of the first boutique office buildings in Nashville—and the Southeast—to use this up-and-coming material.

Mass timber is a new way of thinking about building with wood. Solid wood panels are fastened or glued together to make larger panels, which then are precisely cut, laid together and secured with various connection methods. On the 1030 Music Row project, Canadian-based StructureCraft, was brought on as the timber frame structural engineer and timber furnish-and-install subcontractor.

1030 uses three different types of mass timber, including dowel-laminated

(DLT), glued-laminated (glulam), and cross-laminated (CLT). Each serves a purpose in different parts of the design. The superstructure uses shop-prefabricated spruce DLT panels on glulam columns and beams, with a central structural steel core as the lateral load-resisting system. The building’s glass skin shows off the warm, timber interiors. CLT is used for the passenger elevator shaft walls.

Hamilton says that while timber is a more expensive material compared to concrete or steel, it is much faster to erect, making up time in the schedule and ultimately evening out the cost.



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## Ease of Construction

Compared to traditional building materials such as steel and concrete, mass timber is faster, safer and uses less labor. Since the panels are fabricated off-site, they're immediately ready for installation upon delivery. This reduces time in the overall construction schedule.

"If we were building this with structural steel, we'd have 20 to 30 ironworkers on the site at all times," says Rob Binford, Senior Project Manager for Turner. "The mass timber takes about five to eight erectors, and they can erect an entire floor about three times as fast. This is because the wood is already prefabricated and precut perfectly to fit together like Lincoln Logs."

Binford also says that wood is a lighter material, eliminating certain safety risks that come with concrete and steel.

Fire safety is another interesting feature of mass timber. It might seem counterintuitive to think that a wood structure would rank positively in fire safety, but in fact, mass timber chars on the outside while retaining strength, which slows combustion and provides more time for evacuation.

According to Think Wood, a check-off program of the Softwood Lumber Board, when a 7-inch-thick wall of CLT was put through a fire test, it lasted three hours and six minutes, which was one hour longer than code requirements.

There also is evidence to suggest wood actually is safer than steel when it comes to fires. Wood burns slowly and the char created on the exterior helps insulate the unburnt wood, maintaining the structure. Steel, on the other hand, begins to melt when it reaches a critical temperature of around 2,300 degrees Fahrenheit.

## Sustainability

For Panattoni, Turner, Tuck-Hinton and potential tenants of 1030 Music Row, one of the biggest attractions of mass timber is its sustainability aspect—especially during the construction process.

Curtis Lesh, Associate with Tuck-Hinton Architecture & Design, says wood is a renewable resource. "The wood used for 1030 Music Row can be grown in seven minutes in commercial North American forests."

Compared to concrete and steel, wood has a significantly lighter carbon footprint.



**"The wood used for 1030 Music Row can be grown in seven minutes in commercial North American forests."**

— Curtis Lesh, Associate, Tuck-Hinton Architecture & Design







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**As construction of 1030 Music Row nears the finish line, the building will set a new standard of boutique office buildings for Nashville.**



If used more frequently in commercial construction, an estimated 21 million tons of carbon dioxide (CO<sub>2</sub>) could be removed from the atmosphere annually. That's the equivalent of removing 4.4 million cars from the road.

For Turner specifically, the general contractor focuses heavily on reducing the amount of embodied carbon on its project sites, or the total amount of CO<sub>2</sub> that is emitted in producing materials during the building process. Building with mass timber is one of the most efficient ways to reduce embodied carbon, along with using hybrid construction equipment.

### **Aesthetics, Health, and Wellness**

The design of 1030 Music Row was made to purposefully showcase the mass timber, offering beauty and warmth not only to its tenants, but also to passersby and people on the outside. "Even if you're not a tenant of the building, you can see and understand that this is a wood building," Lesh says. "You can appreciate the natural beauty of the columns and beams."

Colby Redekop, structural engineer at StructureCraft, says his company knew it was a highly visual building, so it really wanted to make sure that aesthetically. "The timber is going to be visible from the street, so we wanted clean connections and a nice finish."

But while many agree that wood is aesthetically pleasing, recent research has shown that it can also contribute to the health and wellness of tenants. Known as biophilia, the instinct to connect with nature and living things when used in building design has been shown to support brain function, reduce stress, and provide better overall satisfaction at work. This makes sense for 1030 Music Row as an office building and provides food for thought to the construction industry moving forward on how timber can be utilized in buildings such as schools, health facilities, and more.

As construction of 1030 Music Row nears the finish line, the building will set a new standard of boutique office buildings for Nashville and highlight mass timber as a prime material for the future. **CCR**

Rachel Stroop is the Communications Specialist for Turner Construction Company's Mid-South Business Unit, covering projects in Nashville, Tennessee, Memphis and Huntsville, Alabama. She has been with the company just under two years and resides in Nashville with her husband and dog.





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# A legacy of craftsmanship

Why the Gallup HQ in DC is an historic space in a modern era

By Kimberly Watson

**P**art Old Masonic Temple, part modern office and retail space, the iconic Gallup Building required just the right aesthetic finesse to successfully blend past and present during a recent renovation.





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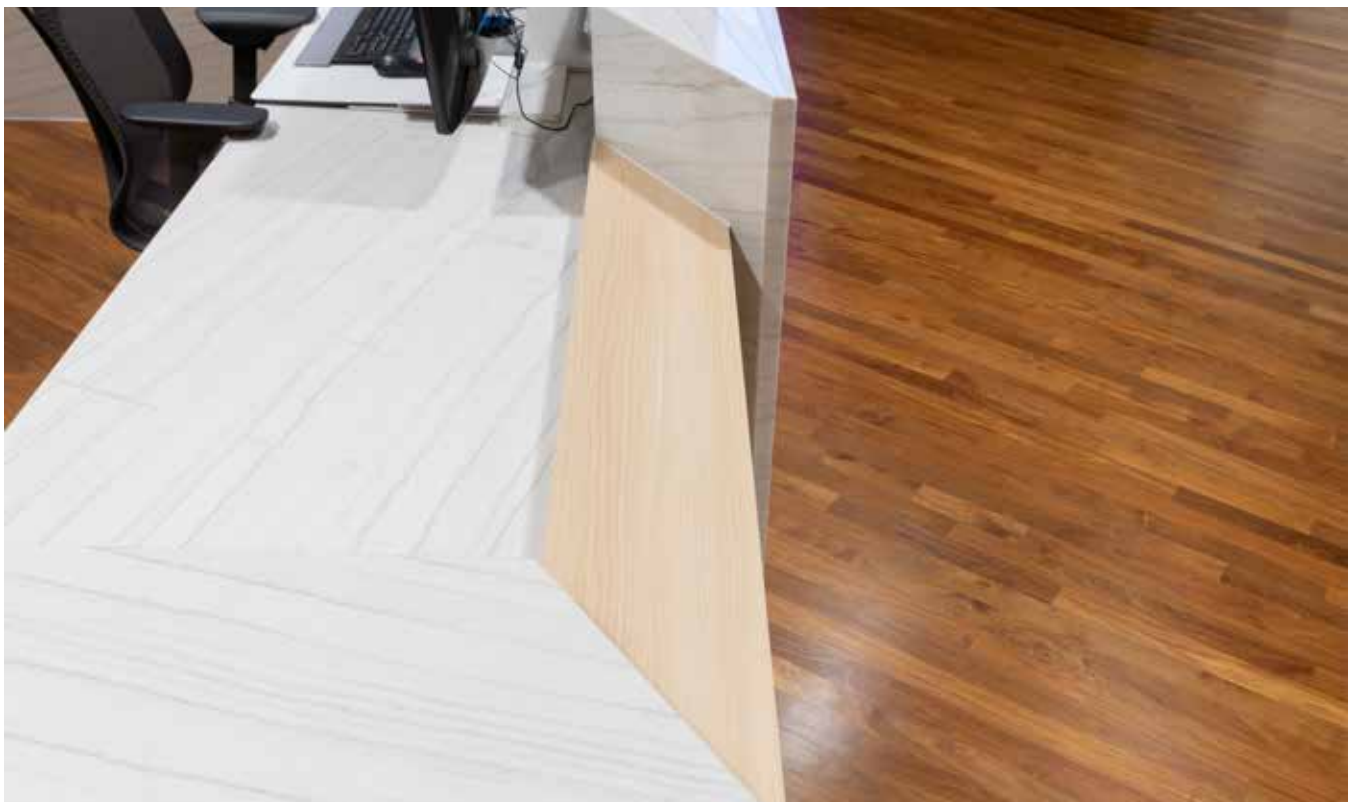
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## A LEGACY OF CRAFTSMANSHIP

The building, located in Washington, DC, is a unique merging of past and present—a combination of The Old Masonic Temple, a landmark structure originally built in 1867, and an eight-story retail and office space, built in 2000. The two are adjoined by a 20-foot-wide glazed atrium that serves to maintain a distinct separation between the historic Temple and the more recent 120,000-square-foot addition.


