

# STO insights

**STO BUILDING GROUP**  
The Structure Tone organization

Ajax | BCCI | Govan Brown | LF Driscoll | Pavarini Construction | Pavarini McGovern | Structure Tone

## FUTURE OF THE WORKPLACE

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## A Message from *Jim and Bob*

# STO BUILDING GROUP

is an employee-owned family of construction companies committed to excellence in everything we do. We believe in building lasting relationships and always putting our clients first.

The diversity of our clients, who range across sectors and geographies, fuels our drive to innovate and provides a powerful platform to leverage expertise and local market knowledge across our companies.

We honor the individuality and entrepreneurial spirit of all of our brands while providing support for collaboration, growth, and future success.

We are proud of our people.

*Jim*  
James Donaghy  
Executive Chairman

*Bob*  
Robert Mullen  
CEO



## THE EVOLVING WORKPLACE

The workplace has changed dramatically in the last decade. Spaces that accommodate and foster collaboration are now essential.

As long-time experts in corporate interiors, we've been on the forefront of this global shift. In fact, we're more diverse and collaborative than ever here at STO. In the last few years we've grown to well over 2,200 professionals across the US, Canada, UK and Ireland, offering interior and ground-up construction expertise in the sectors and geographies where our clients need us. We expanded that network even further this spring with the addition of US West Coast firm BCCI Construction Company. Stay tuned for more on BCCI in our next issue of *STO Insights*.

We are a family of companies, each with its own esteemed heritage and specific areas of expertise. To better represent this unique combination of strengths, we have made a change in our organization. We have shifted our over-arching name from the Structure Tone organization to the **STO Building Group**.

As the STO Building Group, we can better support each of our companies as they grow while creating opportunities with clients who may be looking for services that span across our expertise. The culture, integrity, safety, project excellence and client-first philosophy that STO has always stood for remain exactly the same.

We're so excited about our future and the opportunities ahead for both our clients and our staff. But rest assured, we're the same partners you've been working with for years—even decades! We look forward to helping you realize your vision for the built environment as that, too, continues to evolve.

*Jim*  
James K. Donaghy  
Executive Chairman

*Bob*  
Robert Mullen  
CEO



## IT'S LIVE! STO Building Conversations, a new podcast

Powered by the STO Building Group, STO Building Conversations is a brand-new podcast created by construction professionals, for construction professionals. Join us each month for an expert discussion on a different construction trend and discover the many ways the construction industry is moving forward. Now available on Spotify, Apple Podcasts and our website!



Photos these pages: ©Phillip Durant



The historic building now offers abundant public meeting and working areas



Above ▲ The lattice ceiling and walls echo the original shelving of the stacks

# Coworking and Collaborating at the FREE LIBRARY OF PHILADELPHIA

The library as we know it is changing—and has been for years. Rather than simply housing books and other materials, today’s library is becoming a go-to public destination for all types of resources, including collaboration and coworking facilities.

The reimagined Parkway Central Library of the Free Library system in Philadelphia embodies this evolution. Opened in 1927, this majestic structure recently underwent an extensive renovation to transform its stacks area into three new levels of public amenities and offerings.

As envisioned by famed architect Moshe Safdie, the renovation removed the massive shelving in the stacks to create three new areas of public resources: the Marie and Joseph Field Teen Center (4,000sf), the Robert and Eileen Kennedy Heim Center for Cultural and Civic Engagement (7,200sf)

and the Business Resource and Innovation Center, or BRIC (8,200sf). These new areas offer collaborative open space for public use as well as such features as bookable meeting rooms, specific research collections and unique programming ranging from homework help to wireless presentation screens.

## PRESERVING THE PAST

In reinventing the space from book repository to public gathering place, the library wanted to preserve as much of its original character and materials as possible. However, after nearly 90 years of use, “a lot of what we were finding wasn’t in the best shape or was simply unsafe,” says Joe Chipman, superintendent for LF Driscoll, who led the renovation. “It became a challenge figuring out what we could salvage and what we couldn’t from a structural and safety perspective.”

Given these discoveries, the design team adjusted the plans slightly to pay homage to the original spaces in certain areas without necessarily reusing those materials. Pieces of the original steel shelving in the stacks, for example, were incorporated into screens and artwork. A trellis ceiling pattern evokes the decorative ceiling of the original space as well as the grid motif of the shelving. In fact, the LF Driscoll team was able to leverage the existing structural system for the stacks to accommodate the trellis. “The structural elements were already there,” says John Haight, LF Driscoll project executive. “So before we did the demo, we built 30% to 40% of the trellis drywall enclosures since they would be tough to get back to.”

