

Q1-2 | 2015



# STRUCTURETONE

Organization *Journal*

## QUALITY INVESTMENTS *Lead to a Sound* FINANCIAL FUTURE

(READ MORE ON PAGE 21)

### WHAT'S INSIDE:

- INTERIOR BUILD-OUT
- + NEW CONSTRUCTION
- + REPURPOSING & RENOVATION
- + WELL BUILDING

- FOR:
- COMMERCIAL OFFICES
  - MEDICAL FACILITIES
  - HOTELS
  - UNIVERSITIES
  - LAW FIRMS
  - DATA CENTERS
  - R&D/LABORATORIES
  - TECH SPACES

AND MUCH MORE...



# Guiding Principles

## FROM THE BOARD



Chairman of the Board

As one year ends and a new one begins, we pause to reflect on our successes and challenges from the years past and set goals, devise a plan and **institute changes to guide us into the future.** The last few years within the Structure Tone organization have been dedicated to change and improvement, from our processes and services to management systems and technologies, to better serve our clients and support the daily activities of our employees. The primary driver behind all our decisions has been client service, our core focus since we were founded over 44 years ago.

In 2014 the Structure Tone organization announced the **appointment of three new independent directors to its Board**—Jack Donnelly, John Farrell and Robert Selsam. These professionals have each established long, successful careers in the AEC and banking industries and are consummate businessmen. Their leadership and counsel will provide an impartial perspective to our business and will help ensure that our private company continues to be the provider of choice to clients, maintaining the highest quality and ethical standards in the industry.

We have also **made changes and additions to our executive and senior management** to support the evolving needs of the companies on a day-to-day basis, most notably the addition of our Chief Ethics and Compliance Officer (CECO), Brian J. Fields. Focused on strengthening our corporate compliance and ethics programs, the addition of Brian is the culmination of years of enhancements. He reports directly to our CEO and our Board of Directors operating independently from the business units, while providing them with training, programs and new standards to further strengthen our construction practices and compliance programs.

With five companies making up the Structure Tone organization, we have worked diligently to streamline our delivery methods, standardize our processes and reporting, implement controls and **create a seamless user experience across the organization.** While there is still much work to be done, we are making strides, taking and carefully evaluating the feedback we receive from our clients, consultants and employees to create a best-in-class experience. We are “One Company,” delivering a customer-centric experience throughout the construction process regardless of the service you have procured or location in which you build. <

## EXECUTIVE MESSAGE



Chief Executive Officer

Changes within the organization are driven by many aspects including our management or external factors, i.e. new technologies or best practices, but **some of the most significant changes come from our own employees.** They are our “boots on the ground” building projects around the world, testing new processes, refining existing ones and developing solutions that meet their needs. It is the creativity and ingenuity of our employees which we are most proud. Their recommendations and innovations help us to shape the organization we are today and will become going forward.

This year, we had over 100 employees **participate in a new program, STideas.** The program was developed by a group of employees to encourage innovation within the organization and give their fellow employees a vehicle to inspire change.

The Structure Tone organization has **long supported the growth and advancement of its employees.** They are our future leaders. Throughout the year, employees have the opportunity to participate in a variety of training and leadership programs from ST University to Dale Carnegie training, corporate retreats with FMI and specialized classes focused on a variety of subjects.

As generations age and younger ones enter the workforce, the Structure Tone organization **must embrace their spirit and ambition, while providing them with the skills and mentoring needed to lead the organization.** Thus 2015 marks the inaugural year of our Emerging Leaders program. Participants will convene on a regular basis to discuss trends and innovations in construction, express ideas, establish an inter-office network and delve deeper into the culture and management of the organization. These individuals will be challenged to initiate change and help the organization continue to evolve.

With each new development, program or change, **the organization has been forthright in its communication to its clients, consultants and employees.** Our decisions and programs are guided by one common factor, providing a premium client experience by anticipating needs and delivering service that not only addresses their construction challenges, but their business objectives. <





Courtesy, Creative Art Works

# Building a Future Through the Arts

**S**tructure Tone is a strong supporter of philanthropic organizations and work-force training programs. As an active corporate citizen, one of the organizations we hold dear is **Creative Art Works (CAW)**. The non-profit, founded in 1986, is an outlet for under-served urban youth, empowering and steering them to express themselves through the arts in **New York City**. Currently, thousands of youth are enrolled in CAW programs each year, participating in in-school and out-of-school-time classes, community art projects and youth employment programs.

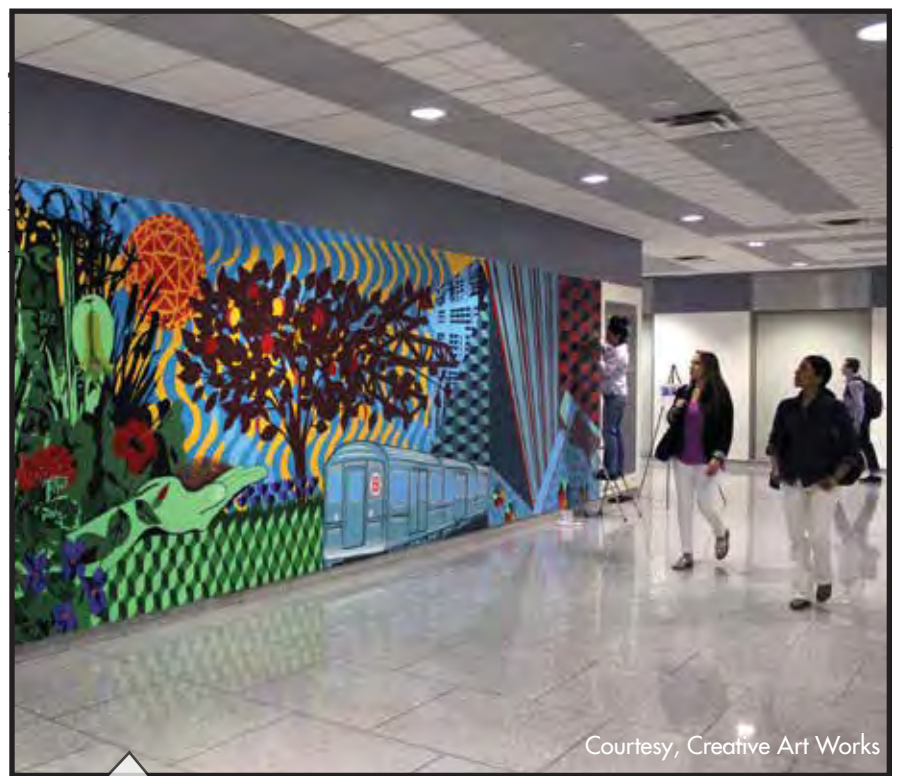
Many New York City corporations have engaged CAW to procure public murals for their corporate spaces. Programs are led by professional teaching artists and staff, but students are involved in the process from initial concept development through client presentation, to final brush stroke and public unveiling. Each mural has special meaning, not only for the youth who paint it, but also for those who see it each day as they travel through their workplaces.

Examples of public art created by CAW youth employees can be seen at three locations in Rockefeller Center:

- ◆ "Gardens of Steel," 1271 Avenue of the Americas (below ground passage)
- ◆ "He Painted the Sun," 1285 Avenue of the Americas (below ground passage)
- ◆ "From So Simple a Beginning," 787 Seventh Avenue (North lobby)

The youth are given guidance on a very personal level. As full-time summer employees, they learn life skills they wouldn't necessarily acquire on their own or through school, such as setting up a bank account, accountability at work and the real-life consequences of showing up late. Such skills build confidence and creativity; encouraging these students to become active and positive members of our community. <

**“**We are grateful for the generous donations of essential art supplies that Structure Tone has provided Creative Art Works for over fifteen years. The vital support of this longstanding community partner to our organization helps bring great art and transformative skills to the lives of young people. CAW's Public Art Youth Employment program provides crucial work experience to young people. For many of our kids, it's their very first job. I know that when executives of Structure Tone visited our mural worksites and met our young artists, they felt fortunate to be part of our mission.” —Brian Ricklin, executive director & CEO, Creative Art Works



Courtesy, Creative Art Works

The finished "Gardens of Steel" on display as tenants pass through 1271 Avenue of the Americas



Courtesy, Creative Art Works

CAW youth employees at work on "From So Simple a Beginning"





The bar in the tasting room is made of dry natural oak, bookended by polished concrete piers, both infused with copper strips, a link to the distillery stills. The furniture is a mix of leather clad, steel backed stools, oak table tops with contemporary stainless steel legs and antique mirrors.



*Breaking of the cask*

*September 2013*





# A Taste of History and Class

Marking an exciting new chapter in their 185-year history and a new variant being produced, **The Tullamore Distillery** has been rebuilt to its original glory in the midlands town of **Tullamore, Ireland**. The campus of buildings includes four handcrafted copper stills, six brew house fermenters, a warehouse for 100,000 casks and a visitors center. **Structure Tone Dublin** led the design/build project, with its partner **MCA Architects**, for the interior fit-out of the 6,500sf **Distillery House**.

Conceived as three connected cubes, retaining the proportion of the old malt kilns, the building is authentically traditional. The malt kilns historically had a distinct roof line, a copper clad pagoda. To distinguish them as a distillery, they are represented in the new building.

The interior of the Distillery House also acts as a conduit between past, present and future. The strong references to by-gone days and processes of the ancient crafts of malting, mashing, triple distillation, aging and blending are mixed with the contemporary culture, values and life. The building had to be “True Irish”—independent, but sure of its origins.

With a mere four months to accomplish the project, construction began with only an outline of the design program. Working in tandem, the details of the design progressed alongside the construction. The owner, **William Grant & Sons**, was intimately involved in the project, helping the team resurrect the old world distillery feeling, while adding a modern day edge to the space.

Upon entering the building through the oak timber doors, the facility unfolds before your eyes. Before you, a contrasting structural glass screen sits

stretched between the timber structure with a copper Phoenix sculpture rising in front. Overhead suspended oak casks filled with whiskey in varying stages of maturity throw caramel colored light from the level above, while others act as lanterns.

Winding up the industrial steel stairs, the expanse of the vaulted pagoda ceiling is revealed above. As one winds through this tangible network of posts, and beams close overhead, one arrives up onto the glass floor of the intermediate level. This level features an exhibition space, allowing the live distillery visuals to blend with historical facts. Like the entrance area below, the caramel colors of the whiskey illuminate the space.

The first floor bar and dining area runs true to the brand’s message—a contemporary twist. A place of work and play, a working blending space and a pub. Whiskey can be savoured while the master blender can be witnessed hard at work. Here an oak, wide plank floor extends through both spaces, being divided by a frameless glazed screen and doors.

Like a traditional Irish setting, the low timber ceiling provides comfort and depth. Linear dropped slots of light and antique mirrors throw the traditional feel on its head while dragging the user deep into the blending room, dematerializing the glass screen between the spaces.

The master blender’s space is a working display case. The finishes within the bar extend seamlessly, always speaking the same language. The huge polished concrete blender’s counter infused with copper linking to the distillery stills, with a solid rustic oak base toothed into the concrete once again reinforces ideas of craft, honesty with a twist. Solid oak and glass cabinets up light the honey dew and caramel whiskey filled flasks.

The second floor entertainment venue is reserved for the elite VIP and brand ambassadors. The gentleman’s club feel abounds with the rich worn antique leather chairs, occasional tables and soft



©Donal Murphy Photography

Rich timbers rise up to the pagodas above displaying the depth of the natural wood finishes

fabric couches. Background lighting is provided in a more personal manner by the use of lamps.

The first space is dominated by the parting timber doors revealing the distillery beyond. Serviced from the dumb waiter, concealed behind rich timber paneling, the dining setting once again excludes this meeting of worlds, dark oak tables and contemporary plush deep red seating.

“*Structure Tone and MCA delivered a five-star facility the William Grant & Sons are extremely proud of, staking their claim and place within the fastest growing whiskey market now and into the future. The team worked tirelessly with us to ensure that our vision and brand were represented in the design and construction, while holding true to the historic roots of whiskey distillation here in Tullamore.*” —Caspar MacRae, global brand director, Tullamore D.E.W.

To accomplish the project, the team coordinated with the base building contractor, who was still busy finishing the building and working with the distillery’s main contractor. Situated in the heart of the campus, construction was literally taking place all around. The entire campus had the same completion date to accommodate the grand opening. Through a cooperative effort the entire campus construction team achieved that date.

Distillery House exudes an authentic character, blending the past, present and future of the company while expressing its own, unerring optimism for the future of Irish whiskey. <



©Donal Murphy Photography

An exclusive experience, the second floor offers a multi-functional flexible space with vaulted ceilings reminiscent of the malting houses of old





# The Power of Partnership

With 11 locations across the US and offices in Pennsylvania, New Jersey and New York planned for renovation or construction, law firm **Drinker Biddle & Reath LLP** developed a relationship with **Structure Tone** that resulted in three stunning, unique offices that effectively utilized the floor space, and planned for future growth while implementing their national space usage plan. Building upon the success and lessons learned from each project, they applied these efficiencies to the preconstruction process—the key to the success of each.

Our team finished a 154,000sf renovation in **Philadelphia, PA** after successfully completing work in Florham Park, NJ and New York, NY. The project was completed in three phases over 11 months with five months of preconstruction.