Gallup, an analytics and advisory company widely known for its public opinion polls, is the building's keystone tenant, and its headquarters occupy 61,000 square feet over four floors—more than half of the building's available space.

When the Gallup team wanted to renovate portions of its headquarters in both the historic and new sections of the building, they collaborated with Washington DC design firm Fox Architects to select materials and furnishings that would continue to honor and complement the existing architectural design palette set forth by the Masons. The renovation comprised a reception area, elevator bank, entryway, boardroom, conference room, and employee cafe.





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## Back in time, forward in design

Because each of the renovated areas are subjected to high traffic and daily use by staff and visitors, the design materials and furnishings needed to offer protection and durability against routine wear and tear. Visually, the finishes and fabrics also needed to reflect the sophisticated and reserved style already established in other areas of the building.

The spaces had to be inviting and comfortable for staff, practical in relation to their everyday use, and aesthetically worthy of their historical context. To meet all of these requirements, Fox Architects selected New Leaf™ Performance Veneers in Quarter Sawn Birch with a Natural stain, complemented by a matte finish.

Beginning in the reception area, slatted wood panels trimmed act as a focal point amid the white marble-like finish of a long, wide reception desk. This greeting area introduces three of the project's main design elements—white marble, slatted wood and veneer surfaces—that remain consistent throughout the renovated spaces.





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Moving to the elevator bank, the veneer again is paired with the slatted wood panels. The light colors of each work in striking contrast to the dark warm gray of the elevator doors. This high-contrast dynamic continues into the boardroom where it's met by a mix of sleek, warm black executive chairs around a large oval conference table.

The boardroom includes a large media center and black credenza set against the light tone of the veneer finish and slatted wood panels that comprise the rear wall. The panel combination continues around the room to an inset, floor-to-ceiling, veneer bookshelf and display area. Completing the space are black and gray furnishings in a small seating area, a large area rug in blues and golds, and a set of classic Windsor chairs.

Serving an entirely different function, the employee cafe, located in the newer section of the Gallup Building, remains true to the renovation's established aesthetic. A large, central island, topped





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1-Residual moisture determines the level of touch-contact associated bacterial transfer following hand washing. University of Auckland, Auckland, New Zealand, 1997.

2-Adopted from the Centers for Disease Control and Prevention handwashing guidelines.

3-Coronavirus disease (COVID-19) advice for the public: Mythbusters. World Health Organization.

## A LEGACY OF CRAFTSMANSHIP

with a white quartzite surface and finished underneath, echoes the reception area, creating an inviting space for staff to congregate over lunchtime.

The rear wall of the cafe offers a white laminate countertop for food and drink preparation. The storage drawers and cabinets below are also finished in veneer, reinforcing the light wood tones throughout the space.

Finally, a smaller conference room pulls from the color palette and furnishing styles of the main boardroom, while fully replacing the slatted panels with veneer. This meeting space includes two inset bookshelves used to showcase The Gallup Poll reference collection.

The wall panels add the classically elegant look of natural wood grain to this historic location while delivering an aesthetically pleasing contrast to the modern black and warm gray colors of the surrounding design elements.







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## Worthy of its place

Andrew Winterstine, Senior Project Manager at USA Millwork in Washington, DC, says the project turned out beautifully, noting that veneer was strategically selected to enhance the slatted acoustic wood panels, white marble finish and other materials used in the design. “Fabricating is efficient because it’s easy to work with and it’s prefinished, so it saves time and helps control project costs. .

The veneers in the Gallup Building mimic the character and grain of natural birch while providing consistency in both

grain and color. This consistency also allows the Gallup team to add or replace elements in the future and still achieve the same look and color quality.

Moreover, the veneer provides a level of protection that traditional veneers simply cannot offer in a demanding high-use office space like the Gallup headquarters. The durable layer of protection resists fading and withstands water and routine cleaning. It also offers critical impact resistance in the Gallup’s high traffic areas, which are subject to incidental contact from people and furniture. **CCR**

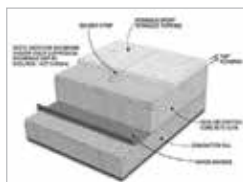
Kimberly Watson joined Wilsonart Engineered Surfaces in July 2019 and serves as the VP of Material Replacement. She is responsible for leading and overseeing the material replacement product lines across the global enterprise. This includes growing a portfolio of surfaces to replace traditional materials such as wood, tile, and ceramic surfaces.





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# Metal to the pedal...

**How to remodel a car dealership during a pandemic**

By Carina Brillhart

In December 2019, Stellar broke ground on a \$1.7 million renovation of Mazda City of Orange Park, a Tom Bush Family Dealership in Jacksonville, Florida. The project included upgrading the 6,300-square-foot showroom and sales area, as well as building a 450-square-foot addition which remained open during the five-month project.



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But this story is not about a modestly sized car dealership renovation—it is about how crews and construction managers were able to keep the project on track even as the worldwide global pandemic upheaved the way Americans live.

### **Executive orders handed down two months into construction**

Since construction started in January, the project was well underway when the State of Florida announced its first two confirmed cases of COVID-19 on March 1. Fortunately, the job was already staffed and construction was ongoing when executive orders were announced mandating social distancing and restricting some non-essential workers.

**“Given the circumstances, video conferencing was an effective way to communicate with the owner that didn’t present delays in our day-to-day operations onsite.”**

— Tim Jenkis, Operations Manager, Stellar

But constantly evolving restrictions meant Stellar, the construction management firm, had to go the extra mile to protect crews and meet local and federal guidelines to stay on track.

By April, non-essential businesses were closed through Jacksonville Mayor Lenny Curry’s safer-at-home order. “One of the

biggest challenges we faced was a situation that was fluid and directives from state and local agencies were changing daily,” says Tim Jenkis, Operations Manager, Stellar. “‘Open construction sites’ were considered essential and permitted to stay open, but there wasn’t a clear definition of what exactly qualified. We didn’t know if they meant





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outdoor construction sites, or job sites that were already active when executive orders were handed down.”

Mobile hand washing stations were unavailable for rent due to skyrocketing demand, so construction managers purchased a vanity from a local hardware store and connected it to a temporary water line to provide workers a way to stay clean on the job. Stellar also took each worker’s temperature prior to entering the job site and instituted social distancing measures.

### The challenges kept coming

Some of the biggest hurdles during construction were caused by delays in material deliveries. While many materials were already on site when the pandemic hit, items from factories that required two close-quarters workers to manufacture

## The showroom and sales area at Mazda City follows Mazda’s brand guidelines to showcase its “Design to Inspire” philosophy.

were delayed as the entire country instituted social distancing.

The design for the showroom bathroom called for 4-x-4-foot ceiling tiles, which required two workers to be within 6 feet of each other. As the manufacturer shut down the plant that produced the tiles, Stellar had

to pivot its construction schedule to accommodate for the delay.

Additionally, surging demand for bathroom accessories like soap and paper towel dispensers led to nationwide supply shortages, causing unforeseen lags in construction. “Stellar handily dealt with unforeseen setbacks while sticking to the original project schedule,” says Megan Bush, VP of Tom Bush Family of Dealerships. “They worked through various hiccups and still delivered a beautiful showroom on time.”

### From onsite walkthroughs to virtual conferencing

Prior to the pandemic, Stellar met with the owners of Mazda City every two weeks for a face-to-face progress meeting and tour of the construction site. These meetings were transitioned to video conferences with virtual







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walkthroughs and images to address issues and update the client.

“Given the circumstances, video conferencing was an effective way to communicate with the owner that didn’t present delays in our day-to-day operations onsite,” Jenkins says. “Though I prefer delivering news or sensitive project information in person, we made the necessary adjustment and the owners were ultimately pleased with our work.”

How they kept the project on schedule during the pandemic:

- › Many construction workers are reluctant to miss hours that could affect pay, so leadership must reinforce that it’s okay to call out sick if they’re feeling unwell







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- › Temperatures should be checked each time workers enter the job site to avoid exposures and subsequent quarantines that could significantly diminish the workforce.
- › If a worker does test positive, management should identify who came in contact with them and require a negative COVID-19 test result before the exposed parties return to work.
- › Since free COVID-19 tests can still have one- to two-week turnaround times and rapid tests can cost upwards of \$100, management should reimburse exposed workers who take rapid tests — it's cheaper than losing a significant portion of the crew for up to 2 weeks that

might not have been sick in the first place.

- › Closures and staffing changes at local government offices could make the process of acquiring permits in packages unreliable at best. Apply for specific permits individually to clear parts of the job for construction and schedule accordingly.