The pink marble floors of the stacks, however, were a different story. The marble had been epoxied into the structural framing, which at first glance made salvaging them look challenging. But Chipman and his team devised a way to essentially “pop” out sections during demolition so they

would not shatter while being removed. In the end, 14,000sf of marble was salvaged and reused to build a parallel staircase to the library’s original stairs. The new staircase, named the William B. Dietrich Grand Staircase, blends in perfectly with the original and connects the existing spaces to this new area seamlessly.

## A PUBLIC “WORKPLACE”

Now, not only do library customers have access to the typical reading and research materials as they always have, but they also can use the library as a resource for collaborative work, from holding public meetings, to hosting lectures, to booking small conferences and practicing their business pitch. The BRIC and Heim Center have become well-used public “working” spaces, in ways, says Jim Pecora, they didn’t expect.

“These were really intended to be self-programmed spaces,” he says. “They have organically become immensely popular with hundreds of bookings since April. We didn’t necessarily plan on these uses, but we knew they needed to be flexible, and now we’re adapting to set up these spaces most effectively to support events like business conferences.”

The Parkway Central Library was, in essence, an adaptive reuse of what libraries once were into what they are and will be. “A lot of things come together here—skills, people, programs,” says Pecora. “It’s as unique a reuse project as I have ever worked on.”



14,000sf of salvaged marble was reused to build the Grand Staircase

“One of the studies we did revealed that only about 33% of this big public building was actually open to the public,” says James Pecora, vice president of property management for the Free Library. “An idea emerged to improve that ratio by clearing out some of this interior space to make room for new programming.”

Photo above, left: Tom Holdsworth Photography; Photo left and above, right: Halpin Mason Photography

### Project Details

**Size:**  
41,000sf

**Client:**  
Free Library of Philadelphia

**Architect:**  
Safdie Architects

**Architect of Record:**  
Kelly/Maiello Architects

**MEP Engineer:**  
Bala Consulting Engineers

**Structural Engineer:**  
Thornton Tomasetti

**Sector:**  
Cultural

**Completion:**  
April 2019

### Project Highlights

- ✓ 14,000sf of original marble salvaged and reused
- ✓ Mock-up built of unique lighting fixtures
- ✓ Intense safety and shoring measures taken to keep the facility open to the public throughout construction

# BETTING BIG: DraftKings' New HQ

Sports betting is big business, and the creator of the leading fantasy sports and sports betting products is betting big on Boston. With its move to a new headquarters in Boston's Back Bay, DraftKings signals its incredible growth and commitment to staying true to its Boston roots.

## Project Highlights

- ✓ Largest single-floor floorplate in Boston
- ✓ Coordination with multiple GCs in the building
- ✓ Global lighting procurement, delivered on time
- ✓ Project completed exactly on schedule
- ✓ Lost Time Accident Rate: 0



Above ▲

The café area resembles a football field, including custom LED lighting

The headquarters unites two floor plates to create one 105,000sf single-floor office—the largest in the city. And, says Mack Freedman, DraftKings' senior manager of global real estate, it's a major upgrade from their former space.

"Furniture was mismatched and visitors were forced into a small waiting room full of boxes because we had no storage space," he says.

To make the move to a space that could house their growing 700-person team and better reflect their culture, DraftKings brought on the team of CBRE, IA Interior Architects and Structure Tone. Infused with the company's energy and love for the game, the new headquarters is designed to be warm and inclusive and showcase their innovative, real-time use of technology. The new workplace also helps address a challenge that many of today's tech firms struggle with—finding a balance between the agility and creativity of their start-up culture with the security and administrative needs of the sophisticated, successful company they have become. Some examples of how DraftKings has achieved that balance include:

- **Size.** Finding a single floor for over 700 employees in downtown Boston is challenging. CBRE was instrumental in helping find the opportunity to connect two towers, and IA and Structure Tone developed a plan to make that vision work. For starters, the two slabs had been poured at different times and so were not the same height. "As walls began to come down, we also discovered that the expansion joint bridging the two buildings was not quite up to code," says Adam Finley, Structure Tone project manager. "So we put a

steel plate over the joint to bolster it and serve as an even foundation for the floor finishes."

- **Technology.** "While our product is based on sports, our employees are equally enthused about technology," says Freedman. "So we wanted to make sure it was ever-present in the office." The space has nearly 200 TVs across all types of surfaces—from walls and panels to columns and ceilings—and includes a full production studio. A row of sports tickers runs above a tech bar with integrated iPads, while screens along the corridor highlight all-star employees. The sound system and café TVs are linked to a 98in touch screen that comes down from the ceiling for all-staff presentations. "The main TV folds down from the ceiling and is very heavy," says Finley. "We had to make sure the building structure could support that massive weight in all of its positions."
- **Lighting and sound.** Lighting and sound play an integral role in branding DraftKings' HQ. The café has a full LED football field that changes color statically and dynamically. Huddle rooms include lighting tailored to a particular sport, such as lights that look like ice in the NHL room. Speakers above the elevator doors play sounds of the sport season, like the crack of a baseball bat or swish of a basketball net.
- **Security.** Data protection is critical at DraftKings. The space includes a nine-screen Network Operating Center for monitoring every server and a state-of-the-art UX lab with one-way glass, retina tracking cameras, etc. "Combined with all the lighting, power and data infrastructure, there were a lot of systems