Together with CBRE, our team spearheaded a significant value engineering effort that reduced the overall project budget by 20% without impacting design intent. “This feat was accomplished by working together to dig deep and identify areas where cost savings could be realized,” said Dermid Kelly, vice president, Structure Tone. “We developed a prioritized list of value engineering options and detailed cost savings for each item all the while keeping our eye on the project schedule.”

The work on seven and a half floors consisted of upgrades to the conference, training and multipurpose rooms; collaboration zones; open office areas; reception and the seven-story communicating

stair. Renovations to the core areas included elevator lobbies, toilet rooms, pantries, copy rooms, file rooms and high density file systems. In addition, Drinker Biddle installed new or highly modified mechanical, electrical and plumbing systems.

All work was performed around Drinker Biddle’s operation, as they remained in the space. To maintain the professional office atmosphere, the project team regularly communicated with Drinker Biddle and their employees to keep them abreast of the upcoming work, employee moves and changes to the workspace. Personnel were relocated to swing space as work progressed, then relocated to their permanent locations.

Drinker Biddle expressed the need for a more efficient and technology-driven space in **Florham Park, NJ**. Long-lead items and value engineering were a focus of the 60,000sf project. To achieve a consistent look throughout the offices, materials used in Florham Park and later in Philadelphia were selected and/or reutilized including fixtures, acoustic ceiling tiles and flooring. By utilizing similar materials, the team was able to negotiate material costs and reserve production slots with the manufacturer. Identifying and procuring these items during preconstruction guaranteed their on-time delivery to the site.

Our relationship with Drinker Biddle originally began in **New York, NY**. The firm was moving to a new location and we demolished the old space and fit it out with a new, contemporary design. By responding to a challenging schedule, working with the client to meet their deadlines and delivering a high-end space within budget, our team became a trusted advisor to the firm. The firm subsequently hired us to complete another floor in the building and support their expanding presence in New York.

“The Structure Tone team did a superb job handling our build-out from start to finish, including going above and beyond the scope of their engagement to ensure our satisfaction. We are extremely pleased with our new space and very much appreciate Structure Tone’s professionalism and team work.” —Michael E Rothpletz, partner, Drinker Biddle Reath, LLP

All of Drinker Biddle’s new spaces incorporate and promote sustainability, maximize views and access to daylight and reduce paper files. Both the Philadelphia, PA and Florham Park, NJ offices have achieved LEED® Silver certification.

A partnership has been formed as our team has successfully met Drinker Biddle’s needs and supported their growth. <



©John Baer/Building Images Photography

The conference rooms in the NYC location have a sleek, contemporary feel









**BEST INDUSTRIAL/INSTITUTIONAL  
PROJECT OVER \$10 MILLION**  
General Building Contractors  
Association (GBCA)

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# BIM Brings a Team Together

The design, construction team, **L.F. Driscoll**, and **Temple University** representatives put the University's motto—Perseverantia Vincit or "Perseverance Conquers"—to the test for the construction of the **Mitchell and Hilarie Morgan Hall** complex. As a key project in the Temple 20/20 Masterplan this 703,000sf, LEED® Silver certified complex contributes to transforming the University into a community-engaged, pedestrian-oriented, academic and cultural destination in **Philadelphia, PA**.

The Mitchell and Hilarie Morgan Hall project is exceptional, not only because of its impact on a rapidly changing section of Philadelphia, but also because of its landmark use of virtual construction/BIM during construction, and how it helped Temple University achieve another step in its Masterplan. Located at the southern edge of Temple's campus, the new buildings serve as the institution's gateway entrance along the approach from Center City.

The project, which takes up one city block, now provides 1,285 beds for student housing, meeting a key University need. Designed to accommodate modern University living each suite includes two bedrooms, two full bathrooms, kitchenette and common living area. Groups of suites, 60 in each, share two-story, glass-enclosed student lounges creating smaller communities within the larger complex. The dining/retail hall has seating for 700, an outdoor café, and lounge/study space, plus meeting and event space.

The Hall includes 27-story and 10-story residential buildings, plus a three-story dining and retail hall. The complex forms a rectangle and, in the center of that rectangle, features an elevated 45,000sf landscaped terrace and green space. Below the terrace is a 40,000sf, one-story, 70-space parking deck. The 27-story residential hall tower is now the tallest building in North Philadelphia.



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The complex is LEED® Silver certified, with 50% of the site maintained as open space and 95% of construction waste diverted from landfills

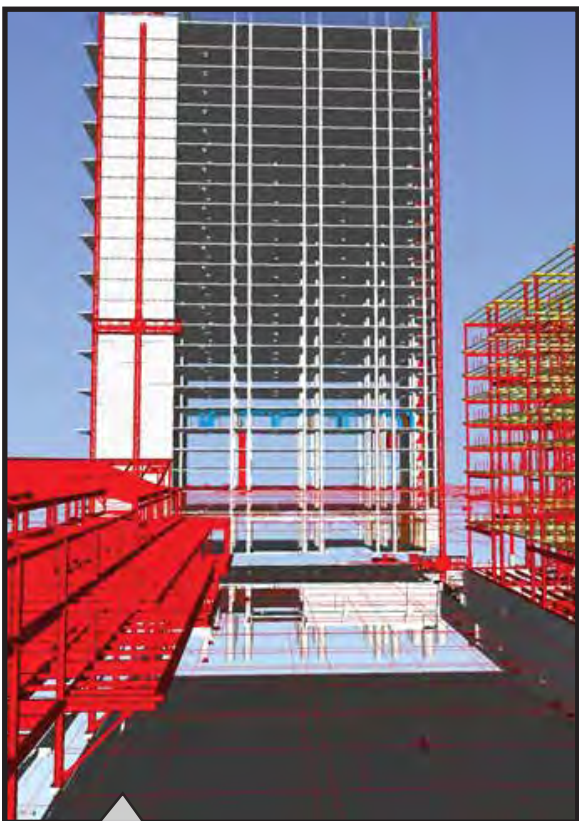




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Coordination with Temple and the owner's representative, AEGIS Property Group, enabled L.F. Driscoll to mobilize and start work quickly. "L.F. Driscoll was clearly the best team to select for the project for many reasons beyond just the company's experience," said John Cacciola, partner, AEGIS Property Group. Temple asked L.F. Driscoll to first provide a re-engineered design to reign in the expanding project costs.

"We are an industry leader in using BIM on our projects, but here we took BIM to a different level," said Jim Gallagher, senior project manager, L.F. Driscoll. "We used it for the structure and building envelope, and that was a life saver." With an eye on the final completion date, the virtual construction and field teams got to work quickly and collaborated daily. Work sessions were held with all parties participating, which not only helped the team quickly work through challenges but enhanced the rapport and camaraderie of the team.



By constructing and coordinating the project in the virtual world, the team was able to plan the staging and sequencing issues before arriving on site

A key feature of the re-engineered design was the changes in the structural system. The team went from structural steel and composite deck for the complex to: post-tension, cast-in-place for the 27-story tower, girder slab for the 10-story tower and conventional steel and deck for the dining/retail hall. The model threaded temporary structures and mechanical systems through three different structural systems; it showed where the façade clashed with post-tension cabling; as well as the placement of miscellaneous metals to remain exposed after the concrete pour to support interior walls. Use of virtual construction was critical since foundations were already in place. These elements were modified and corrected early, saving Temple money that would have been spent on change orders.

*"To plan such a comprehensive project requires the dedication and talent of hundreds of people as well as a process of ongoing collaboration through thick and thin that focuses on a shared aspiration to create something of lasting value." —Daniel Kelley, FAIA, partner, MGA Partners*

The virtual construction model was successfully used in planning the project logistics as well. The team was able to efficiently orient themselves with the site, determining laydown areas, placement of materials and equipment and the ultimate sequence of work. For example, the required placement of the temporary mast climber scaffold platform for the Tower's south elevation masonry installation conflicted with the structure of the dining building. Through the model the team adjusted the location of steel members and "needled" the mast climber through the framing. Remedied in advance this also helped keep the project on schedule. Here, L.F. Driscoll showed that BIM has wider uses in the industry's future.

Our team persevered, worked together every step of the way, utilized technology to its fullest and overcame the construction challenges to remain on schedule and enthusiastically awaited the first students to move it. <

# RETIREMENTS 2014–2015

After years of hard work and dedication to the Structure Tone organization, there comes a time when our employees hang up their hard hats and head for retirement. Words cannot express our sincere thanks and appreciation for the years spent making our organization better and stronger. Thank you!

- Donna Auteri, Woodbridge
- Nelson Cardenas, New York
- Ken Coyer, Woodbridge
- Eli Lejb, Stamford
- Mike Malloy, Boston
- Eric Myers, New York
- Brian Pearson, New York
- Mohan Ramaswami, New York
- Richard Sacks, Washington, DC



L to R: John White, Jr., Donna Auteri, Ken Coyer & Bob Mullen

# REBUILDING TOGETHER

When it comes to helping those in need, Structure Tone Southwest Houston and Gensler Houston stepped up as volunteers to help support Rebuilding Together, an organization working to preserve affordable homeownership and revitalize neighborhoods. Our team of volunteers came together for the second year in a row to work on renovating a home, at no cost, to the homeowner.



Houston volunteers including regional vice president, Chris Talley, and director of healthcare and higher education, John Dennis, and Laurey Lucree from Gensler.





**NEWIRE ACHIEVEMENT AWARD  
FOR NETWORKING**  
*NEWiRE*

**AWARD OF EXCELLENCE — BEST NEW  
WORKPLACE/LARGE RENOVATION**  
*CoreNet Global New England Chapter*

**BEST MEDIUM SIZED OFFICE**  
*International Facilities Management Association  
(IFMA) Boston*

**BEST INTERIOR DESIGN/TENANT  
IMPROVEMENT — MERIT AWARD**  
*ENR New England*





# A Transformation in Culture and Layout

Can the design and layout of an office space truly transform the culture of an organization? This topic has been hotly debated by professionals in the AEC industry. **Iron Mountain**, along with its design and construction team, Margulies Perruzzi Architects and **Structure Tone Boston**, respectively, have proven that it can.

With 24 months to redefine the culture of Iron Mountain's headquarters in **Boston**, the firm assembled a group of professionals with which they had long-standing professional relationships. Brought on as trusted advisors the team helped Iron Mountain:

- ◇ identify potential sites
- ◇ conduct due diligence and feasibility studies
- ◇ establish goals for the design and construction of the workplace, and define workplace strategies incorporating new corporate policies and reaffirm their commitment to healthy living
- ◇ ensure that the new program would meet their budgetary and schedule requirements.

Their existing offices, spread across nine floors, did not promote collaboration. Solid walls and offices lined the floors and shut off employees from one another. Without the opportunity for informal collaboration, conference rooms were in demand. However, they were overbooked and under-utilized. The organization of the amenity spaces on each floor was disruptive. The space simply did not reflect the company's global reach and professionalism.

The challenge was to create a high-efficiency workspace. The result was a complete re-envisioning of its global headquarters—a two-story, flexible, open plan work environment with varied types of collaborative spaces from conference to huddle rooms; executive briefing center; extensive branding; the implementation of a new mobile worker program—"Mobile Mountaineering"; and a healthy, LEED® Gold certified headquarters.

The new space substantially reduced the number of private offices, placing them in the interior of the space to keep perimeter windows open and incorporate natural light. Low height workstations with frosted glass panels are arranged in "neighborhoods", encouraging collaboration.

Iron Mountain took this opportunity to formalize their mobile workforce program. Branded "Mobile Mountaineering," 150 employees enrolled in the program. Mobile Mountaineers, as they are called, share reserveable workstations that are sprinkled throughout the office neighborhoods.

Conference space more than doubled in the new headquarters, increasing from 14 to 31 rooms. They are clustered around oval branded "nodes," creating informal breakout spaces, reinforcing brand attributes and are separated from work areas to prevent disruptions. Four-person huddle rooms and two-person "nooks" were also created to allow space for smaller, informal collaboration or private conversations that would not tie up larger conference rooms.

A monumental stair created between the floors promotes better connectivity and flow throughout the space, and increases chance encounters with fellow employees. Glass office fronts and conference space create better visibility and presence within the office.

To support the collaborative environment and the mobile workforce, Iron Mountain increased its use of technology to improve productivity, and in some cases to benefit staff health and well being. Flat screen panels are found throughout the space for video conferencing and presentations, connecting employees around the globe. A high-tech room reservation system was incorporated to maximize the usage of conference space. Wireless headsets provide flexibility to staff and allow them to move freely throughout the space.