### Bringing Mazda City of Orange Park up to speed

The showroom and sales area at Mazda City follows Mazda's brand guidelines to showcase its "Design to Inspire" philosophy. In addition to refreshing the exterior with aluminum composite panels and repainted stucco, the dealership features eye-catching design and stylish features such as:

- › A nine-panel LED video wall on the sales floor
- › A spacious showroom filled with LED-backlit vehicle artwork
- › A mechanical lift with a "jewel box" display to showcase the latest models

"We're proud to complete yet another world-class project for the Tom Bush Family despite the unique challenges this time around," Jenkins says. "With the appropriate COVID-19 precautions put in place, we were able to complete this project safely and on time."

The renovation was completed on schedule, and most importantly, with no crew members contracting COVID-19 during the job. **CCR**

Carina Brillhart is proposal manager at Stellar, a Jacksonville, Florida-based firm that provides construction management at-risk, design-build and general contracting services for a range of commercial and public sector markets. You can reach her at [cbrillhart@stellar.net](mailto:cbrillhart@stellar.net) or 904-260-2900.





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# Protocols for a COVID world

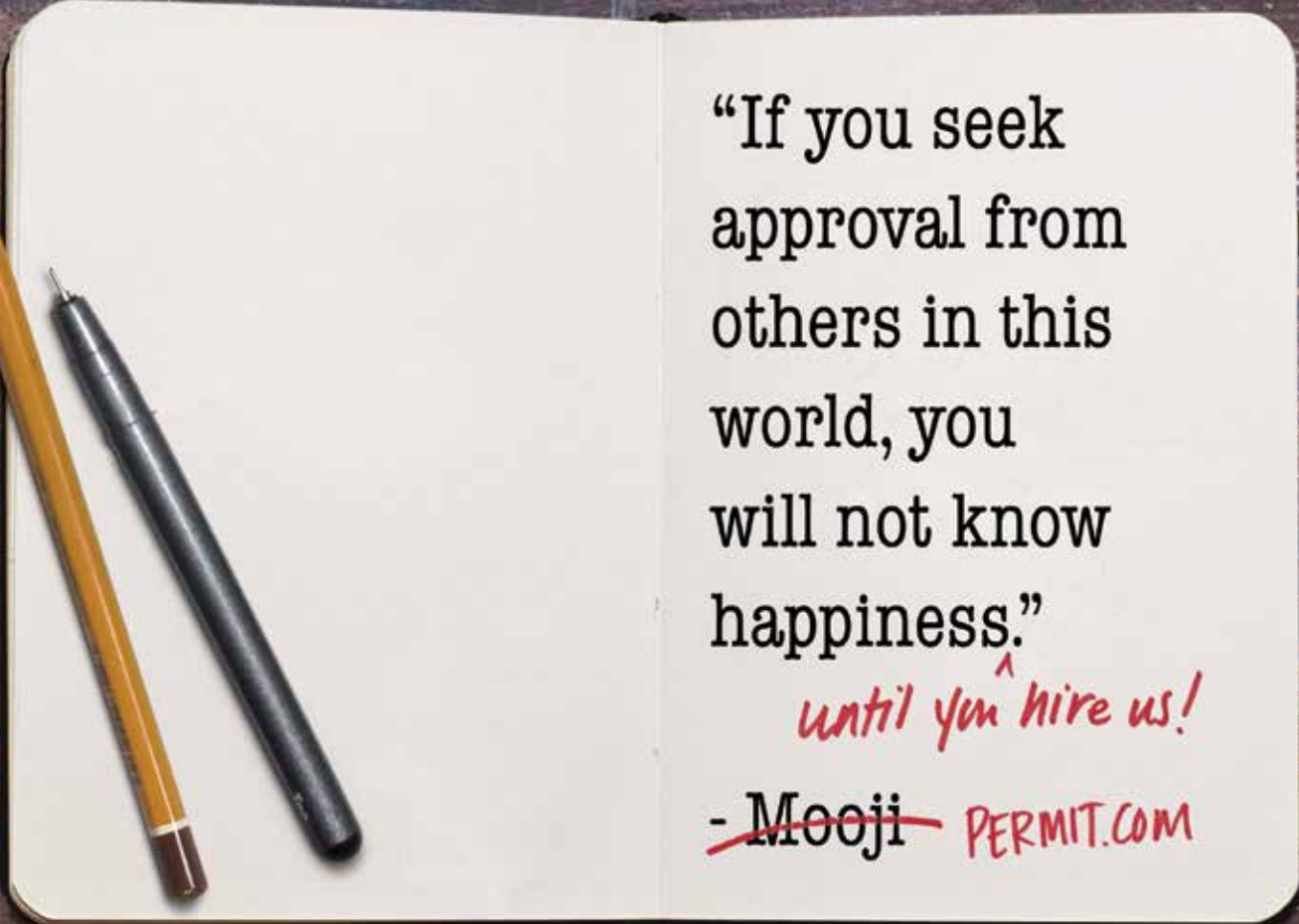
How ICRA standards are helping healthcare professionals reduce healthcare acquired infections in the fight against the pandemic

By John T. McGrath

Construction projects in occupied healthcare facilities create dust, dirt and release potentially harmful pathogens into the air. Exposure to these elements can put patients at risk for developing other diseases known as healthcare acquired infections (HAIs). These infections can cause greater harm to the patient, jeopardizing their recovery and wellbeing.







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As healthcare systems around the country continued to grapple with increases in HAIs earlier this year, they were forced to address another deadly threat—the outbreak of COVID. Hospitals were pushed to the brink and forced to create temporary negative pressure wings for coronavirus patients. Other major construction projects were put on hold as attention was diverted to the pandemic. But construction work never stopped completely.

Since the initial outbreak of the pandemic, healthcare construction slowly has ramped up as contractors learn to work in this challenging new environment. And infection control specialists are working harder than ever to create safe environments that not only mitigate the spread of COVID but address other common sources of HAIs.

One ally throughout this challenging time is the floorcovering industry. On top of ongoing flooring projects, like renovations and expansions, healthcare systems have turned to Infection Control Risk Assessment (ICRA) professionals for training and support.

**“We already had the PPE, supplies, the training, the skills and the product know-how. Having trained and certified installers has been a major asset and they are able to lead the teams in the healthcare setting.”**

— Jim Wilkinson, VP, Image Flooring

The results highlight the importance of specifying ICRA-certified labor.

## **Addressing the danger of healthcare construction**

When an occupied healthcare facility begins an upgrade, expansion or renovation project, construction activities can introduce debris and contaminants such as mold, asbestos, lead and bacteria into an environment where immune-compromised people come to heal.

One of the primary places where these contaminants collect is on the floor. When floorcovering materials, adhesives and wall bases are removed, the process releases years (sometimes decades) of buildup into the

air. These fine particles are not only dangerous to trades on the job, they are potentially deadly to patients in adjacent spaces.

As a result, ICRA professionals have worked for decades to develop procedures and equipment to control the spread of contaminants. Containment walls, negative airflow, walk-off mats and advanced filtration devices now are used to protect patients from potential exposure. But while these safeguards exist, they are useless if floorcovering and other construction professionals working in the field are not trained in the proper techniques.

That’s why the United Brotherhood of Carpenters (UBC) and INSTALL recommend ICRA certification as a critical part in the fight against both HAIs and COVID. UBC ICRA teaches members how to contain pathogens, control airflow, protect patients and work without disrupting adjacent operations. Members also learn to classify work areas to minimize risks, understand and adhere to ICRA protocol and communicate with a facility’s ICRA

team. The result is an increase in efficiency and productivity as teams are able to construct necessary areas and systems correctly the first time.

The UBC has also offered these training programs to designers, architects, infection control specialists, engineers, project managers and hospital staff since they all play a special role in containing contaminants and infectious agents during construction in occupied healthcare facilities.

## **8-Hour vs. 24-Hour ICRA Training**

In recognition of the truly collaborative nature of infection control, two ICRA training

programs were developed to address the needs of all construction-related professionals and healthcare professionals that could benefit from the knowledge of ICRA protocols and procedures.

The 24-Hour ICRA training program is tailored for floorcovering and carpentry professionals that will be responsible for building and maintaining the construction-containment walls. The training consists of 16 hours of in-class instruction and eight hours of hands-on learning in the shop. Participants learn how to select and construct effective containment barriers, create and maintain negative airflow environments, and practice using several other pieces of infection-containment equipment before it is necessary on the project site.

The 8-Hour Awareness ICRA training program is tailored for all building trades and healthcare professionals. The one-day class explains the potential issues that can occur during occupied construction jobs and the fundamental rules of infection control.

After attending the course, participants are able to engage in conversations with a facility’s infection control team in a more meaningful and informed way. This includes helping the construction team achieve compliance with ICRA protocols through improved planning in the design and construction phases of the project.