## Project Details

**Size:**  
105,000sf

**Client:**  
DraftKings

**Owner's Rep:**  
CBRE

**Architect:**  
IA Interior Architects

**Engineer:**  
WB Engineers

**Sector:**  
Commercial

**Completion:**  
March 2019

to fit into the space," Finley says. "We worked really closely with the A/V consultant and MEP engineers to integrate and coordinate all of these systems within a comprehensive network and within the building's MEP infrastructure."

- **Recruitment.** The 12 interview rooms have made a huge impact on the candidate experience, which is important to DraftKings' growth goals. Each room has its own temperature and ventilation system, and lighting is intentionally designed to avoid the feeling of an interrogation. The rooms also overlook the building's indoor courtyard to create a sense of natural light and give candidates a unique view into the back of house where employees are actually working.

After the project was completed—on the exact day projected in the project schedule—DraftKings already reported feeling a tangible difference.

*Every single executive at DraftKings was truly blown away, not just by the actual finished product and attention to detail, but by the truly perfect execution and noticeable increase in productivity from literally day one," says Freedman. "Simply put, we achieved the overarching goal of this project: to create an office that people do not want to leave." ◀*

All images these pages: Robert Benson Photography

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# PLANNING FOR THE FUTURE: Brinker International's Headquarters

After being planted along the LBJ Freeway for over 30 years, Brinker International, Inc., one of the world's leading casual dining companies, decided to consolidate their operations and create a new headquarters that would better reflect their business's bright future. The company partnered with Structure Tone Southwest to build their custom restaurant support center in Cypress Waters, a 1,000-acre development located in the heart of the Dallas-Fort Worth metroplex.

Four stories high and a total of 214,000sf, Brinker's new office is now three times the size of their previous space and allows for 25,000sf of future expansion. The headquarters features all the amenities of an ultramodern workplace, but as the owner of national dining chains like Chili's® Grill & Bar and Maggiano's Little Italy®, the new building also had to include several elements unique to the restaurant business.

## SOLVING THE PUZZLE

With four commercial-quality kitchens, labs, a training center and a demo dining area, Brinker's headquarters is full of industry-specific facilities to ensure their nearly 1,700 restaurants remain a cut above the competition. However, installing the specialized materials and equipment these particular spaces required—within a typical office building—was quite the challenge.

Without an outside kitchen expert on the project team, one of Structure Tone Southwest's main obstacles was the grease and exhaust ductwork. Typically, these ducts would exit the building on

the first floor and continue up the outside framework. But given Brinker's aesthetic goals, the team installed custom grease ducts specifically designed to travel up the inside of the building to the roof. With four large exhaust ducts now part of the building's infrastructure, nearly all of the existing systems—from the sprinklers to the electrical networks—had to be reconfigured.

There was very little room to alter these systems to make the installation fit within the building's existing structure. Instead, the team worked closely with Brinker's experts and engineering team to make the existing space fit the new ductwork. "It was like putting together a puzzle that had specifically numbered pieces," says Steve McAfee, senior superintendent at Structure Tone Southwest. "All the equipment was premanufactured to be assembled and installed in extremely precise locations."

## PLAN AND PERSIST

Because the scope of the test kitchens was so complex and detailed, the project team developed a schedule that allowed for work on both the kitchen

## Project Details

- Size:**  
214,000sf
- Owner:**  
Brinker International, Inc.
- Owner's Rep:**  
Cushman & Wakefield
- Developer:**  
Billingsley
- Architect:**  
HKS, Inc.
- Structural Engineer:**  
Raymond L. Goodson Jr., Inc., RLG
- Sector:**  
Commercial
- Completion:**  
February 2019



ens and the office areas concurrently. As construction on the kitchens began, the team worked from the top floor down, managing the construction around the needs of the space in progress.