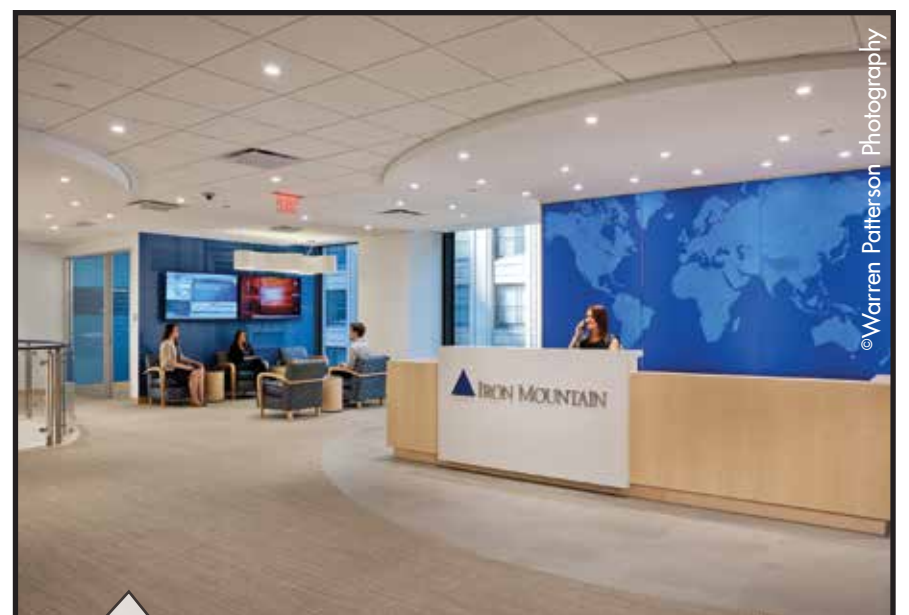
Sustainability was a priority for this LEED Gold certified project. The design was focused on bringing in as much natural light as possible. All equipment and appliances are Energy Star rated, low-flow plumbing fixtures reduce water usage, materials specified have low to no VOCs as a means to improve the indoor air quality. During construction, measures were taken to ensure that debris did not enter the mechanical system, and 85.41% of construction waste was diverted from landfills.

*“An office project of this size and complexity—and executed within a tight timeframe—required a skilled team of real estate, design and construction professionals. The success of this project is a direct result of the proven collaboration and commitment of each of these contributors.” — Sarah Abrams, senior vice president of global real estate, Iron Mountain*

As part of Iron Mountain's holistic approach to wellness, they incorporated healthy options into their amenities. The Vault, a café style cafeteria with full kitchen now offers new menus and healthy food choices. A multi-use wellness room is located on each floor. These are available to nursing mothers, for physical rehabilitation or on-site health coaching provided on a weekly basis for the staff.

The established relationships of the team were crucial, given the fast-track nature of the project. "It was a great collaboration working with Structure Tone on this project," said Janet Morra, AIA, LEED® AP, principal at Margulies Perruzzi Architects. "There were many design changes throughout the project but the team worked really well to keep things going and not change the move-in date. It was impressive."

After careful evaluation and analysis of Iron Mountain's programmatic needs, the team designed and constructed a headquarters that supported their global brand. Through the process they implemented a mobile workforce program, reorganized workspaces and reduced the company's real estate square footage. Despite the reduced office size, the team was able to substantially improve collaboration space and promoted greater communication between employees; provide opportunities for interaction and collaboration, while offering employees flexibility and mobility in their work environment; and created an experience that truly represents Iron Mountain's offerings and brand values. <



An executive briefing suite adjacent to the main reception area features a large boardroom with adjoining prep kitchen and a separate waiting area, restrooms and a coat/luggage closet





# Driving Success

**Q**uality, durability and reliability. **Toyota** builds cars and Structure Tone constructs spaces with those values in mind. When Toyota was in need of space in **Plano, TX** quickly, they knew **Structure Tone Southwest Dallas** could expedite the construction while holding true to their core values. Built in a mere four weeks our team worked closely with the architect, building management and the City of Plano building department to accomplish the fit-out.

Completed on a very aggressive schedule, the project consisted of private executive offices, video conference rooms and an open office area with systems furniture. Features included glass wall panels with decorative film, custom millwork, motorized roller shades and heavy A/V equipment in the executive offices and video conference rooms.

The scope of work also included the installation of three CRAC units. Two CRAC units for a redundant system were installed in the main telecom room and one CRAC unit installed in the IDF room. The project required the installation of a 30kVA UPS system in the main telecom room for emergency power to the IT equipment.

“The schedule requirements and city approvals for permits and inspections were two of the biggest challenges,” noted Jody Reed, Structure Tone Southwest project manager. “It was through our strong relationship with the City of Plano that preliminary inspections were conducted and the permit process expedited.” Communication with the Building Inspections Department and the Fire Department for the City of Plano was a key factor in being able to complete this project in such a short timeframe with a team working double shifts, seven days a week.

**“Keeping the project on schedule and on budget required input from the whole team. Structure Tone Southwest and its subcontractors attended design meetings along with the client and architect, providing insight into the project goals to prepare for construction. Estimating and operations staff were on board from the start so there were no surprises when we started breaking walls. Everyone was committed to reliably delivering quality to Toyota throughout the construction.”**—Juan Cariaga, project superintendent, Structure Tone Southwest

Understanding the need for double shifts, all overtime requirements were budgeted and planned for in advance. With no schedule and cost surprises the work was successfully completed on budget. <



Open office areas encourage communication and flood the space with light

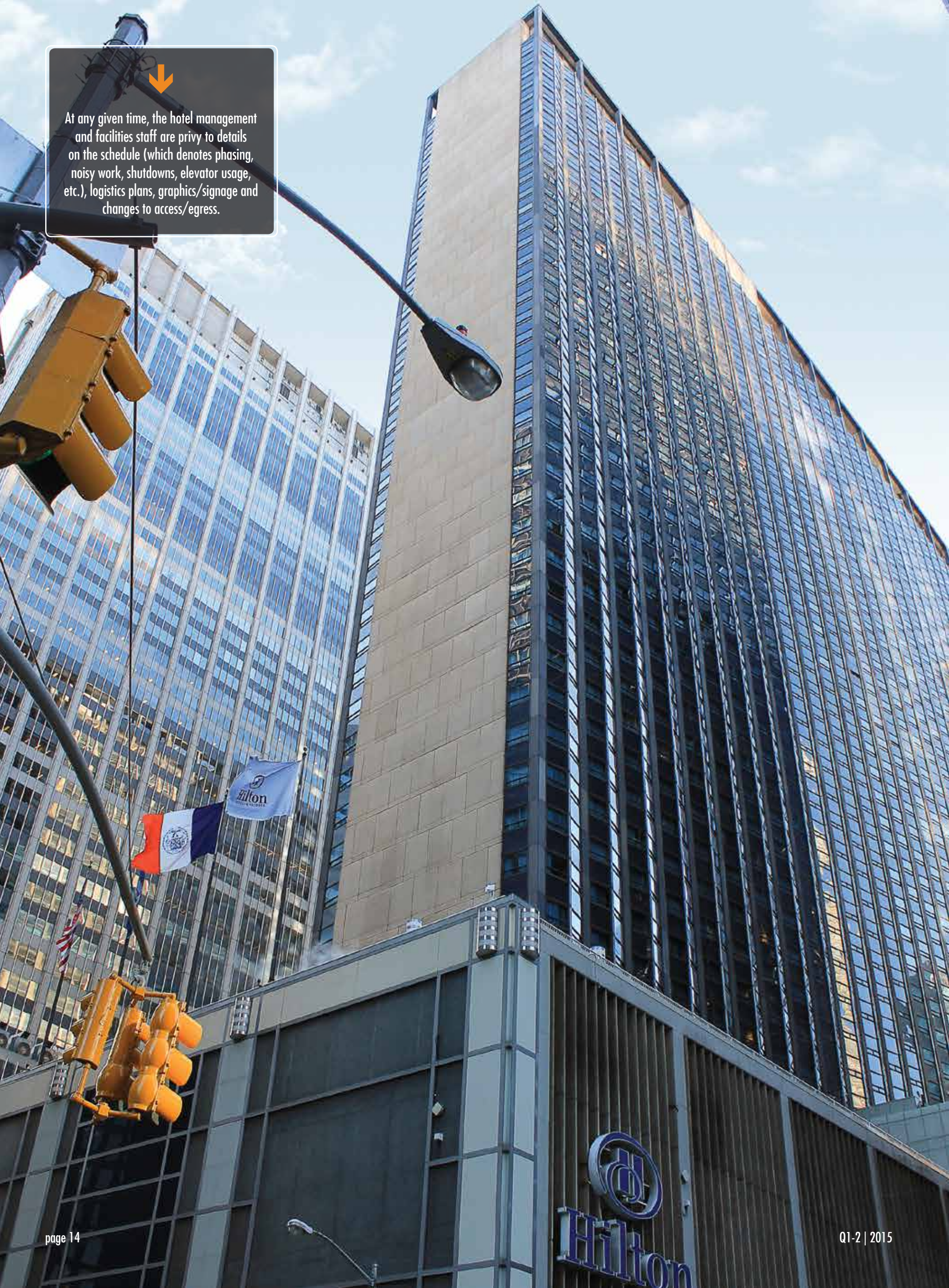








At any given time, the hotel management and facilities staff are privy to details on the schedule (which denotes phasing, noisy work, shutdowns, elevator usage, etc.), logistics plans, graphics/signage and changes to access/egress.





# Planned to Accommodate Changes

In the city that never sleeps, keeping two Midtown hotel properties open to the public while they are renovated and amenities are added is a challenging feat in planning and preparation. Currently working on three projects in **Manhattan** for **Hilton Worldwide, Structure Tone New York** attributes the success of these projects to the Team performing the work and their involvement in the preconstruction effort. Three months of preconstruction was necessary to get organized and to schedule all the components of the work around the on-going operations of the hotel.

The first project is at the **New York Hilton Midtown**, where 426 guestrooms and suites on eight floors (23–28 and 34–35) are being renovated in less than four months. The scope of work includes new floor, ceiling and wall finishes; lighting and plumbing fixtures; upgrades to select bathrooms for ADA compliance; and fire alarm upgrades and new risers as well. Additionally, suites are receiving electrical and mechanical modifications and the finishes within the space are being upgraded to the best in the industry.

Having an experienced team that has worked together and delivered the quality Structure Tone expects, facilitated the preconstruction process—the key was in the preplanning. With our extensive portfolio, and our large base of subcontractors we were able to assemble a team of professionals that shared a large knowledge base from their previous work together. Through their shared experiences in the hospitality industry they worked through each detail of the project to adequately provide the time and resources needed to complete the work. “The collective team understands the means and methods necessary to complete this many rooms in a timely manner, stay on schedule and how to be unobtrusive in an active, occupied hotel for the duration of the project,” noted Max Brocato, project manager at Structure Tone.

Work at the Midtown hotel will continue with a retail project—project two, which entails removing the Sixth Avenue motor court, extending the building over this reclaimed space and constructing four new retail stores. Phase I entails moving the motor court behind the building. In preparation for this project, our firm is currently making major aesthetic improvements to this “back door” lobby space. This area will become the main drop-off entrance for cabs, and to accomplish this, we must take space from the hotel to gain a drop-off lane. We will also need to keep the existing driveway space and access to the parking garage open during construction.

Phase II of this project is the construction of the building extension and fit-out of the retail space. Over the course of four months the team will expand the building, which will require asbestos abatement. Detailed logistics plans have been created to protect the hotel visitors and staff, as well as the public outside during this process. The new exterior will be comprised of metal, glass, concrete and steel, built to showcase the retail storefronts.

Over at the **Hilton Grand Vacation Club**, project three, which is Hilton’s timeshare property, we are upgrading the high-end finishes and implementing new brand standards. This work affects condos on the 36–37<sup>th</sup> floors—52 one-bedroom suites. The scope of work for this includes rebuilding the entrances to each of the rooms, taking space from closets to make bathrooms bigger, and refinishing the space with plumbing, tile and modern finishes. Each room is also receiving new solid oak with walnut veneer doors and fire system upgrades.

## FAST FACTS

- ◆ 14-weeks for each significant phase (guestrooms, motor court, retail space, condo conversion)
- ◆ 200,000sf of guest room work

Information on each project is being managed through Autodesk® BIM 360™ software, which allows field workers to store and view information, and communicate it seamlessly to other members of the team for each of these projects. Established during the preconstruction phase, the construction blueprints, shop drawings, specs and submittals are now available to the team directly on a tablet device as they work on-site, which facilitates the quick review of information and resolution of questions. Protocols for file storage and sharing were implemented with input from the team.

By using the collaborative tool the team has reduced the project costs, from expediting the turn-around of information to reducing the volume of paper



©Courtesy Hilton Worldwide

## The ballrooms were given a complete overhaul

used on the site. It has also been a major time saver as well—our team is on-site constantly, as opposed to spending time in the field office reviewing and working with physical drawings and documents. The drawings are now literally in the palm of their hand. Also used in meetings to illustrate work being performed and to show detail, the program helps expedite decisions and courses of action.

As the team approaches the end of each scope of work, they are using the software as a punch-list tool, enabling the superintendent to “walk” the site, create and label an item by trade, take and link photos to the created items. A formatted punch-list is generated that can they be emailed to the trade responsible for the work.