## **ICRA training and healthcare construction**

Juliet Ferrelli, MS, MT(ASCP), CIC, FAPIC, Network Director of Infection Prevention for Allegheny Health Network, has a longstanding relationship with the UBC and its ICRA training programs. “I was lucky enough to see the birth of ICRA training at my previous job and I helped share infection control information with floorcovering installers in the Greater Pittsburgh Area.”

Ferrelli also explained that when healthcare professionals realized the benefits of ICRA training, it started to grow in popularity. “A major turning point was when word got out that certain contractors had a better time winning business in the healthcare sector as a result of their ICRA certification. The healthcare systems felt

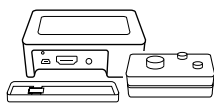


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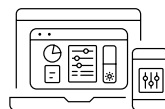
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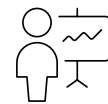
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more secure knowing that certain contractors had the knowledge and know-how to tackle these projects.”

In the decade since Ferrelli first became involved with the UBC, the program has continued to grow and thrive. At her new role with Allegheny Health Network, she oversees a team of 18 infection prevention specialists. Fifteen have taken the eight-hour course, along with dozens of maintenance and facility staff.

Not only does Ferrelli’s team take part in training, her hospital system utilizes ICRA-trained contractors for projects big and small. Recently, a major project was undertaken in the bone marrow transplant unit at one of the system’s nine hospitals. The unit needed to remain open and operational, which came with a unique set of challenges and restrictions for the jobsite.

“The contractor was extremely knowledgeable, and worked with my team to discuss barriers, timing, safety and material transportation,” Ferrelli says. “I went to the jobsite several times and was really impressed with the cleanliness. They created double ICRA barriers to prevent the spread of airborne particles and were detailed and diligent in their cleanup.”

Shay L. Drummond, MPH, BSN, RN, EPHS, CIC, Nurse Manager – Infection Preventionist for the VA St. Louis Health Care System has had a similar experience to Ferrelli. Members from her infection control, facilities, engineering, maintenance and operations teams all took part in the ICRA 8-hour course.

“Our infection preventionists learned new aspects of containment building, types of HEPA filtration and manometers during the session,” Drummond says. “This increased knowledge was utilized to gain support for the purchase of portable hard sided pop-up contaminants which have been now utilized in COVID response for interior redesign. Also upgrades and purchase of digital manometers.”

And healthcare leaders aren’t the only ones increasingly taking part in ICRA training programs. Jim Wilkinson, VP of Image Flooring, has begun sending more



of his team members to the local training center to take part in the 24-hour course. “As the construction and floorcovering industries continue to change as a result of the pandemic, we’ve seen a major shift in our business. The vast majority of our projects were once commercial office and corporate flooring. As a result of the ongoing pandemic, our business model has shifted to healthcare.”

In the past, our installers and foremen would have learned these skills over time on the jobsite, but the ICRA 24-hour course helped them identify the right equipment, skills, tactics and product knowledge. This helped our reputation among clients, and they feel more comfortable knowing we have the training necessary to complete the job right the first time. It really makes the client feel like they made a smart choice, plus it boosts our installers confidence.”

Not only has ICRA training helped Image Flooring gain new work during the pandemic, it has helped them steer existing clients away from product choice that may be detrimental and hard to clean. This new

approach is based on the company’s infection control abilities and knowledge.

“We’re very lucky that many of our team members were trained in ICRA preparedness prior to the COVID outbreak,” Wilkinson says. “We already had the PPE, supplies, the training, the skills and the product know-how. Having trained and certified installers has been a major asset and they are able to lead the teams in the healthcare setting.”

## **Saving lives**

This unique relationship between healthcare professionals, contractors and the ICRA professionals at the UBC is all about saving lives. Everyone is focused on the safety and wellbeing of patients with a goal of reducing the number of patients who become ill or die of HAI while helping to keep everyone safe from the spread of COVID.

Drummond, Ferrelli and Wilkinson plan to expand training and certification in the coming months. While COVID has had an impact on class sizes and offerings, the program remains an important part of their infection prevention goals. **CCR**

John McGrath, Jr., is the executive director of **INSTALL**—the International Standards and Training Alliance—the industry-endorsed floor covering installation training and certification program.



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# Preferably Porcelain

Why you should think about porcelain tile for health and sustainability

By Don Haynes

**F**or the past two years, the global pandemic has kept us inside, teaching us the importance of easily cleaned surfaces. It has heightened our awareness of microbes around us and shed great light on the indoor environment. Whereas times have progressed, we still spend more time indoors, and the chemical and other exposures in that indoor environment all become more important to us.

In other words, indoor air quality is important and impactful to our overall health. When it comes to building and design, porcelain tile can present solutions for many IAQ (Indoor Air Quality) related issues.

According to the dictionary, “hygienic” indicates that something is conducive to maintaining health and preventing disease, especially by being clean. Porcelain tile fits this bill perfectly. It is nonporous, so it provides no foothold for mold or other microbes to grow. Using approved installation methods, along with modern non-cement grouts, provides for a completely waterproof and hygienic installation.









Don Haynes pictured at his firm's huge factory.

As a bonus, porcelain tile does not need harsh chemicals for cleaning. Since there are no places for microbes to hide, cleaning with clear water usually is adequate to render a clean surface. Tougher dirt may require a mild household cleaner.

Porcelain tile supports healthy spaces in other ways besides being easy to clean. It does not support microbial growth, particularly mold. Research at Clemson University found that of sterile flooring samples, including porcelain tile and luxury vinyl tile (LVT), when inoculated with mold spores, only the LVT supported mold growth and reproduction. Porcelain tile, containing no available carbon or VOC, did not support mold growth. Considering what is known about the toxicity and allergenicity of mold spores, for potentially wet applications such as commercial restrooms and kitchens, porcelain tile certainly represents the more healthful choice.

Another positive attribute of porcelain tile that supports health and safety in building spaces is the use of safe, natural raw materials. Porcelain tiles generally are made of clay, sand and feldspar. These materials used along with modern glazes result in a tile containing no Red List chemicals. The Red List is a compilation of "harmful to humans" chemicals compiled by the International Living Futures Institute—as part of its Living Building Challenge.

Products containing Red List chemicals cannot be used in buildings achieving their Living Building Designation. Few buildings aspire to the Living Building designation, but Red List avoidance is a

good standard to help ensure a safe living space. Many other flooring materials such as LVT and carpet are made of plastics and other petrochemicals.

These materials introduce a plethora of readily available chemicals to the built space, generally through VOC off gassing. As mentioned earlier, porcelain tile contains no volatile organic compounds (VOC). As a result, porcelain does not contribute to degraded indoor air quality. This combination of no VOC and no Red List chemicals offers a safe and healthful flooring choice. A third way that porcelain tile can support occupant's health is through the implementation of biophilic design.

Biophilic design is a concept used within the building industry to increase occupant connectivity to nature via the use of included nature, accessible nature, and space and place conditions. Porcelain tile is now produced in a variety of aesthetic finishes related to nature such as stone, wood, and others that evoke movement, forests, etc. The inclusion of such tile finishes in an intentionally designed biophilic space contributes to an overall feeling of calmness and tranquility there.

## **Sustainable**

Sustainable among flooring materials, porcelain tile is recognized as a highly sustainable choice. Modern porcelain tile manufacturing employs a variety of sustainable practices, and the installed

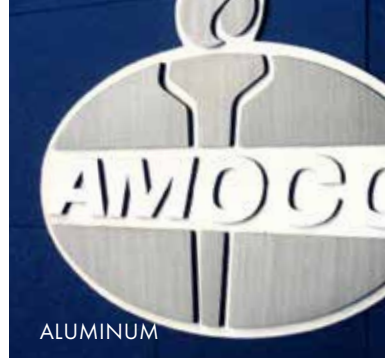




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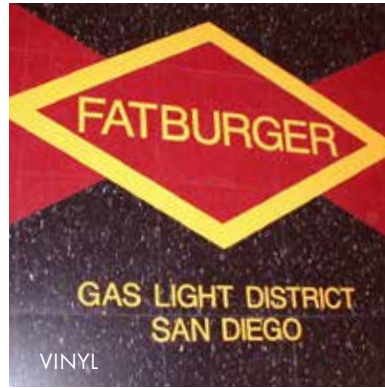
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product has attributes that contribute to the sustainability of the building where they are installed. Common sustainability efforts in the manufacturing process include high scrap recycling rates, use of offsite recycled material, water reuse and efficient use of energy (natural gas and electricity).

As an added incentive, thoughtful implementation of sustainability efforts in manufacturing can result not only in a sustainable product, but also in decreased manufacturing costs providing a cost-effective choice. Energy efficiency obviously results in cost savings, and recycled materials are frequently less costly than virgin raw materials. Recycled content is a significant element in porcelain tile's sustainability portfolio.