Early involvement of the subcontractors, detailed planning sessions and a streamlined file and communication structure has led to the efficient management of the hotel upgrades. The upfront investment in preconstruction has been beneficial to the hotel. The projects are progressing with minimal impact to the bustling buildings and their overnight guests, event participants, employees and general public. <



©Courtesy Hilton Worldwide

## The executive floor guestrooms feature new high-end amenities and modern, stylish finishes





EXCELLENCE IN CONSTRUCTION AWARD,  
INTERIOR RENOVATION — MERIT AWARD  
*Associated Builders and Contractors (ABC)*

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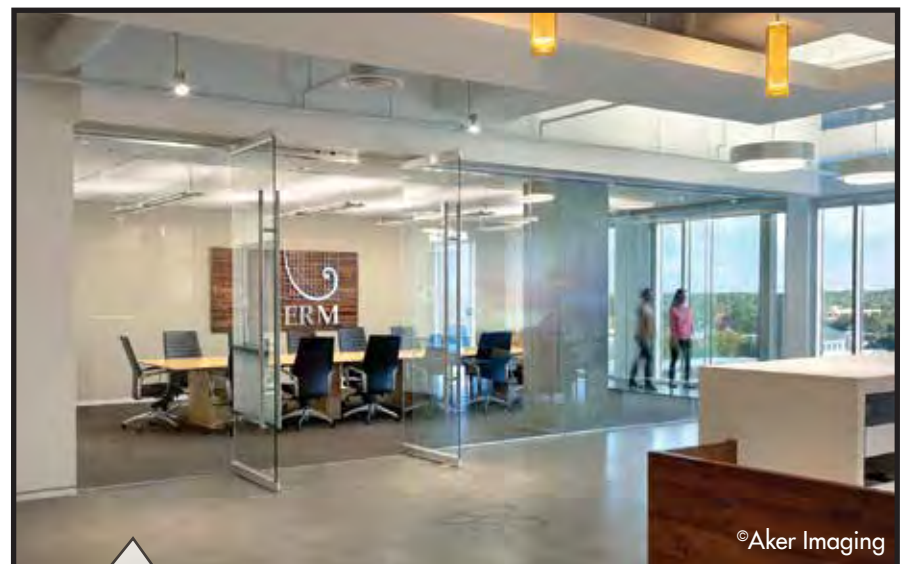
# Sustainable Future

With climate change and clean water resources shrinking, sustainability is at the forefront of many companies' thoughts these days in every industry. **Environmental Resources Management (ERM)** helps other firms create innovative solutions for their sustainability challenges. When in need of a new **Houston, TX** space, ERM turned to **Structure Tone Southwest Houston** for the fast-track, LEED® Silver-equivalent interior construction. Our extensive knowledge of sustainable construction requirements as well as our experience with fast paced and challenging interior projects were key to our selection as ERM's general contractor.

With the base building under construction as the fit-out for ERM began, our team coordinated closely with the developer and their general contractor to overcome the challenges of the dual construction projects. For the majority of our schedule the base building did not have vertical transportation or permanent power. Structure Tone Southwest utilized the building stairwell to painstakingly hand-stock the project on the fifth and sixth floors. Construction materials including 1,200 sheets of drywall, 400 boxes of carpet tile, glass, metal, HVAC units and light fixtures were carried up the stairs for installation.

The 45,000sf fit-out consisted of an open concept office with abundant areas for collaboration. The space includes conference rooms, employee break areas and a kitchen. Large graphics and high-end finishes were used

*“Because of Structure Tone's dedication to quality work and safety, our expectations for the project were exceeded and we are extremely pleased with our new office space. We greatly appreciate the dedication and positive attitudes they demonstrated throughout the project.”* —Peter J. Gagnon, P.E., BCEE, senior partner, Environmental Resources Management



©Aker Imaging

Glass-fronts and stenciled concrete flooring add modernity to the space





©Aker Imaging

Natural elements reinforce ERM's commitment to sustainability — reclaimed wood, glass, concrete

throughout the work space to add beauty and visual interest to the office.

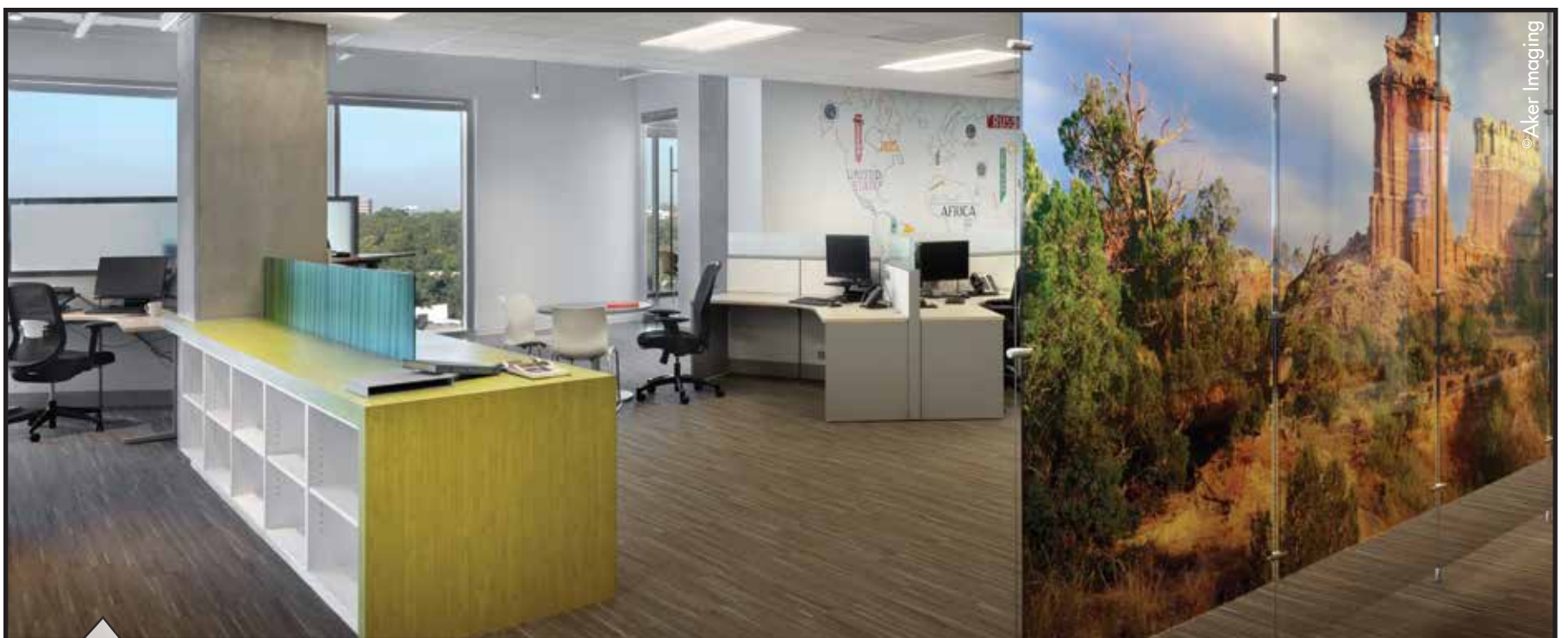
To add depth to the space an acoustical cloud ceiling was used, which was replicated on the floor using exposed Bomanite—a decorative concrete finish. To maintain the design aesthetic while providing a pathway for electrical, fire alarm, security and IT infrastructure over 600lf of four-inch conduit was installed in lieu of cable trays. The open ceiling design proved to be a challenge not only for the MEP elements that are typical-

ly hidden in the ceiling plenum, but also for the hundreds of individual LED light fixtures within the open areas and had to be individually hard piped into place.

Although the client did not end up pursuing LEED certification the space was built to LEED Silver standards. With a keen eye on sustainability our team salvaged five-inch antique heart pine planks for use in the elevator lobbies. This reclaimed wood came from the roof deck of a cotton company in Galveston. Reclaimed wood was

also used in the reception area to create a unique reception desk. Structural concrete columns were acid washed and sealed to continue the natural look through-out the office space.

The project received a certificate of appreciation from Shaw Contract Group for the use of post-consumer recycled carpet. This step helped to eliminate landfill waste and also contributed to the project's recycling program. The new offices for ERM were built with sustainable features supporting both the environment and their core mission. <



©Aker Imaging

Large graphics adorn the partition separating the employees workspace from their lockers





# Super Smiles

**D**esigned to inspire adventure (and provide a distraction) for the young patients who walk through the double doors of **Dentistry for Children**, the office is decorated in a whimsical travel theme: Ports Around the World. The hand painted murals of far-off places and exotic animals coupled with bright vibrant colors help the children relax before their check-ups in the 4,150sf dentist office constructed by **Structure Tone's Washington, DC office**.

Patients are greeted at a cruise ship registration desk. Once checked in they begin their journey in the 500sf waiting area, which is adorned with a two-story clubhouse. As the patients explore, they can climb about the clubhouse, which is a frame platform with metal joists. The lower level features a theater with a wall mounted television screen and two rows of platform seating. The upper level has a gaming space with additional televisions.

From the waiting room the young passengers continue on their expedition and are led through the facility to an open area hygiene bay. The remainder of the back-of-house space includes three quiet rooms. Each individual 10-ft x 10-ft room utilizes hard drywall in the ceilings and is sprayed with insulation to ensure soundproofing. There is also an operatory bay and adjoining sterile room, two consultation rooms, an x-ray room, three separate bathrooms as well as doctors' offices and staffing room. One quickly forgets that they are in a dentist's office as they take in the hand-painted murals and custom artwork by Tina Bishop.

Structure Tone project manager, Paola Lyle comments, "The space is very kid friendly and cheerful with hand painted walls; each room has its own theme to amuse the patients and there are televisions above each dental chair." While it may look fun and carefree, there were challenges the team had to overcome to achieve this effect. Lyle continued, "The owner's representative, DTZ; the architect, RDA; the contractor, Structure Tone; and consultants worked together as a design/build team to vet the details in the design and achieve the intended function of the space." Constant communication was critical to keep the fast-track schedule and meet the firm grand opening date.

The scope of work included adding all new HVAC, plumbing and gas to service the new dental office, however, details of the mechanical installation were added to the scope after construction had begun. To prevent delays in the schedule, the project team completed the construction work around open ceilings to allow for mechanical ties in at a later time.

Coordination with all the subcontractor and vendors was a key aspect to successfully completing this project. The team coordinated with Benco Equipment, the dental equipment vendor; as well as with a third party inspector for the medical gas installation.

Due to the location of the dentist office—in the middle of a retail complex with multiple stores and adjacent to a popular deli—the project team worked with the neighbors to ensure that exterior work and deliveries were coordinated around the malls peak shopping and dining hours. They were also conscientious about the curb appeal at the new location and maintained a meticulously clean site.

The new office in **Herndon, VA** is now helping many young passengers develop healthy habits and eliminate the fear that can often be associated with a trip to the dentist. <



The inviting reception area is where kids begin their dentistry adventure





SOME BEACH  
SOMEWHERE





The refurbishment is pending LEED® certification: LEED NC Silver and LEED EB O&M Gold level in both programs





# Integrating Technology into the Historic Fabric of London

Standing side by side, 60 Victoria Embankment (60VE), built in the late 1980s and an old school building, built more than a hundred years earlier were transformed into **J.P. Morgan's** world-class EMEA headquarters for its Asset Management business, marrying the rich history of the school building and the modern, technology-rich needs of a global firm. Renovating the buildings, which remained unchanged since their construction, required the dexterity and resourcefulness of an experienced team. **Structure Tone London** partnered with the client and their consultants to deliver the project.

The 400,000sf refurbishment was the embodiment of sustainability, retaining the old, while bringing it up to modern standards without burdening our natural resources. The team established an innovative approach in response to J.P. Morgan's three main challenges:

- ◇ transform the entrance, reception area and conference space, joining the past with the present, providing a high quality experience for clients
- ◇ open the shadowy floors creating bright collaborative spaces, upgrade all building systems and accommodate new technology
- ◇ do it while the building remained occupied and fully functional.

## ENGINEERED TO ENHANCE THE VISITOR EXPERIENCE

To create a dramatic, grand entrance the two separate buildings were joined together with an elegant, transparent glass reception box, one of only three comparable in the world—which makes a bold statement to visitors. The box needed to be assembled with minimal metallic supports or components. Following appointment, the team quickly assembled to discuss how this would be achieved. Options were presented to the design team, mock-ups were assembled and the team devised a final solution.

Creating this extraordinary entrance required enlarging the existing reception footplate and head height, while maintaining uninterrupted sight lines throughout the lobby. Extensive structural work: an outer sheer wall, two columns supporting the main building, the second floor concrete deck; and MEP systems: main security room and an electrical switch room supporting the data centers critical services stood between the Structure Tone team and J.P. Morgan's vision. The team skillfully devised a solution to deal with each element, relocating critical services and keeping the facility on-line throughout construction.



The foyer was subject to CFD modeling to optimize energy usage by allowing refinement of the envelope and air conditioning design

The two columns were removed, which required four five-ft deep trusses to be inserted through the side of the building and connected to the strengthened columns outbound of the ones being removed. The trusses were loaded from the third floor and jacked down, creating camber in each one and lifting the building load from the columns.

“The building reacted as we expected,” noted John Roycroft, director, BDP. “All trusses were fully loaded and ready to be connected to the top section of the columns. Each truss was seam welded and connected to the two columns. As the loads were removed from the hydraulic jacks, the trusses pulled back on the columns changing their state from compressed load bearing to tension,” explained John.

An entrance of this magnitude had a number of unique design characteristics. It is comprised of laminated heat-strengthened glass fins and beams supporting a glass façade and roof, which significantly challenged four independent structural support conditions:

- ◇ the 135-year-old north wall of the old school building
- ◇ the 25-year-old south wall of 60VE
- ◇ a new foundation to support the façade
- ◇ new roof-level beam spanning both buildings.

“We wanted to create a space that would leave a lasting impact on visitors and provide staff with a space they wanted to work in. The team has worked hard to achieve this and we believe the refurbishment has completely lifted the building and blown new life into it.” —John Robinson, EMEA head of design and construction, J.P. Morgan

The new glass atrium achieved a common look and feel between the two buildings, visually linking the old and new. A helical staircase creates a visual and a functional link to the original foyer of the old school building, which was transformed into a conference suite. Off the lobby, an elegant client lounge was constructed for visitors.