## **In the built space, a porcelain tile installation of tile, mortar, grout and backerboard provides a significant thermal mass, reducing peak heating and cooling demands and helping moderate temperature swings in the workplace.**

To support this, many porcelain tile manufacturers are active participants in the circular economy. By its use of recycled materials, long-life cycle, and design for porcelain tile to be recyclable at its end of life, there is a reduction or elimination of landfill use. Since sustainability goals and tools are constantly in flux, to be effective, their ongoing use requires that sustainability be integral to the manufacturer, not simply a PR exercise or "greenwashing tool."

In the built space, a porcelain tile installation of tile, mortar, grout and backerboard provides a significant thermal mass, reducing peak heating and cooling demands and helping moderate temperature swings in the workplace. This means less work for the HVAC system—and more energy savings for the owner.

Intentional design, where the floor is exposed to southern facing windows to warm it, for example, can enhance the thermal mass benefits of a porcelain tile installation. Unless there is a strong desire to use harsh cleaners for sterilization purposes, porcelain tile usually can be cleaned with only clear water, reducing chemical exposure and also avoiding the larger environmental impacts of their manufacture and transport. This aspect along with reduced chemical exposures from the product itself (also as discussed earlier) means that porcelain tile contributes to a chemical-free environment in multiple ways.

### **Climate Change**

Many world leaders have stated that climate change is the most challenging risk facing our planet. Polar ice

is melting, the western US is ablaze, and hitherto rare, extreme weather events are becoming more and more common. The reduction of carbon emissions resulting from the combustion of fossil fuel in the areas of electrical generation, transportation and manufacturing are of paramount importance.

Choosing porcelain tile advances this safety cause, as it has the lowest carbon footprint of competing flooring types when comparing full lifecycles using broadly accepted lifecycle assessment methodologies. This lifecycle begins at raw material extraction and ends at end-of-life disposal or recycling. An advantage of porcelain tile lies in its very long installed life of 60 years versus 10 or 15 years for other flooring.

Porcelain tile manufacturing is energy-intensive, but that intensity is offset due to its very long useful life and end of life recyclability. Other flooring materials are generally made of petrochemicals and plastics and the adverse environmental impacts of those industries are well established. The tile industry is undertaking a range of activities to reduce its carbon footprint even further. Immediate actions consist of participation in the carbon offset market to be able to manufacture carbon neutral products and energy efficiency efforts to reduce the current impact.

Longer term projects such as solar cell installation, waste heat recovery and reuse, and fuel swapping are under consideration both domestically and internationally. With advances in manufacturing efficiency, fuel swapping and transportation electrification, there exists the possibility for dramatic carbon reductions in the porcelain tile industry.

Porcelain tile can contribute to solutions for challenges as varied as providing hygienic surfaces in the built space, supporting the mental health of occupants by mimicking nature, and reducing embodied carbon in that built space to reduce climate impact. It is easily cleaned and long-lived, both attributes that have kept it in continual use since ancient Roman times.

Porcelain tile has proven itself to be the preferred flooring option for many years and for many reasons. Those same attributes will ensure that it remains the preferred option into the future. **CCR**



Don Haynes is the Environmental/Sustainability Manager at Florm USA. He can be reached at [dhaynes@flormusa.com](mailto:dhaynes@flormusa.com).





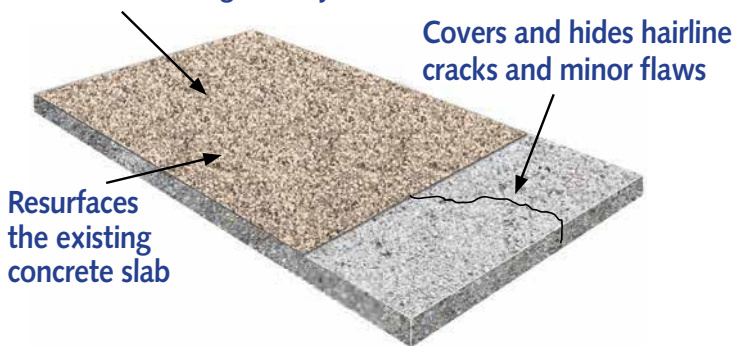
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## Invitation to Bid




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<b>Respond by</b>	11/03/19

<b>Project Status</b>	Awarded - General Contractor
<b>Number of Buildings</b>	1
<b>Stories Above Ground</b>	9
<b>Square Footage</b>	100,000

**Project Description** (Note: You may need to click the “Communicate & Collaborate” button for the full description.)

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## Einfach Spektakulär

**How Danza is helping  
diners move past their  
pandemic mindset**

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Andreas Müller, CEO,  
BetterTaste  
(Owner of Danza Restaurant & Weinbar)

# Einfach Spektakulär

How Danza is helping diners  
move past their pandemic mindset

**L**ocal cultural aficionados already know and love the Forum am Schlosspark in Ludwigsburg, Germany. That makes the Danza Restaurant & Weinbar the perfect complement. Like in a theater hall, the space opens up into the heights and leads onto an expansive glass façade. A large terrace, with a backdrop of a green chestnut avenue, is the stage set and constant point of reference for interior staging.

Photography by Philip Kottitz ([www.philipkottitz.com](http://www.philipkottitz.com))







The tables in the stalls offer seating close to the stage, as well as fine views of the exterior. The stools around the bar provide a slightly elevated view of the action, while the upholstered niche seating and curved alcoves give you the feeling of sitting in a private box.

Whether for a first tête-à-tête dinner, a festive family reception or a glass of good wine, Danza serves as a venue for all occasions. The complete refit of the kitchen is much more than just a quick encore—it actually is responsible for catering the entire Forum. In culinary terms, the restaurant is tops, featuring a bevy of creative, international cuisine.

We sat down with Peter Ippolito, one of two founders and managing directors of multidisciplinary design studio Ippolito Fleitz Group, to get his views on how the restaurant is helping diners move past their pandemic mindset.



**In an accelerating and digital world, consumers are looking for tangible experiences. Having dinner is a social and sensible activity. A restaurant has to be a place with a strong personality and a clear idea.**



Peter Ippolito







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CIRCLE NO. 55



### Give us a snapshot of the restaurant brand.

Local cultural aficionados already know and love the Forum am Schlosspark in Ludwigsburg, Germany for its vibrant music, dance and theater program. Danza is a restaurant that joins the ensemble following a thorough renovation of its gastronomic offering, skilfully picking up on the existing mood and taking it in an atmospheric, culinary direction.

### Give us a rundown of the restaurant's layout.

Like in a theater hall, the space opens up into the heights and leads onto an expansive glass façade. A large terrace, with a backdrop of a green chestnut avenue, is the stage set and constant point of reference for our interior staging. As if one were sitting in a light-flooded wintergarden, the spectacle of the natural environment outside can be experienced first hand inside.

When darkness falls, large pendant luminaires set the scene for the magic of the night, as well as investing the room with a festive glow.





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**What is today's consumer looking for?**

In an accelerating and digital world, consumers are looking for tangible experiences. Having dinner is a social and sensible activity. A restaurant has to be a place with a strong personality and a clear idea. This can work by focusing on excellent food as well as by creating experiences or having flexible use-cases.

**Are you optimistic about how the marketplace has responded to everything happening today?**

We have seen that there have been some restaurants that have gone into a kind of shock paralysis in the face of rapid change. And on the other hand, there are also many that have adapted to the new situation very quickly and tried out other business models. They have seized the opportunity to position



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CIRCLE NO. 57

themselves in a new context. And that is also our goal in interior design: We want to encourage restaurant owners and guests to see that a restaurant can be and mean a lot of different things.

**What type of adjustments have you made surrounding the recent state of events?**

Focusing on fast changes due to COVID, hospitality concepts have to adapt to the new standards and rules for social distancing and hygiene. Resulting in greater distances between the tables in restaurants, less seating capacity indoors and therefore the strengthening of the outdoor gastronomy.

The entrepreneurs have to adapt to the "new normal" and show flexibility and creative solutions in order to keep their business running and offer clients memorable experiences. As interior designers, we focus even more on making sure that guests do not feel lost in the space. Intimacy and coziness can be achieved through creating zones and landscapes within the restaurant. Separating modules like filters, space-in-space concepts and greenery can support this. It is important to condense the space and accomplish a clear wayfinding signage.

**What trends are you seeing?**

The restaurant, as a flexibly designed location, can contribute to recreation and a feeling of "at home." Through its offer and design, it can create a place of work through flexible seating offers and it can be a meeting point and community place where the guest experiences exchange and belonging.

As ecosystems, the themes of living, working and community will be further developed. New themes such as culture, events, exhibitions, etc., will be integrated and there will be an increasing interaction between guests and locals. Gastronomy will play a central role in this.



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### Talk about sustainability. What are you doing?