The old school building, originally the London Boys School, was brought back to life, blending historic architecture with new technology creating the client conference suite with full catering and a range of meeting room sizes from small groups to seated banquets (as shown on the cover). To restore and emphasize the materials and workmanship of days gone by and to hide/wheel the tech away were the two challenges in the school building. “Both objectives were exceeded and J.P. Morgan now has their most technically advanced conference facilities anywhere in the world. To do it within an historic building is a fantastic achievement for us both!” noted Richard DeKlerk, Structure Tone project manager.

The new public face of J.P. Morgan's offices was complemented by a new public plaza. A barren strip of cordoned-off highway was transformed into a vibrant public space. The new plaza incorporated trees, plantings and ample seating for J.P. Morgan visitors and passersby. The bronze sculpture of J.P. Morgan's New York office has become a popular attraction in the neighborhood.

## COMMUNICATION AND CONNECTION AMONGST EMPLOYEES

An extensive study led to a flexible office environment, with kit-of-parts furniture solutions. The largest single investment and challenge was increasing the volume of light within J.P. Morgan's work environment.

(continued on next page)





This goal was achieved through significant changes to the base building at 60VE:

- ◇ reclaiming an unused parapet on level six to create an executive lounge with panoramic glass
- ◇ replacing the west façade between levels three and five with one piece of floor-to-ceiling glass, that was treated to reflect solar gain and reduce cooling system burden
- ◇ breaking through of the roof and floor slabs forming a spectacular atrium down to level four with a floating staircase
- ◇ reduction of MEP risers on the periphery of floors
- ◇ introduction of LED lighting with lighting controls throughout to improve the level and consistency of light and conserve energy.

The new spaces were fit-out to enhance communication and social interaction between employees. An open plan concept work space dominates the floors, accompanied by large trading floors. The interconnecting atrium staircase and accommodation staircases along the north and south end of the floor, along with strategically placed pantries and increased informal meeting areas throughout help promote these unplanned interactions.

### FAST FACTS

- ◇ Project bought out within original cost plan
- ◇ 30% increase in total project value through client driven evolution
- ◇ 96% of waste diverted from landfill and recycling
- ◇ No business time lost during the change out and consolidation of the buildings critical systems
- ◇ Final completion achieved three weeks ahead of the original schedule
- ◇ 1,113,347 worked man hours without a lost time accident

The ground floor features a staff restaurant/coffee bar, providing a bright and attractive space. In the basement 140 cycle racks were installed along with shower provisions, encouraging activity.

As noted, work was completed in a fully-occupied building, which required extensive collaboration with the project team. In addition to the structural and floor changes, extensive upgrades were made to the core building systems to support a 21<sup>st</sup> century space. The team replaced and reconfigured the uninterruptible power system (UPS), high and low voltage (HV & LV) electrical infrastructure, together with the essential electro-mechanical, IT and security support of the occupied floors and global IT server rooms. Also, broadcast-quality A/V systems were installed throughout the two buildings.

Collaborative workshops reviewed various failure scenarios to establish the right sequence to complete the data infrastructure, followed by the HV and finally the LV, BMS, fire alarm and security replacements. These plans or works streams, identified not only all new works for the permanent solutions, but more importantly, the enabling and temporary works required to ensure that the supporting services to the 'live' critical systems were uninterrupted.

After the final integrated systems test Mark Jones, Structure Tone's senior technical services manager, commented, "This project challenged the industry's best engineers to come up with solutions that support the critical business functions of the building while the new systems seamlessly took over the old."

Structure Tone's project executive, Kevin Mulligan commented, "The J.P. Morgan project was the largest and most technically challenging project to be executed in London in recent history. Not only does this project showcase London's capabilities, it demonstrates Structure Tone's strength and depth in managing our clients' transatlantic corporate needs."

Despite the challenging logistics, extensive and varied scopes of work the team met the rigid quality standards of J.P. Morgan and delivered the project three weeks early. The floors across the old office space are now welcoming, bustling with activity and filled with natural light, while the client experience has been enriched with a state-of-the-art conference center, a unique foyer linking the two buildings and a public plaza to welcome its guests. The team was able to achieve J.P. Morgan's goals delivering a world-class EMEA headquarters for its clients and staff to enjoy. <



# A Closer Look at Critical Facilities

**A**s a leader in the mission critical construction market implementing cutting edge technologies, developing functional solutions for challenging logistics and delivering projects on lean, fast-track schedules our professionals are recognized throughout the industry for their technical acumen and well-rounded approach to a project. This fall our mission critical specialists were featured panelists at a number of industry events sharing their knowledge and expertise with attendees from the world's leading corporations.

## ARE DATA CENTERS DISAPPEARING?

At an intimate gathering, the **Data Center Executives Symposium**, hosted by Cantor Fitzgerald and NGKF Data Center Consulting Group for its investors and analysts, **Terence Deneny**, Structure Tone Mission Critical; **Hossein Fateh**, DuPont Fabros Technology; **Eric Wilcox**, Emerson discussed data center real estate. The panel offered insight into the current and future trends of the physical data center space, real life examples of what leading organizations are doing, and technical specifications on the equipment and efficiency of the spaces.

In a lively discussion they debated physical size of the data center footprint—as servers and computers get smaller are we moving toward a time when a physical data center won't be needed? Today we create and store more data in one year than any created since the beginning of time. And with the amount of data generated doubling every 18-24 months the demand for processing, storage and back-up continues. Equipment will become more efficient and smaller, but the quantity of data is growing, so while the footprint will get smaller and more dense, it will not go away.

As technology changes, the infrastructure and approach to construction of the data center has changed too. We've seen the full build-out of enterprise data centers day one to a complete modular concept. We have found the most effective model is a partial build-out with the option to phase in new infrastructure as loads require. This allows end-users to have the capacity they need today with the backbone and space needed to support future

growth and flexibility to expand their infrastructure and capacity using the latest equipment without having to retrofit their entire facility.

Throughout the session they also discussed upgrades vs. new building projects, life cycle costs, adaptive re-use of equipment to recoup investments, continued operating and maintenance costs, technology advancements, barriers to investments, etc. The technical discussion provided the analysts an in-depth look at the industry and provided insights into the future of data needs.

## RENT VS. OWN: TRENDING IN A HYBRID SOLUTION

As we have become more sophisticated in our management and storage of critical data, organizations are reevaluating their technology needs. At the **Critical Facilities Summit**, **Peter McCabe**, LEED® AP, Structure Tone Mission Critical; **Jeffrey Burges**, DataSite; and **Donough Roche**, Digital Realty Trust discussed best practices during the *Emerging Trends in Colocation Data Centers* panel.

Ten years after the adoption of colo facilities, the game has changed. Originally designed as a one-size fits all solution, colos of today must serve a variety of clients with more complex data and reliability needs. Colos are now being retrofitted and built to provide flexibility in their offerings from levels of redundancy to services offerings.

As businesses evaluate their operational needs, they are looking at their different lines of business to determine what their real needs are. Can data be stored in different places? Do all lines of business need the same level of redundancy and uptime? If one line went down for a period of time, what are the overall effects? Do I want to keep my assets centralized? What are the CapEx and OpEx costs of building a data center vs. taking space in a colo?

The business model and services provided by an organization will determine if their full data needs can be supported by a colo or if select lines of business can be supported, while they still maintain their own private data center for their most critical operations. The added level of service and flexibility in today's colos are making it easier for organizations to make a switch. Current trends show companies taking the hybrid approach, outsourcing some of their data storage needs while still maintaining independent data centers for others. We anticipate this trend continuing to gain traction as the colos provide more options and levels of service. <

## Charity Work



### BOSTON CANSHARE

**Structure Tone Boston** participated in the annual **Boston CANShare** and collected over 150 food items benefiting the **Greater Boston Food Bank**. The program, Boston CANShare, provides food and raises funds to support programs that enable low income people in the city of Boston to have access to healthy foods.



### CHILD ADVOCATES SAN ANTONIO'S (CASA) CARDBOARD KID

Approximately 5,800 cardboard kids were on display throughout San Antonio as part of Child Abuse Prevention Month, to bring awareness to the problem and to the fact that every victim has a unique story to tell. **Structure Tone Southwest San Antonio** participated in **Child Advocates San Antonio's (CASA) Cardboard Kid** mission.



### NY EXPLORING

Twice a year, our staff mentors students who are exploring careers in engineering and construction through the **Boy Scouts** and **NYExploring**, a career-awareness program for high school students in New York City. The program offers knowledge about what these careers entail. Students learn how to read drawings, do take-offs, assemble budgets and present projects to our internal "clients."





The three story atrium features a specialty skylight, new in commercial construction. Manufactured in Germany and filled with air, the skylight is made from specialty fabric that allows natural light from the outside to flow into the atrium.



# Fashion Forward Building Inspires

In the midst of the 1960s “Mad Men” era, Roslyn Jaffe redefined a woman’s role in the workplace, as well as their fashions. Opening the first **dressbarn** store, Mrs. Jaffe ushered in a new era in women’s apparel, combining style and sophistication with workplace-appropriate fashions. Beginning with one store, then two and now over 800 across the US, she has developed a loyal following by delivering style, value and quality. While the fashions may change, the company’s philosophy and approach to business remains focused on sustainable growth, contemporary fashions and carefully listening to and fulfilling the needs of their customers.

With a growing business, dressbarn sought a forward thinking design and construction team that could deliver a bright, airy and creative setting for its employees, while fostering a healthy workplace environment. **Structure Tone New Jersey**, construction manager, and Gensler, architect, worked alongside dressbarn and its parent company, **Ascena Retail Group**, to transform an outdated facility in **Mahwah, NJ** into a stylish, contemporary headquarters campus that mirrors the organization’s mission with room to continue to grow.

*“Moving into our new space is a new beginning for our company. Thank you all so much for sharing your creativity and can do talents to make this happen. I can’t say thank you enough—it has been an absolute pleasure working with the team on this project. Sitting at my desk, eating lunch in our new café and just walking around is like a dream come true.”*

—Jeff Gerstel, president, dressbarn

With a firm move date, the team had a tight deadline to design and construct two, three-story buildings totaling 195,000sf on a 20-acre site. The site included a 129,000sf building which was demolished down to the structural steel and concrete slabs, expanded by 16,000sf and converted into a 145,000sf facility to serve as dressbarn’s new headquarters. Adjacent is a new 50,000sf building constructed for Ascena. Both buildings consist of two above and one below grade levels and are connected on the lower level via a tunnel.

The new facilities feature a distinctive exterior, consisting of an original glass curtainwall façade that displays vertical large colored and small reflective

stripes. In addition, the facility features a white roof, which reflects the sun’s rays, reducing cooling costs, bringing energy savings to dressbarn.

With the schedule driving the project, Structure Tone immediately engaged in a six-month pre-construction phase to budget and plan the work. We guided the client through the selection of materials and equipment, identification of long-lead items and coordination of mock-ups for finishes.

To accommodate the two buildings and varied scopes of work, the project was broken down into eight phases. As drawings from one phase were completed, work immediately began. This provided the design team with extra time to complete the details in the subsequent phases. It also helped the field team with the construction logistics. For example, the lot for Ascena’s building needed to be leveled before cutting and excavating could begin. However, dressbarn’s curtainwall had to be up before excavation could begin on Ascena, since the only access to this side of the building was through their site. The strategic phasing and detailed planning prevented conflicts in the schedule.

Marrying an old and new building while completely changing the nature of the facility was not without its challenges either. As layers of the old building came down, it exposed elements that needed to be addressed in the design. One challenge was that the existing fireproofing failed performance tests. It had to be removed and replaced, presenting a two-month delay. Work was resequenced through teamwork and creative scheduling, they were able to maintain the 15-month construction phase for dressbarn, and 12-month phase for Ascena.

As the buildings progressed, the design continued to evolve from small changes in fixtures and finishes to significant program modifications. For instance, the client decided they wanted a walking path from the cafeteria to Ascena’s building. The Township of Mahwah limits impervious or artificial surfaces on a site, and this project had reached its limit. To meet the client’s request, the team worked closely with the township to identify an alternative material to use for the construction of the new path.

## A sustainable workplace that employees could take pride in was a goal of the LEED® Gold certified buildings:

- ◆ Extensive daylight with natural light
- ◆ Low flow, energy efficient fixtures and equipment
- ◆ Sustainable finish materials
- ◆ Balanced site, reuse of site elements
- ◆ White roof
- ◆ Zero use of potable water in landscaping
- ◆ Wellness program & community garden
- ◆ Nutrition and exercise classes
- ◆ Organic composting program



## Constructing a new building while connecting it to an existing one posed challenges the team overcame

While the exterior is unique, it’s really the first and second floors of dressbarn’s headquarters that were undoubtedly built to inspire creativity. The main focal area within dressbarn’s facility is the large three-story open atrium. Serving as a gathering area for employees to socialize in, the atrium connects the first to third floors and features bleacher seating. It also highlights a display wall that goes from the first to third floors.

The first floor is occupied by a dining facility consisting of a 7,500sf cafeteria with a servery and full service kitchen. With an open seating layout, the cafeteria extends out to a paved patio for outdoor seating and access to the walking path. A new 5,300sf fitness center is also available to all employees.

On the second floor, one will find a 4,000sf mock store completely fit-out as a prototype retail location. This mock store is used to test displays, marketing and design layouts. Just like a “real” store, the replica space has a glass entryway and is equipped with a wall hanging system, racks and cash wrap and all the finishes. The second floor also consists of the reception area and meeting rooms. The remainder of the building is open plan work space with ample areas for collaboration between employees.

Ascena was designed with a corporate feel in mind. The building includes offices, conference rooms, record rooms and storage rooms. The third floor is the feature space with an executive suite, a conference room, pantry and a 45-seat boardroom with wood and fabric wall panels.

To honor the culture and brand established by Mrs. Jaffe the team carefully listened to the dressbarn and Ascena teams. They addressed their current and future needs, accommodated the evolving design and resourcefully made their vision come alive within the fixed schedule. The luxurious finishes, attention to detail and modern design offer the retailer a bright, open, inspiring space in which to define fashion and style of women for years to come. <





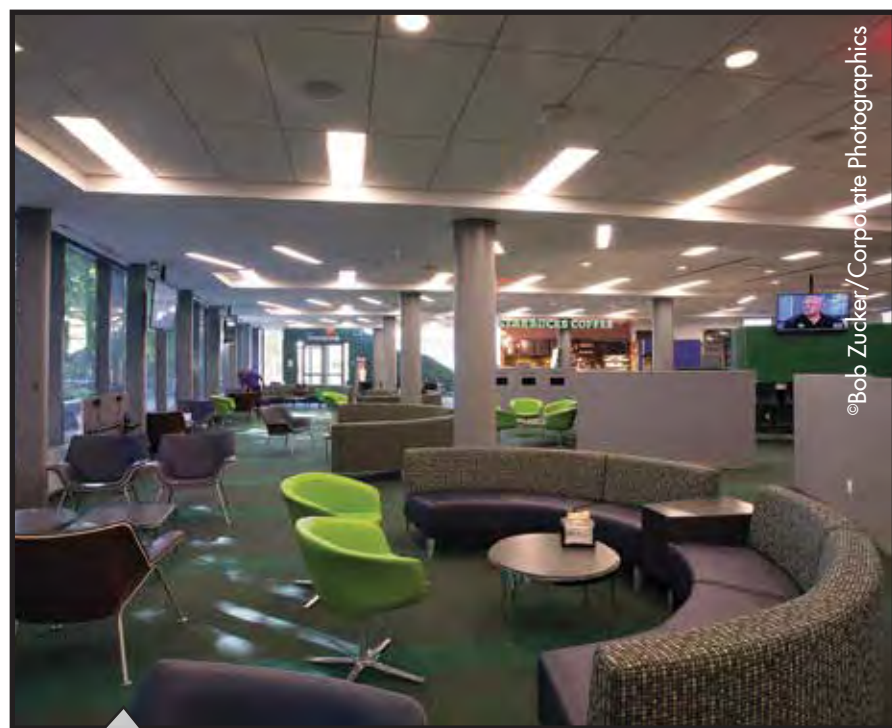
# A Firm Foundation

As the new, 70,000sf student center which integrates academics and student life at **Manhattan College** took shape, there was no one better suited than **Pavarini Construction Co.** to construct the building. For over ten years Pavarini has been active at Manhattan College in **Riverdale, NY**, building new facilities across the campus from the library to dormitories and parking garages. The **Raymond W. Kelly '63 Student Commons** connects the north and south campuses. Pavarini provided an unsurpassed knowledge of the campus operations, environmental conditions of the site and sustainable construction practices that were needed to successfully complete the transformative building.

Constructed in the heart of the campus, the safety of the students traversing the campus was of paramount importance and planned for at the earliest stages of the project. Constructed along the main thoroughfare Waldo Avenue (Waldo Walk), the team maintained access for the pedestrian traffic, except for brief periods when the closure was absolutely necessary. To accomplish this, the area needed extra protection to ensure pedestrian safety. Our team established a safety perimeter for the construction site consisting of barriers, signs and temporary walkways with overhead protection, which allowed pedestrians to commute safely through the site.

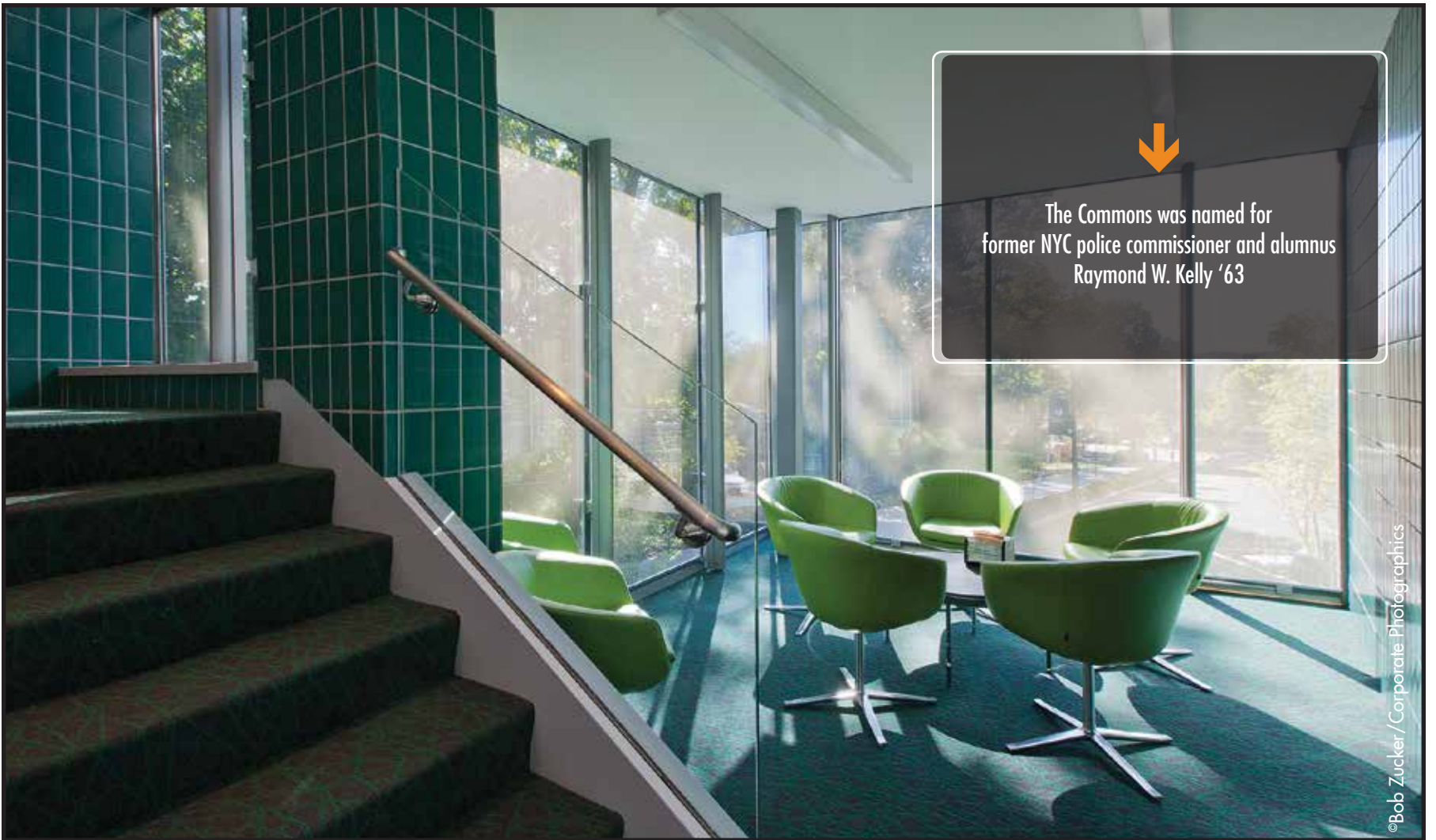
The building is enveloped with pre-fabricated brick panels, steel and glass. Due to limited work space and heavy student traffic, only one trade was able to work at a time in the area between Waldo Walk and the building, further challenging the schedule.

From our previous work at the college, we anticipated heavy rock conditions at the site. Rock was indeed found along the west side of the building site, which required the use of a specialized drilling rig to complete the subterranean foundation. The drilling rig provided the safest method to remove the rock in this busy section of campus. The team then installed an extensive foundation package including a support of excavation (SOE) wall to support the stone retaining wall along Waldo Avenue, which also acted as the



The new Commons provides space for fitness and wellness programming, dining, study and cultural/community events





©Bob Zucker/Corporate Photographics

back form for the foundation wall. Steel pipe piles were drilled into the soil to provide foundational support for the structure, and concrete slab foundations and columns were poured to allow for the installation of various below-grade utility services including functional spaces for storage, mechanical/electrical rooms and kitchen. In addition, we provided private sewer connections which run under the newly constructed parking lot to Irwin Avenue where the connection was made 30-ft down.

*“This project is the result of a great deal of planning and hard work. Obtaining LEED® Gold certification exemplifies Manhattan College’s commitment to bringing sustainability to the forefront of our students’ learning and living environment.” —Andy Ryan, vice president for facilities, Manhattan College*

The five-story Commons project is the College’s first LEED certified building. It is also the largest LEED Gold certified higher education building in the Bronx. Achieving LEED certification reinforced the school’s commitment to its students as they develop and integrate their academics and student life activities creating a sustainable lifestyle. The Commons is home to the Center for Social Action and Service Learning, the Multi-Cultural Student Center, Wellness and Fitness Center and student club/organization headquarters.

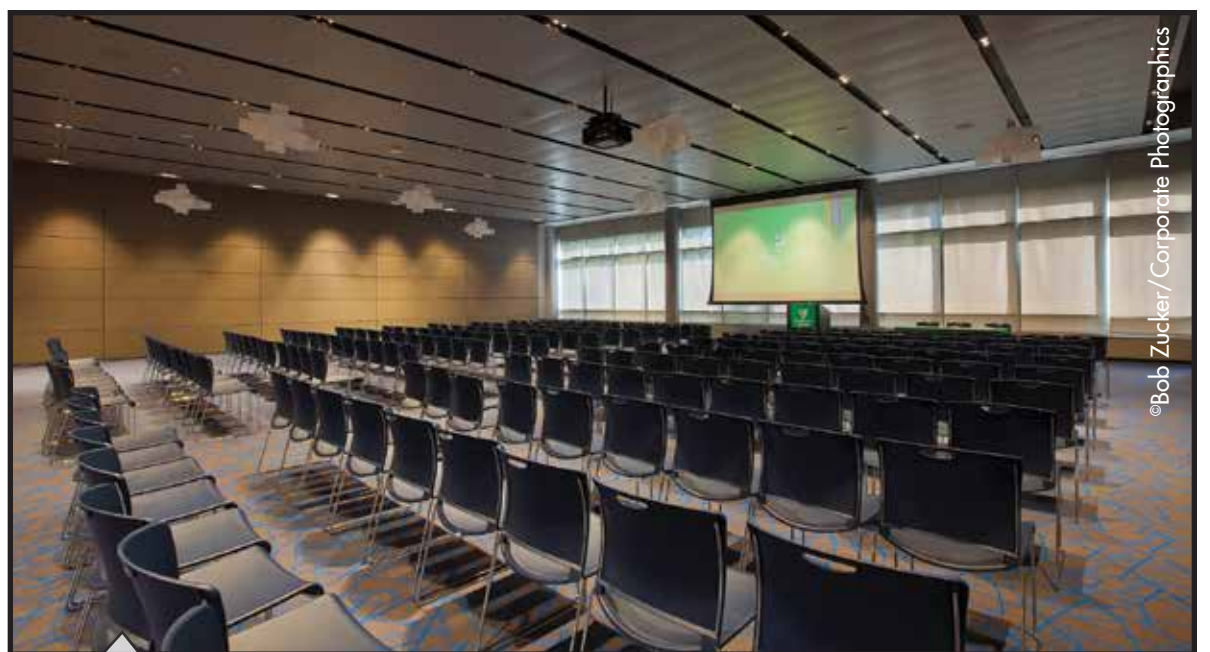
As the “front door” of the campus, the Commons also houses a cafeteria with a Starbucks café area and College book store. Conference rooms, a

meeting hall with partitions and a 6,700sf meeting/banquet hall are available to host the activities of the active students. The green roof features a balcony for additional entertainment space.

Despite brutal winters, the project was completed on time for the Fall semester without incident. Our team worked very closely with Andy Ryan, vice president for facilities at Manhattan College, and the team of architects from Edward I Mills & Associates and Perkins Eastman to make sure the design achieved the sustainable mission of the College, met the demands of the campus landscape and kept the students safe. <

### SUSTAINABLE FEATURES

- ◇ Green roof
- ◇ Regional materials made with recycled content
- ◇ Low flow bathroom fixtures
- ◇ High-efficiency, occupancy-based lighting and HVAC design
- ◇ Demand-based ventilation
- ◇ Variable speed refrigerant system
- ◇ High-efficiency condensing boilers
- ◇ Enhanced commissioning



©Bob Zucker/Corporate Photographics

The meeting hall is able to be partitioned to accommodate different sized gatherings





# Groundbreaking

Construction has officially begun on **Philadelphia's** soon-to-be tallest skyscraper—the state-of-the-art **Comcast Innovation and Technology Center**. With a height of 1,121-ft, the center will be the eighth tallest building in the United States. **Liberty Property Trust** is developing the tower, and **L.F. Driscoll** is serving as construction manager for the 59-story office building with 1.33M sf of rentable space.

The space is comprised of primarily office and hotel space (for the Four Seasons) but will also include at least three TV studios, a retail mall, a parking garage and a top-floor restaurant. A new ground-floor restaurant and concourse will provide direct access to SEPTA's Suburban Station.