Sustainability in the gastronomy and hotel sector will become more and more important. How will energy, water use, waste generation and use of materials be handled? Urban Gardening and Vertical Gardening are already finding their way into gastronomy and the Zero Waste Movement shows that rethinking is already taking place in the industry. We as interior designers are committed to sustainability.

We are among the initial signers of the Phase Nachhaltigkeit initiative for sustainability in interior design. Goal of the initiative is to make issues such as low-pollution materials, re-using existing buildings and efficient use of space an essential part of every interior project. We address these subjects to clients and to go to length to make a positive impact on the natural and social environment in which we work. To us, sustainability is a core principle. We want to create value that lasts. **CK**







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# Multi-Plant CLT Senior Estimator

Our Engineered Wood Products client with manufacturing plants in the Eastern and Western US is seeking a qualified senior estimator to review plans and project estimates (in partnership with sales and engineering teams), establish and maintain tendering processes, and prepare and maintain a directory of suppliers, contractors, and subcontractors. The selected candidate will prepare estimates and quotes of probable costs of materials, labor, and equipment, as well as develop reliable subcontractor and vendor relationships (jointly with the project management team) to obtain good subcomponent pricing. The estimator will be in regular contact with all invested parties (engineers, architects, owners, contractors, and subcontractors), develop and maintain quoting tools and templates, and build pricing and costing databases. The estimator will also ensure compliance with bid documents, train and supervise other estimators with the latest tools and techniques in the field, and lead bid reviews with customers as needed.

The selected candidate should have a bachelor's degree in construction management and 3 years of estimating experience in construction, engineered wood manufacturing, design, or a related field. The final candidate must demonstrate the ability to read and interpret construction documents, be detail-oriented, self-motivated, and capable of multitasking with minimal direct supervision. The candidate should also have excellent communication skills, including the use of a wide variety of computer-based programs (including BlueBeam, CAD, and the Microsoft Suite).

Senior management will offer the selected candidate the option of living in the Southern US (including Texas), the Pacific Northwest, or the Intermountain Region. Remote and hybrid candidates will also be considered for this role. The final offer will include an attractive compensation package and retirement benefits.

Please contact Carl Jansen (in Oregon) or Richard Poindexter (in North Carolina) for more information and a confidential discussion. Carl can be reached by phone or text at 541-408-1535, or you can email him at [carlj@searchna.com](mailto:carlj@searchna.com).

Richard can be reached by phone or text at 336-456-8657 or [richardp@searchna.com](mailto:richardp@searchna.com). We will pay you a referral fee if we place a candidate that you refer. (Search Assignment #012022)

# Step up—and stand out—now

Our conversation with Ryll Burgin-Doyle

**R**yll Burgin-Doyle knows what you are thinking: “How do I grow my business now?” Just don’t say it out loud. In a past life, the entrepreneur builder was CEO of a \$100 million construction group. Today, she continues to work with leading construction companies and other organizations across Australia, the US and Canada with that single premise in mind: Grow your business.



Ryll Burgin-Doyle

In her work, she advises clients via her “Strategy Intensives,” where Burgin-Doyle helps business owners become crystal clear on where they want to be in three, five or 10 years. And she should know. Building her first business in her 20s, she has worked as an aforementioned CEO and a brand strategist for huge multinational corporations, focusing on manufacturing and construction. Throughout her career, Burgin-Doyle has worked with just about every kind of business, from start-up to exit.

In addition, she has been formally recognized as a “Telstra Business Woman of the Year Finalist” (twice) and Smart Company’s “Top 50 Female Entrepreneurs.” And her non-profit, the stepUP Foundation, has helped 19,000 adolescents, many of whom were underprivileged or at-risk.

We sat down with her to get her thoughts on today’s ever-changing business climate.

## How did you get started in the industry?

I grew up with parents, who were constantly renovating or building houses. We lived in 17 different homes before I turned 18. I loved the process of seeing something come from nothing and the transformation involved. In the early days of my career I consulted with business owners from all industries on critical strategies to grow their businesses. I was lucky enough to cut my teeth so to speak, working with a lot of SME builders.

I eventually had a business owner approach me who was running a construction company generating revenues of between \$4-5 million a year, looking for help with his core business strategy. The business had been stuck in a pattern and wasn’t able to crack the \$5 million ceiling. We completed one of my 2-day Strategy Intensives, where I look at what the business owner wants in profit, valuation, impact and reach by when and therefore, the revenues by division, that will be required to deliver those outcomes.



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CIRCLE NO. 60



Once that is clear, we map a step by step plan to achieve all of that. During that process, I created a strategy that delivered a plan to grow the business from \$5 million to \$65 million over 10 years. The strategy was so effective, they reached that target at eight years and hit \$100 million in 10 years. From there, I became Group CEO, leading some 200-plus people, and taking the business into a new level of professionalism, company culture and securing their first contract over \$15 million in a retail rollout for a major brand.

I absolutely love working in the industry, the opportunities it brings, the creativity and problem solving skills construction demands, and seeing something come to life is so very rewarding.

### What are some of the biggest changes you have seen?

Obviously COVID has had a huge impact that no-one saw coming. As far as for construction businesses, it has brought unexpected delays in projects, which impacted cash flow and work resource management. Businesses have had to be flexible and adapt to constantly moving goal posts and uncertainty, slowdowns of work and then a sudden, fast “ramping up” on the other side.

### Name some of the opportunities for women in the industry?

There are opportunities in every aspect of the construction industry. Obviously, we still experience push back from time to time, but in my experience, and from what I observe in the market, it is becoming less and less frequent.

The fact that I was able to become and, in fact, was welcomed as the CEO of a \$100 million construction company with more than 200 staff (predominantly male) and multiple divisions says a lot. In that business, we encouraged more women to become project managers and put them through university, encouraging them to rise up the ranks.

Right now, I'm the interim CEO of a construction company and the experience has been fantastic. The team of all levels and walks of life—again, predominantly male but with some amazing up and coming females soon to be project managers—has embraced my involvement and the innovation we are driving.



Then you have female entrepreneurs like Cheryl Osborn of Casco Contractors, who built the company from the ground up. It is now one of the pre-eminent construction companies in California, and Orange County's top choice for Commercial Tenant Improvement Construction and Design Solutions. I think this shows there are definitely opportunities available to women in the industry when you work hard and stand your ground. Cheryl certainly is inspiring proof of that.

And think of Adrienne Bennett, who became the first African American female Master Plumber. She went on to become a Project Manager, Plumbing Inspector and Code Enforcement Officer for the city of Detroit. From there, she successfully established her own independent contracting business. She is a leading, 33-year veteran of the construction industry and proof that any role you want is absolutely possible.

According to Randstad, nearly one-third of companies promoted a woman to a senior position in 2018. Since then, things are continuing to move in the right direction but obviously there still is a long way to go.

I see a lot of opportunities. There are so many different ways into the construction sector, not only from trade and construction, but from the business management side. Positions like CEO, CFO, strategy, HR manager, finance, and more.

You don't necessarily need to be an expert on the technicalities of construction for some of these roles; you just need vision

and the ability to add value and help the company grow. It is such a fantastic, exciting industry to be involved in. Barriers continue to be broken every day and I feel like the sky's the limit for women right now.

### What challenges remain?

In some ways, women's perception of, and even potentially, their experience of the sector in the past still is a potential challenge. The knowledge that it is a male dominated industry can create a belief that they won't feel comfortable, progress or find a home here. In my experience, that is simply not true.

Women bring a much needed level of professionalism and emotional intelligence that drives culture and growth and so much more for construction enterprises. Conversely, I believe that many construction companies, particularly SMEs. Those businesses from start up to up to approximately 200 team members in our industry still need a cultural shift from being “tradies” or “builders” to professional organizations that deliver outstanding projects time and time again.

Construction businesses must navigate that shift in mindset, culture and performance as they move through the ranks of growth or indeed if they want that kind of growth. Women bring enormous skill and professionalism to the table to do just that in any construction business.

### What's the best piece of advice you've ever received?

A mentor of mine told me to “always have your focus on adding value and being a service.” In my experience, he was 100% right. When you focus on adding value, going the extra mile and giving others what they need, you produce results and grow any business. Clients appreciate your efforts, then they refer and return. They better understand the value you bring because you're so focused on being of service to them. Focusing on adding value makes a massive difference.

### What advice can you share with women coming up in the industry?

Don't give up. Anything is possible. And remember to always stand your ground. You have value. You have a voice. Use it. **CCR**



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# The Cannabis

## OPERATIONS



## Building legacies

How Orion Construction is helping GAGE brand for the 'Cannaculture'

Brad Walsh, President  
Orion Construction

# Building legacies

## How Orion Construction is helping GAGE brand for the ‘Cannaculture’

In 2002 book, “This is Cannabis,” Nic Brownlee wrote that cannabis had evolved into its own language, humor, etiquette, art, literature and music. “Perhaps because of its ancient mystical and spiritual roots, because of the psychotherapeutic effects of the drug and because it is illegal, even the very act of smoking a joint has deep symbolism.”