Described by the architect Lord Norman Foster of Foster + Partners as a “window on Philadelphia”, the tower will span the 1800 block of Arch Street and include a block-long lobby with a glass-enclosed indoor plaza.

After the ground breaking comes the foundation. Rain or shine, the concrete must be poured. That was the motto for the concrete pour that set the foundation for the new tower. Over 400 truckloads of concrete were poured over 12 hours. The foundation is 102x96x10-ft thick with 400 tons of reinforcing steel in place, with the pour consisting of 3,800 cubic yards of concrete. <



Renderings of the future Comcast Innovation and Technology Center



# NEW HIRES



**Bob Ashcroft**  
*In-House Counsel*  
London



**Nick Dwyer**  
*Director of Business Development*  
Houston



**Brian Fields**  
*Chief Ethics and Compliance Officer*



**Jorge Gaspar**  
*Healthcare Sector Leader*  
Woodbridge



**Jerry Grogan**  
*Healthcare Sector Leader*  
Dallas



**Peter Nowland**  
*Vice President*  
Washington, DC



**Vincent Salvaggio**  
*Life Sciences Sector Leader*  
Boston

## Speaking Engagements

**Alex Bergo**, vice president of business development for Pavarini McGovern, was a panelist at the *ENR Higher Education* conference. Alex and fellow panelists discussed public higher education construction.



**Kevin Mulvey**, vice president of construction at Structure Tone, was a panelist for Macy's at the *2014 International Council of Shopping Centers (ICSC) Conference*. Kevin participated in a case study panel: The Vision, the Challenge, the Heritage, the Magic: A Logistics Case Study of the Macy's Herald Square Remodel.

**Jennifer Taranto**, LEED® AP, Structure Tone's director of sustainability, participated in an industry panel discussion at *ENR's Groundbreaking Women in Construction (GWIC)* conference. GWIC brings together female leaders, industry specialists, and women from all levels for an engaging day devoted to topics impacting professional women. <

## Recent Promotions

**LANE ANDERSON**  
*Vice President, Mission Critical*

**EAMONN BRENNAN**  
*Vice President, Operations*

**GARY DACKOMBE**  
*Divisional Director*

**GARY DI PAOLO**  
*Senior Vice President, Safety*

**THOMAS GALLAGHER**  
*Vice President, Operations*

**DENIS GEE**  
*Vice President of New Construction*

**ERIC HAGE**  
*Vice President of Business Development*

**DAVID KEMPTON**  
*Regional Vice President*

**KEVIN MULLIGAN**  
*Divisional Director — Major Projects*

**STEVEN PIROVOLIKOS**  
*Vice President, Safety*

**MICHAEL RYAN**  
*Vice President of Operations, Sector Development*

**ROY SOMERFIELD**  
*SHEQ Executive*





## LEED® FEATURES

- ◇ Storm water detention tank for grey water
- ◇ Daylighting and lighting controls
- ◇ Energy and resource efficient fixtures
- ◇ Low VOC and/or recycled content materials
- ◇ Dust and particulate mats
- ◇ 50–75% construction waste diverted from landfill
- ◇ FSC certified wood products and regional materials
- ◇ Bicycle storage room



# Transitioning Neighborhood

Like all good pairings, base building and interior construction has harmonious benefits all around. Property owners have spaces to rent, businesses are up and running sooner and retail stores enhance the surrounding community. That was just the right combination for **330 Hudson Street**, a circa 1910 light industrial structure that was repositioned into a LEED® Gold certified, 17-story mixed-use office and retail building by **Beacon Capital**, the building's owner.

The construction included renovation of the core and shell structure, construction of an additional eight floors, a new façade and interior fit-out of the lobby and office floors. The program for the redevelopment of the building included retail space at-grade and commercial office space on all of the upper floors, enclosing the building's open courtyard to increase the floor plates. **Pavarini McGovern**, a Structure Tone organization company, handled the base building construction while simultaneously **Structure Tone** served as construction manager for the first tenant in the building, **Pearson Inc.**

Our core and shell and interior teams worked closely together as the fit-out of 330 Hudson's anchor tenant, Pearson Inc., began a mere nine months after the core and shell work. Our core and shell team had not yet topped out with the steel and concrete on metal deck scope of work when the 270,000sf interior fit-out began for Pearson on floors four through twelve. "With core and shell and interiors staff working together and attending each other's weekly meetings there were minimal surprises on-site and construction progressed smoothly," said Marc DePaul, project executive, Pavarini McGovern.

The movement of tradesmen and materials had to be carefully orchestrated, so the teams created a detailed schedule for the use of the rack and pinion hoists that benefited both aspects of the construction. The hoists were utilized for manpower movement, deliveries and trash removal. Our teams planned piggybacked hoist time use on the weekends for delivery of materials to help reduce overtime and minimize cost exposures.

As work progressed, logistics plans changed to accommodate the unique requirements. A completely dust-free lobby was required for the LED displays to be installed and this area was completely sealed and closed off to construction traffic as the interior fit-out began. Without the use of the lobby or passenger elevators permitted, our team synchronized all material delivery and trades movement through the hoist as noted and, once removed, through one service freight car.

“Pearson initiated a new, exciting project at 330 Hudson Street to serve as the new WorkPlace standard. A stellar team came together to execute Pearson's vision for an open plan, collaborative work environment. The team worked tirelessly with Pearson to achieve their vision and exceed their budgetary, schedule and quality goals. Pearson's 600 employees working at 330 Hudson have been extremely satisfied with the new work space. It is through the close cooperation and coordination of Pearson's partners and their leadership and guidance that such success was achieved.” —Thomas Jozkowski, P.E., vice president facilities, Pearson Inc.

The interior fit-out of Pearson's offices were turned over on a one week rolling schedule. Design features of the finished space included stained concrete floors, original exposed brick on perimeter and select interior walls, exposed concrete ceilings and painted steel HVAC.

“Working closely with the core and shell team we were able to achieve the TCO and PA filing and sign off requirements in a timely manner, keeping the project on schedule,” noted Lou Ottrando, account executive, Structure Tone.

## LEED GOLD CERTIFICATION

The 330 Hudson project and the Pearson fit-out were both designed to achieve LEED Gold certification and implemented construction activities accordingly. For the core and shell construction one goal was achieved through an erosion and sedimentation control plan. Our team implemented measures to prevent loss of soil during construction by storm water runoff and/or wind erosion, including protection of topsoil by stockpiling it for reuse. This measure also prevented sedimentation of storm sewers and/or receiving streams.

For the interior construction the team utilized locally sourced, recycled content and low VOC materials. The design maximized the high ceilings and natural daylight, and installed energy efficient lighting and HVAC systems. The team also implemented an indoor air quality and waste management plan.

Through the renovation, Beacon Capital was able to repurpose an unused, vacant building creating a new office building on the far west side. By bringing 466,000sf of office space to the neighborhood they were able to provide a large contiguous space for the Pearson, while improving the community and providing them with new retail stores and the people to support them. <



Glass-fronts and stenciled concrete flooring add modernity to the space

After construction was completed for Pearson Inc., **TripAdvisor** sought Structure Tone's services for their 38,000sf office space. The scope of work for this project included a media center, private offices, open area workstations, conference rooms and various support areas.

One unique feature of the project was the custom Lutron system that our team installed. This system was completed as a design/build installation with the subcontractor. The system not only controls lighting but is also tied in with the heating and AC systems.

TripAdvisor was built to LEED® Certified standards, in-line with the other tenants.





# Investing in an Experience

As one of the leading retail REITs with over 120 high-quality properties in its portfolio, **General Growth Properties (GGP)**, understands that appearances must match experiences when shopping. Their malls are more than just stores, they are destinations for retail, entertainment and dining. Experts at creating a positive user experience, they renovate and expand thousands of square feet every year. So when the time came to expand their **New York City** offices, they selected the leading interior fit-out firm, **Structure Tone New York**, to manage the project.

Our **Special Projects Division**, which specializes in building spaces between 1,000 and 20,000sf led the fit-out to ensure that GGP received the service for which Structure Tone is known, while ensuring that the attention to detail met GGP's quality standards. Our second office fit-out for GGP entailed taking space at 500 Fifth Avenue.

As the project commenced Structure Tone worked with the owner and Chicago-based architect, Archideas, to establish the critical path of the work. Long lead items including AC units, light fixtures, custom office fronts, lacquer doors and door

frames were immediately ordered to ensure their timely delivery. The team also worked through value engineering recommendations to help GGP enhance the design while maintaining the budget.

The 17,000sf office was divided in half by the reception area creating an east and west side. The west side included exterior offices with open workstations around the core. Offices had glass office fronts, to allow the natural light to flow into the workspace. Each office was equipped with its own AC unit to allow personal cooling controls. The offices featured writeable paint to make notes or brainstorm with a visiting colleague.

The east side featured the amenities of the office—four large conference rooms with state-of-the-art A/V systems. Automatic, black-out shades and double layer sheetrock for sound proofing enhance the privacy and quality of presentations. The rooms feature large marble tables, fully wired for the meeting attendees. Additional support was added to the concrete slabs in the ceiling to support the A/V equipment and custom 4x4-ft lighting fixtures. The east side also features an employee café.

Having worked together before, our team had a clear understanding of GGP's priorities and quality standards. With the architect remotely participating, mock-ups were completed to demonstrate and test finishes, establish installation standards and help the designer visualize the space as it was built. Photographs of each element were sent to the architect for review and approval.

Structure Tone carefully managed the changes to scope of work and installation of finishes. The color of the workspace and its components was of utmost importance. Despite having a monotone color palate, the appropriate shade of each color was important. Elements were re-worked until the right shade of beige was achieved. The finish on the lacquer doors and the writeable high-gloss paint in the offices shows imperfections in the materials. They were refinished until they met our quality standards.

The ceiling heights within the offices presented the team with a challenge. Each office had its own AC unit, which connects to the beams in the ceiling and delivers air into the space. The drawings call for an eight-ft ceiling, however in some locations they were only seven-ft ten-in. In addition all the MEP work had to be run through the ceiling into the new mechanical room. The team reviewed each element going into the ceiling, carefully laying-out its location and height to ensure they fit. Ceiling heights were maximized when feasible.

In the quick 14-week schedule, the team was able to overcome the project challenges, deliver the design aesthetic outlined by the architect and deliver a modern, high-end office for GGP. The new space adequately reflects their brand, "providing an outstanding environment and experience" for their employees, shareholder and visitors. <







# Safety Awards

## ASSOCIATED BUILDERS & CONTRACTORS (ABC)

OSHA Cooperative Safety Program Certificate, Structure Tone Southwest  
STEP Platinum Safety Award, Structure Tone Southwest

## ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENT (ROSPA)

Gold Safety Awards, Structure Tone London and Dublin

## SHELL

59,101 No Incident Man Hours, Structure Tone Southwest  
Safety Initiative in Pursuit of Goal Zero,  
Structure Tone Southwest



*Safety exercise at St. Patrick's Cathedral with FDNY*

## ST. PATRICK'S CATHEDRAL

Safety Award for Best Practices/Safety Culture  
Building Trades Employer's Association, (BTEA)  
Structure Tone

## TEXO

Construction Safety Excellence Awards, 250,001–450,000  
Work Hours Without Incident  
Safety Awards – Third Place: 250,000–450,000 Man Hours,  
Structure Tone Southwest



## IN WOODBRIDGE, NJ...

Structure Tone New Jersey safety manager, **Joanne Kreisberg**, was sworn in by the New Jersey Commissioner as chairperson for the New Jersey State Industrial Safety Committee. The New Jersey Department of Labor and Workforce Development works in partnership with the New Jersey Industrial Safety Committee to promote safety in New Jersey's private sector workplaces.



# Promoting Safety Across the Organization

**C**ommitted to safety, the **Structure Tone organization** jobsites and their safety advisors participated in Occupational Safety and Health Administration's (OSHA) National Stand Down for Safety week. Safety Stand Down is a voluntary event to raise awareness of the safety concerns on our project sites and for employers to talk directly to employees and subcontractors about safety.

The theme for 2014 was on fall hazards and the importance of fall prevention. Throughout the organization our safety managers led seminars and demonstrations on the importance of safety on the jobsite.

Our office in San Antonio led a seminar on safety harnesses. This involved going to every San Antonio jobsite and discussing anchor points, guard rails and safety nets. In Dallas, over 100 workers participated in an on-site safety demonstration. Safety managers in Oklahoma led a safety seminar. Their hard work on site has led to multiple safety awards from Shell.

A good safety program improves quality levels and increases productivity. Structure Tone recognizes that it is our responsibility to provide a safe work place for all our employees, a safe project site to the general public and other contractor firms at our project sites, and to abide by all federal, state and municipal safety and health regulations relating to the construction industry.

Structure Tone has received awards for many of our projects, where we set a higher standard for excellence in this regard than that required by the letter of the law. <



*Structure Tone employees attend a safety demo in Dallas, TX*





# Sustainable Development in Textiles

**T**extiles have been woven into our daily lives from the bedding upon which you sleep and clothes on your back to medical implants, crop protection fabric and construction materials. They have been manufactured to withstand extreme heat and cold providing protection and meeting stringent performance requirements, a science that has been honed by **Teijin Limited**.

Over 96 years ago, Teijin Limited began manufacturing rayon and they have been growing and evolving ever since. In 1996, Teijin Limited became Teijin Product Development China Co. Ltd. (Teijin Group for short) and relocated in **Nantong, Jiangsu Province**; a long time and prosperous cotton growing and fiber industry area.

To support their commitment to sustainability, the Teijin Group recently began developing environmentally friendly yarns and textiles for automotive, electronics and materials industries. To accommodate the product expansion, newly created division and local demand, Teijin decided to combine research & development and production in one location.

**Structure Tone Asia/S&techs** managed the core and shell construction of the two-story research and development building and one-story production plant. Within the 10,000sm facility are three unique facilities: a weather laboratory, an experimental production facility and an analysis and measurement facility.

The weather simulation laboratory does just that; simulates various environmental conditions. It tests the impact of the environmental elements including air temperature, wind, sunlight, humidity, and rain and snowfall on the textile materials and their overall functionality.

The experimental production facility is used to conduct experiments on the weaving, knitting and dyeing processes, as well as the design and putting together of clothes. The textiles are designed and evaluated on the applicability to clothing.

Lastly, the analysis and measurement facility evaluates the functionality and assesses quality to support the development of textiles that meet specific market needs.

The modern, sleek buildings' exterior and interior are distinguished by a variety of grey-tone colors. The Eastern influence and Teijin's brand—Challenge Red—are recognized throughout the facility. <



The new Teijin Limited textile facility combines R&D and production under one roof to quickly meet the demands for environmentally friendly textiles in the local manufacturing community





Image courtesy of HDR Architecture, Inc.; ©2013 Rob Faulkner



# Research in the 21<sup>st</sup> Century

**P**rin<sup>c</sup>eton University is one of the leading academic and research institutions in the US. Located on its iconic campus is **Hoyt Laboratory**, a specialized facility that accommodates biological engineering research as part of the University's School of Engineering and Applied Science.

Hoyt Lab was originally built in 1979 and much of its infrastructure had reached the end of its useful life. As part of a new programming initiative, the University elected to repurpose the building. HDR was the designer and **L.F. Driscoll** construction manager for the work to extend the life of the building and make it more energy efficient.



Image courtesy of HDR Architecture, Inc.; ©2013 Rob Faulkner

The renovated building features flexible, open laboratories filled with natural light

Built to meet Princeton's sustainability goal of LEED® Silver-equivalent, and its operational and energy guidelines for renovations to improve usage by over 50% than required by current code, the project included:

- ◆ Energy-efficient HVAC systems
- ◆ Chilled beam systems
- ◆ Heat recovery systems
- ◆ Gravity discharge dampers
- ◆ Energy efficient lighting with occupancy sensors and building controls
- ◆ Low VOC interior finishes

The first step of the 34,000sf project encompassed complete gut of existing MEP systems (HVAC and controls, plumbing, electrical, fire protec-

tion) and architectural finishes in the lab. Next, we demolished and rebuilt utility shafts, repaired storm water piping and renovated masonry and drywall to comply with current ratings and code.

Once the demolition and repair work was complete we commenced partial build-out of the renewed space. A major focus of that effort was new, sustainable infrastructure including energy efficient HVAC, lighting and building controls. Also, a new roof was installed and damaged exterior glazing was replaced.

“As part of the energy recovery and efficiency efforts we installed two new exhaust handling rooms on the roof and two new air handling units

(AHUs) in the basement,” noted project executive Jeff Hutwelker. “The AHUs presented a bit of a challenge since the access space to the basement was such a tight fit. Normally we can rig splits of the AHUs directly to the basement or penthouse. But, here, we had to cut the equipment to manageable pieces and build it in place. The manufacturer was a terrific help and came out to supervise the assembly on site.”

Our virtual construction team supported the Hoyt Laboratory renovation effort through integrated modeling coordination with subcontractors. During construction this greatly reduced field construction time and potential clashes. We were also able to develop a facilities management (FM) tool that University staff are using at the laboratory and exploring for other campus facilities.



Image courtesy of HDR Architecture, Inc.; ©2013 Rob Faulkner

The last step in the renewal effort was fit-out of two of the four floors of lab space. This encompassed casework, epoxy counter tops and fume hoods. “The fume hoods were actually salvaged and refurbished from another building where they were going to be demolished,” said Hutwelker. “The University is very committed to sustainability and they were always open to options to meet this mandate.” <

Student workrooms provide space for collaboration



↓  
 Team Structure Tone and L.F. Driscoll  
 at the end of day one — 75 miles  
 down, 75 miles to go



# Along for the Ride to Conquer Cancer

**B**ike? Check. Helmet? Check. A Cause Worth Riding For? Check! Eighteen dedicated cyclists from **Structure Tone and L.F. Driscoll** rode 150 miles through the Pennsylvania countryside to raise awareness and funds to support **Penn Medicine’s Abramson Cancer Center during the The Structure Tone Ride to Conquer Cancer.** The cyclists were also supported by a team of volunteers from both organizations who cheered on the riders along the way.

Despite the weather, rain and an unseasonably cold weekend in October, the 600+ riders embraced the challenge and enjoyed sharing their experiences. The Structure Tone and L.F. Driscoll teams placed in the top 10 fundraisers with \$66,000 in pledges and a grand total of \$1.9M raised by all. The event brought together communities of cancer survivors, cyclists and their supporters with a common goal to conquer this disease.

The Abramson Cancer Center of the University of Pennsylvania specializes in collaborative care with dedicated medical teams to guide each patient through their entire cancer experience—from prevention and diagnosis to innovative and advanced treatment options, prevention strategies, as well as groundbreaking research. <



Courtney Slocum wears Structure Tone’s team jersey in honor of John Delaney, a teammate

Our organization has completed multiple projects for Penn Medicine including:

- ◆ Advanced Care Hospital Pavilion for Penn Medicine and Penn Presbyterian Medical Center (PPMC)
- ◆ Walnut Towers
- ◆ Perelman Center for Advanced Medicine
- ◆ Smilow Center for Translational Research
- ◆ Roberts Proton Therapy
- ◆ Perelman Center for Advanced Medicine South Pavilion Expansion and South Tower
- ◆ Penn Medicine Radnor Ambulatory Care Center
- ◆ Transplant House
- ◆ Pennsylvania Hospital
- ◆ Pennsylvania Hall Garage
- ◆ Penn Tower renovations
- ◆ The Hospital of the University of Pennsylvania Jonathan E. Rhoads Pavilion

**“**We all have special people in our lives who have suffered from different types of cancers. The medical professionals at The Abramson Cancer Center are dedicated to providing access and continually developing advanced care for patients. In addition to the funds raised we all hope to raise awareness for cancer research.” —Bob Mullen, rider and CEO, Structure Tone



# Project Awards

## 600 STEAMBOAT ROAD

The Outstanding Building of the Year (TOBY) Award  
*Building Owners and Managers Association (BOMA) Southern Connecticut Chapter*

## COLUMBIA UNIVERSITY, CAMPBELL SPORTS CENTER

Building of the Year  
*American Council of Engineering Companies (ACEC) of New York*

Building of the Year  
*The Architects Newspaper*

## COMCAST SPORTSNET

Pyramid Winner  
*Associated Builders & Contractors (ABC) National*

## COVINGTON & BURLING

Craftmanship Award—Interior Stone and Marble  
*Washington Building Congress (WBC)*

## DIGITAL REALTY TRUST/ARM HOLDINGS

Innovation in a Medium Data Center Award  
*DataCenterDynamics (DCD)*

Green Data Center Award  
*DataCenterDynamics (DCD)*

## GMMB

Award of Excellence: Best Interiors Professional Services/  
Institutional Tenant Space over 25,000sf  
*NAIOP Maryland/DC Chapter*

## GOOGLE GORDON HOUSE

Large Commercial Interior Project Award  
*Mixology14*

## MACY'S HERALD SQUARE

Best Store Design of the Year Award  
*Portfolio Awards*

## NBTY

Project of the Year  
*American Subcontractors Association (ASA) San Antonio Chapter*

## NEW YORK UNIVERSITY, SCHOOL OF CONTINUING AND PROFESSIONAL STUDIES (SCPS)

Gold Award for Building/Technology Systems  
*American Council of Engineering Companies (ACEC) of New York*

## SENRIGAN CAPITAL

Outstanding Office Award  
*Real Estate Facilities Projects (RFP) Magazine*

## STRUCTURE TONE IRELAND

Fit-Out Contractor of the Year  
*Fit-Out Awards*

## ST. PATRICK'S CATHEDRAL

North American Copper in Architecture Award  
*Copper Development Association (CDA)*

## XYLEM INC.

Best Tenant Fit-Out Award  
*Building Owners and Managers Association (BOMA) Southern Connecticut Chapter*



# People

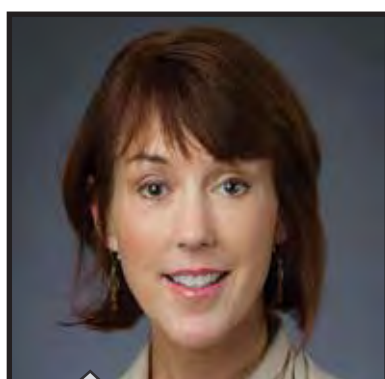
## NEW YORK



Alex Santacroce

**Structure Tone New York project manager, Alex Santacroce**, spoke to eighth grade students at The Seeall Academy (P.S./I.S. 180) in Brooklyn, NY to discuss how classroom learning is utilized on the construction site every day. Alex brought real world construction industry examples of how science, math, technology, communications/english, art, physical fitness and sustainability all play a part of the construction process.

## PHILADELPHIA



Trish Harrington

**Trish Harrington, director of business development at L.F. Driscoll** has been appointed to the board of directors for the **ACE Mentor Program Eastern Pennsylvania chapter**. The ACE Mentor Program of Eastern Pennsylvania, an affiliate of the national non-profit organization, ACE Mentors, engages and encourages high school students to consider careers in design and construction through mentoring, scholarships, and grants.

## PHILADELPHIA



Dermid Kelly, LEED® AP

**Dermid Kelly, LEED® AP vice president at Structure Tone Philadelphia**, was appointed a new board member of the **Charter High School for Architecture + Design's (CHAD) Designing Futures Foundation**. CHAD is a learning community committed to an innovative program integrating the design process. The Designing Futures Foundation board is a dedicated group of leaders in the design, architectural and related industries who volunteer to promote CHAD. <

## Anniversaries

### 30 YEARS

*Boston and Washington, DC Offices*

### 20 YEARS

*Dublin Office*

### 15 YEARS

*Hong Kong and Pavarini McGovern Offices*



## RACE AGAINST MS

Structure Tone was a proud sponsor of the **Race Against MS** which was hosted by **The Southern New York Chapter of the National Multiple Sclerosis Society** at the Belmont Park Race Track. A long-time supporter of the event and the society's mission, Structure Tone helped the organization raise funds to assist people living with MS and support cutting-edge research to find a cure for the disease.



## JDRF REAL ESTATE GAMES

Fierce competitors, **Structure Tone Washington, DC** participated in the **JDRF Real Estate Games**. Facing their local partners and competitors, our teams participated in the men's swimming 50-meter backstroke, butterfly and freestyle; pair's sack race and women's 3-on-3 basketball. The games are an annual fundraiser to support Type 1 diabetes (T1D) research. Congratulations to all the teams, including our women's basketball team which placed second!



## AMERICAN HEART ASSOCIATION WALK

Proudly supporting and participating in the **Philadelphia Heart Walk for the American Heart Association**, **L.F. Driscoll** gathered friends, family, co-workers to take a walk around Citizen's Bank Park. On a beautiful day in Philadelphia the team raised awareness for heart disease and stroke.



## GENESIS SHELTER FOR WOMEN & CHILDREN'S ADOPT A FAMILY PROGRAM

**Structure Tone Southwest Dallas** adopted three women and their children from the **Genesis Shelter for Women & Children's Adopt a Family program**. The office provided them with clothes, shoes and household items. Genesis provides shelter, safety, counseling and expert services for victims of domestic violence and their children.



## UNITED WAY

Given the chance to help feed those in need in our community, **Structure Tone New York and Pavarini McGovern** employees volunteered to pack snack bags for the **United Way of New York City (UWNYC)**. The packed snack bags were given to children to provide a healthy food option for children in after school programs and early learning centers. Over the past three years Structure Tone employees have donated over \$100,000 to United Way.



## STEP UP FOR SOPHIE

**Structure Tone Dublin** organized and hosted the **Step Up for Sophie Golf Classic**. The tournament helped raise funds for a wonderful young girl named Sophie. Sophie is a cheerful, energetic four-year old who suffers from cerebral palsy. She and her family are raising funds to help pay for an operation and continued medical treatment available at the St. Louis Children's Hospital in the US.



## HAVE-A-HEART/WE FEED WOODBRIDGE FOOD DRIVE

"Have-A-Heart" is the theme for the **Woodbridge Township annual food drive**. As a local business, **Structure Tone New Jersey** eagerly supported the cause by donating \$4,000 and 300 pounds of non-perishable food items, which will be distributed to Woodbridge Township families and individuals through various food pantries.



The Structure Tone Journal is a publication of the Structure Tone corporate communications department  
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The Structure Tone organization includes:  
Structure Tone, Inc.  
Structure Tone International  
Structure Tone Southwest  
L.F. Driscoll Company, LLC  
Pavarini Construction Co., Inc.  
Pavarini McGovern LLC  
S&techs/Structure Tone Asia

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