Fast-forward to today, as the growing movement of legalized cannabis continues to make its way across the country, cannaculture’s rich history has evolved over the decades and is steeped with world-class cannabis genetics.

From the legacy of its storied past to these now legal markets, the culture is growing to include household brand names that cultivate consumer love. Helping grow this culture, retail brands like GAGE are becoming household names—revered for their high quality offerings. GAGE’s award-winning retail stores house many of the industry’s leading brands, providing customers with a best-in-class experience starting at a GAGE retail site all the way through to the premium cannabis they light and consume.









One of the commercial contractors helping spearhead this movement is Orion Construction, a commercial contractor focused on creating positive impact in every project it builds. Its work in the cannabis industry is helping expand its mission and vision, building projects that are a catalyst for helping communities grow economically.

We sat down with Brad Walsh, President of Orion Construction, and members of GAGE's marketing team to get a peek into its most recent Gage project and what to expect from the construction market in 2022.

#### **GIVE US A SNAPSHOT OF THE GAGE BRAND.**

GAGE is innovating and curating the highest quality cannabis experiences

**Much of the cannabis industry is very specific about the products being used in their builds, and at times there are learning curves that go into the installation of specific products.**

possible for cannabis consumers in the State of Michigan and bringing internationally renowned brands to market. Through years of progressive industry experience, its founding partners have successfully built and grown operations with federal and state licenses, including cultivation, processing and retail locations.

#### **WHAT TYPE OF CONSUMERS ARE THEY TARGETING?**

Cannabis products are used by a variety of people for various reasons. Its primary customer is the canna-connoisseur—those looking for premium products that are unique or exotic. Its secondary customer target is anyone and everyone who is looking to use cannabis either as an adult that is 21-plus or medical patient.





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CIRCLE NO. 63

**Retail Construction • Restaurants • Hospitality • Office Spaces • Medical**



### HOW DOES THE OVERALL DESIGN OF THE SHOP CATER TO WHAT TODAY'S CONSUMERS ARE LOOKING FOR?

We helped them carefully engineer the location for customer and employee flow, as well as product and merchandising placement to optimize the customer experience. Each store is opened with a methodical process to ensure that the customer experience is the same whether you are in Lansing, Grand Rapids or Detroit.

### WHAT MAKES THIS LOCATION ENGAGING TO TODAY'S CANNABIS CUSTOMER?

We have created an open concept that takes its cues from and feels like specialty retail—more like fashion in its presentation. It has a space that is literally called the “Feature Zone,” which displays the latest curated strains and products from GAGE and our exclusive partners.

### TAKE US THROUGH YOUR CONSTRUCTION AND DESIGN STRATEGY.

No matter how you try, it is literally impossible to always deliver the same experience for every person you touch. Knowing this, GAGE created user-friendly design and communications that make it easy for our customers to shop and learn at their own pace. The welcoming reception, expansive sales floor, and accessible check-out were strategically designed to provide a curated experience for all. They are committed that a first-time customer feels as comfortable as their loyal GAGE enthusiasts.

### WHAT IS THE SECRET TO CREATING A “MUST VISIT” LOCATION IN TODAY'S COMPETITIVE LANDSCAPE?

We have the luxury of building a project for a tenacious consumer base. They recognize that GAGE is unwavering in our commitment to delivering the best cannabis products available. From their perspective, the products and services we provide, and the experience of these products/services are the same. From the moment they arrive at







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GAGE, every touchpoint (architecture, staff, product) is unwavering in our commitment to offer authentic, premium craft products and service.

### WHAT'S THE BIGGEST ISSUE TODAY RELATED TO THE CONSTRUCTION SIDE OF THE BUSINESS?

We are faced with issues surrounding zoning, but as many communities begin to see the benefits associated with allowing the cannabis industry in, such as increased tax base and revenues, as well as job creation, we expect to see easing of restrictions.

Much of the cannabis industry is very specific about the products being used in

**These facilities rely heavily on electrical and lighting design, and the latest LED technology provides operators with the ability to lower energy needs.**

their builds, and at times there are learning curves that go into the installation of specific products. Additionally, sourcing of products such as air purification, or even specific safety features, may have longer lead times that we are used to in general construction.

### WHAT KIND OF CANNABIS SHOP DO YOU THINK CONSUMERS ARE LOOKING FOR?

An appealing shop for the canna-connoisseur. A shop where anyone of legal age that is interested in cannabis products can easily find products that fits their need, or learn more about cannabis products.







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### WHAT TYPE OF OPPORTUNITIES DO YOU SEE MOVING AHEAD?

I believe our knowledge gains in the cannabis industry will allow us the opportunity to grow our business as a premier building contractor for the cannabis industry beyond the borders of Michigan. The more we build in the industry, the more educated we become on the specific needs.

As more states allow for the growth and sale of medical or recreational marijuana, we believe Orion is positioned to help as the industry takes root and commercial contractors with cannabis building experience are being sought.

### TALK ABOUT SUSTAINABILITY. WHAT ARE YOU DOING?

Sustainability is a main focus of the growth operations sector of the cannabis industry. These facilities rely heavily on electrical and

**We have created an open concept that takes its cues from and feels like specialty retail—more like fashion in its presentation.**

lighting design, and the latest LED technology provides operators with the ability to lower energy needs. In addition, reclamation and reuse of water is often discussed among grow operations.

### WHAT TRENDS ARE YOU SEEING/EXPECTING?

I expect to see growth in the cannabis industry in many ways. First, many

communities in Michigan opted out of allowing any commercial recreational cannabis within their borders. This will change as the positive economic impact becomes more apparent, including revenue sharing from the state. Other states are now allowing both medical and recreational marijuana growing, processing, delivery and sales, which will lead to more growth in the cannabis construction sector. ■

## ONE-ON-ONE WITH... Orion Construction's Brad Walsh



### Describe a typical day. What's the biggest thing on your to-do list right now?

As president of Orion Construction, I oversee all aspects of our company including new business development. As we have moved into servicing the cannabis industry, we are gaining a deeper understanding of the industry's needs. These go beyond retail operations, as we have been involved in building grow facilities as well.

Whether it's growing cannabis or selling products to consumers, there are many aspects that a commercial builder must understand before

entering this sector. From zoning issues to infrastructure needs, such as water, air quality and access for employees and clients, the cannabis industry has its own unique challenges that must be addressed before construction can begin.

### What's the most rewarding part of your job?

With every successful project, being able to build our clients' visions is very rewarding. But in the cannabis industry, it has become apparent that this work is helping revitalize communities. Whether it's a large grow operation, which brings jobs to an urban core,

or a retail shop in a rural community, not only bringing jobs, but spurring other businesses to open nearby, we are seeing communities benefit and that is rewarding for sure.

### What's the best thing a client ever said to you?

I was recently told by one of our cannabis clients, "You are the most professional contractor we work with in the country." Here at Orion Construction, we take great pride in our process. Construction is small facet of the overall client experience we provide, which focuses on honesty, integrity and an open line of communication to ensure each client's vision is accomplished.



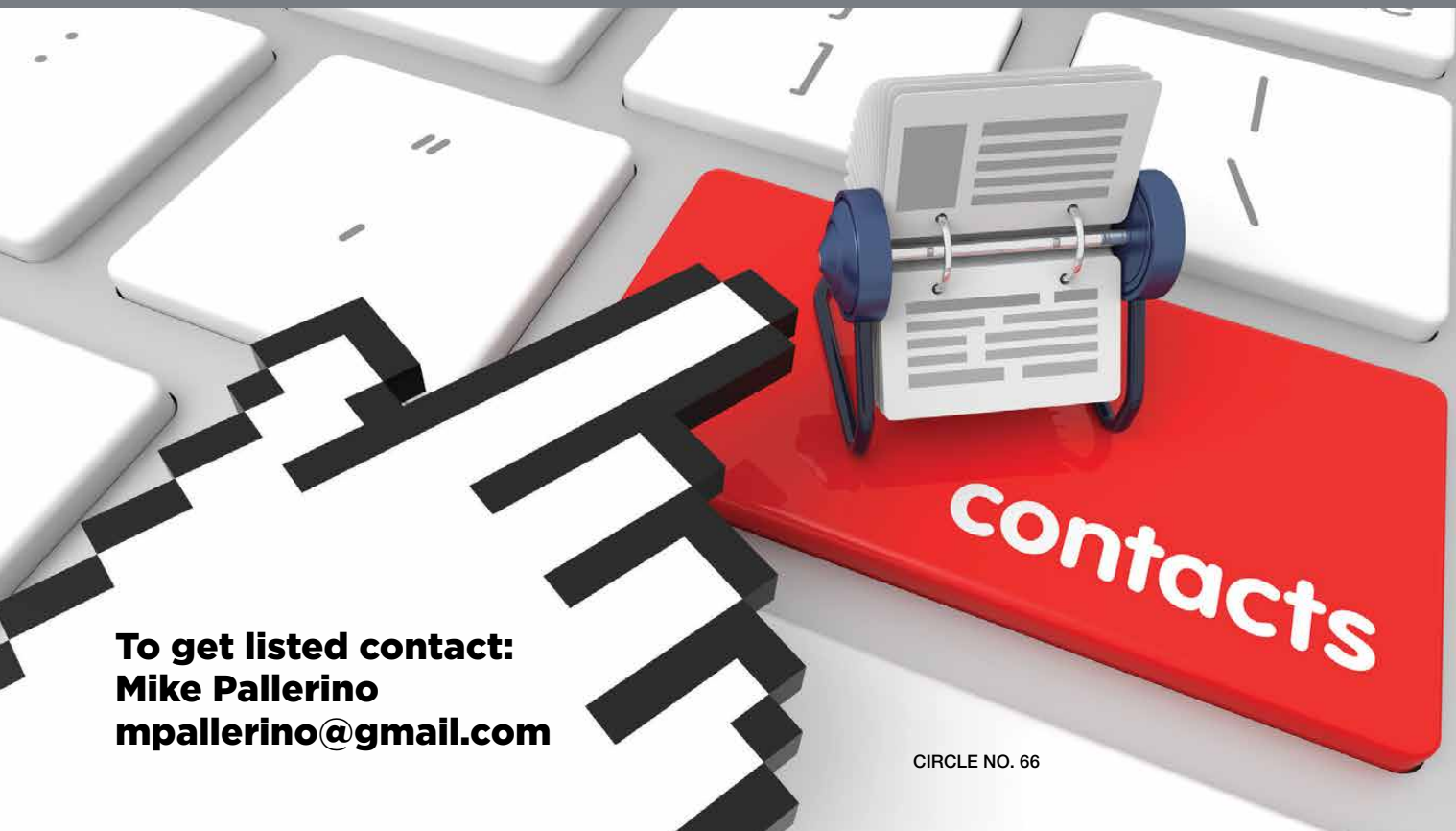
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# Commercial Construction Data

Following is a brief report on new commercial construction projects. The information is presented as a service of **Commercial Construction Data**, a product of *Commercial Construction & Renovation*. For more information, visit [www.cdcnews.com](http://www.cdcnews.com).

PROJECT NAME	CITY	PROJECT VALUE	SQ. FT.	CONSTRUCTION TYPE	START DATE
<b>RETAIL/RESTAURANTS/QUICK SERVE:</b>					
Stew Leonard's Expansion	Norwalk, CT	\$15,000,000.00	10,500	New Construction, Addition	Q1 2022
Highland Avenue Gas Station	Salem, MA	\$900,000.00	3,353	New Construction	Q3 2022
<b>RETAIL/STORES/MALLS:</b>					
119 Braintree Street Redevelopment	Boston, MA	\$110,000,000.00	487,400	New Construction	Q3 2022
Country Camper Showroom & Service Center	Newtown, CT	\$7,000,000.00	31,000	Renovation	Q2 2022
Amherst Street Retail Buildings	Nashua, NH	\$5,000,000.00	21,500	New Construction	Q4 2022
<b>RESIDENTIAL/MIXED USE:</b>					
Riverside Station	Newton, MA	\$300,000,000.00	292,722	New Construction	Q2 2022
La Victoire Bay Village (Our Lady of Victories Rehab and Addition)	Boston, MA	\$30,000,000.00	50,000	Remodeling, Renovation	Q1 2022
Parkside Village I	Branford, CT	\$25,000,000.00	76,000	New Construction	Q2 2022
Geneva Street Multi-Residential Development	Boston, MA	\$5,200,000.00	17,980	New Construction	Q3 2022
<b>HOSPITALITY:</b>					
Harbor Garage Redevelopment	Boston, MA	\$1,200,000,000.00	900,000	New Construction	Q4 2022
Balsams Grand Resort Hotel Renovation - Phase I - Dix and Hampshire Houses	Colebrook, NH	\$143,000,000.00	400,000	New Construction, Renovation	Q3 2022
Silk City Green	Manchester, CT	\$140,000,000.00	800,000	New Construction	Q2 2022
Newport North End	Newport, RI	\$100,000,000.00	526,000	New Construction	Q1 2023
<b>EDUCATION:</b>					
Hopkins Center for the Arts - Dartmouth College	Hanover, NH	\$75,000,000.00	390,000	Addition, Renovation	Q4 2022
George J. Mitchell School Addition - Waterville Public Schools	Waterville, ME	\$1,700,000.00	5,000	Addition	Q2 2022
Hartford Law LED Lighting Upgrades	Mansfield, CT	\$585,400.00	242,000	Renovation	Q2 2022
<b>MEDICAL:</b>					
Massachusetts General Hospital / Clinical and Campus Services Building	Boston, MA	\$1,900,000,000.00	1,050,450	New Construction, Addition	Q2 2022
Danbury Proton	Danbury, CT	\$80,000,000.00	16,000	New Construction	Q2 2022
CA Dean Hospital Modernization	Greenville, ME	\$13,000,000.00	10,000	New Construction, Renovation	Q1 2022
Medical Offices Silas Dane Highway	Wethersfield, CT	\$9,000,000.00	80,000	New Construction	Q2 2022



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Gensis Lighting Solutions	113	55	SMI Sign Systems, Inc.	79	40
Georgia Printco	133	65	The Blue Book Network	108	54
GGI	89	45	Window Film Depot	CVR3	68
Goodwin Commercial	121	60	Wolverine Building Group	115	56
Gray	CVR2-1	1	World Dryer	81	41
Healy Construction Services, Inc.	87	44	Xicato	99	50
Hunter Building Corp	129	63	Yunker	91	46
			ZipWall	15	10



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# Rockin' the trades into the new year

**N**ow that the New Year is a month old and you have cleared out your emails from the holidays, sent your thank you cards, re-charged your batteries and are hopefully optimistic for 2022.

Many of you have made your New Year's resolutions across many fronts, whether it is spending more time with your family, working out in the gym, reading a book you always wanted to finish, and the list goes on.

If you made these resolutions, make sure you finish what you start.

Just like finishing a construction project with that feeling of euphoria of a job well done, the same will be true for your New Year's resolutions.

One of my resolutions is becoming a "Rock the Trades" Ambassador, visiting local schools to get young people to think about trade school and working with their hands instead of going to college.

Our keynote address during our January 2022 Virtual Summit was by "Rock The Trades." The presentation honed in on how they started and what their mission is to help the labor shortage. They have an ambassador program and rockers who are living examples of people who took the trade route and are kicking tail on what they learned. Actions always speak louder than words.

I have already put my plan into action. We have a full-page ad on Rock the Trades in this issue, and I am adding my Rock the Trades Ambassadorship on my LinkedIn and our other social media platforms.

I have reached out to a few of my previous lacrosse/hockey players I coached over the years who have become welders and HVAC techs to confirm if they would join me to tell their stories.

They were honored I reached out, as I used to bark at them plenty as their lacrosse and hockey coach. They have finally realized everything has a purpose to prepare them for the real world. They understand that you need thick skin.

Working is just like playing a sport. You must be on time and give it your all. You will not win all the time, which means you must learn from your mistakes. It is about proper nutrition, staying positive, playing to the final horn and, win or lose, shake hands as a professional.

My next task will be to get shop classes added back in our local schools, which means going to school board meetings and getting them to consider my proposals. It is an uphill battle for sure, but I am prepared for what lies ahead. I will not take no for an answer. As an athlete who still plays Old Man Lax, failure is not an option.

My son has graduated so I have no skin in the game, but I know that today's youth will be running the country one day, and I want to be sure they have the right state of mind in making the right decisions on their career path. There is nothing better than being a plumber, electrician, welder, HVAC tech, mechanic, construction laborer, facility maintenance professional, etc.

Sure, it will take a little time out of my busy schedule, but it will be well worth it. There is a labor shortage in this country, and if we don't do something about it, the future could be very bumpy for us all in the commercial construction and renovation sector.

We are all in this together. Sure, it would be great to see some of you out there doing the same, especially when you cannot find sub-contractors for your projects. Remember this column: It's never too late to get in the game. Every bit helps, so I hope you will join the "Rock the Trades" movement or any other networks out there to help the labor shortage.

So, from all of us at CCR, have a terrific start to 2022. Safe travels. Good health. And have fun while you work. Cross that finish line with a smile on your face with your New Year's resolutions in tow.

As always, keep the faith.





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