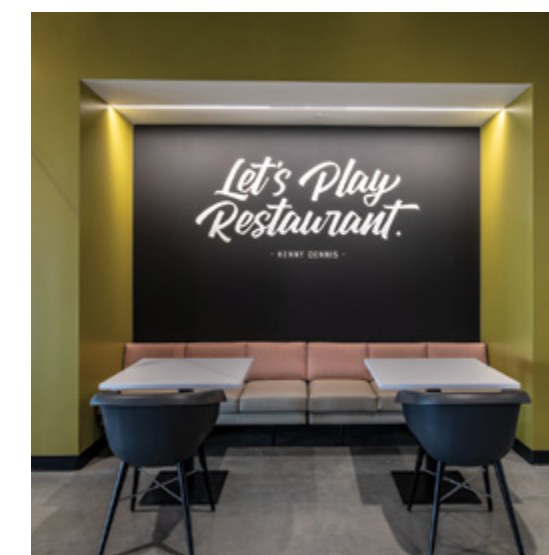
Unfortunately, the team's careful planning couldn't have taken into account the period of extraordinarily heavy rain Texas experienced last year. Some of the storm sewers near the building were blocked off as required in the site's SWIPP plan. And thanks to several weeks of downpouring—around 20,000sf of Brinker's first floor flooded. When the project team discovered the flood, they launched a remediation plan and were able to avoid any impacts to the construction schedule.

## CONSISTENT QUALITY

While the kitchens and dining areas are extremely high-end, Brinker's office space is equally as impressive. The headquarters features office spaces, meeting rooms, a corporate boardroom and amphitheater—all of which are decked out with Brinker's top-notch IT and A/V technology. To accommodate the office's intense tech elements, the team built a large IT lab, complete with eight AC units, as well as two MDF and IDF rooms to house the building's data and low-voltage systems.

In addition to the four main kitchens, Brinker's first floor boasts a 3,600sf fitness center and yoga studio, plus various outdoor patios and terraces designed for the company to host events. The upper levels fo-

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cus on office space and feature an open floorplan to maximize employee interaction. The demountable, glass partitions in the offices and conference rooms add an element of flexibility to the space and will give Brinker the freedom to easily reimagine their office as the company continues to grow.

With such a high-end design, the materials had to match. The headquarters features granite countertops, fabric wall coverings and glass partitions to allow natural light to flow through the space. The project team even developed several mock-ups to test the constructability of more complex features

Above ▲ Each test kitchen features commercial-grade culinary equipment

## Project Highlights

- ✓ Four commercial-grade kitchens
- ✓ Collaborative, flexible office space
- ✓ 700 branded design elements
- ✓ 25,000sf of expansion space

like the ceiling system, concrete floor finishes and several specialty doors to ensure the end product would meet Brinker's high standards.

## BRINKER ON BRAND

Because their new-and-improved headquarters is so multifaceted, Brinker outdid themselves branding the space. Their branding team considered each branded element a "project" and had identified over 700 "projects" throughout the building.

During the later phases of construction, the Southwest team was in constant communication with Brinker's branding personnel to ensure their projects were correctly sequenced into the overall construction schedule.

"Because of this teamwork, the branding program throughout the headquarters is as exceptional as the rest of the space," says Joseph Cribbin, STSW president. "We loved being part of this team." ◀



# FLEXIBILITY AND ADAPTABILITY: What's Next for Workplace Design

Collaboration. Connection. Choice. Those have been the operative words in office design over the last few years, particularly as the open-plan concept has taken hold. How are those ideas changing the workplace, and where are we headed next? We spoke with three workplace design experts to get their take on the workplace then, now and in the future.

## Open-plan offices are arguably the most prevalent workplace trend in recent years. Why do you think it's been so popular?

**Treacy:** A trend is something that is short lived, but the open office has been around for a century, maybe even longer. It's here to stay. Open-plan is not the answer to everything, but the solution that we go back to private offices is totally ridiculous. That would destroy the whole idea of a collaborative corporate culture.

**Phillips:** Open-plan actually has a long history and legacy. The concept was formalized in Germany in the 1950s as the "Bürolandschaft," or office landscape. That idea hasn't changed; there is no one right way or wrong way of planning offices, including today. Every organization is different.

**Houston:** I believe the popularity of the open office plan is a reflection of society's relationship with technology today. We are constantly interacting with others via our devices and, as a result, I believe many of us are looking to make in-person connections. By breaking down walls, we are able to facilitate collaboration which shapes positive corporate culture.

## What do you think about some of the recent backlash against the open-plan concept?

**Treacy:** A badly designed open-plan is bad. It's about designing the space properly. Understanding a client's corporate culture is vital to creating a working environment that supports the attributes of great places to work. You don't just move people in and say "get on with it." The office is a tool the same way anything else is to help your organization, but people need time to learn how to use that tool.

**Houston:** Many clients embrace the open-plan concept once they understand how to properly use the space. Each client is unique. It's our job as designers to listen to our clients, understand how they work and translate that to their space. Open-plan means different things for different clients; you have to find the balance and provide the resources people need in order for it to be successful.

**Phillips:** The idea of transparency can be different from openness. Transparency in business is an important concept that can be embodied in the way you design and plan.

Photo above left and next page, right: Eric Laignel, Photo next page, left: David Murphy Photography, Photo next page, center: Brandon Stengel, www.famkistudios.com.



Above ▲ Collaborative spaces are key at (L to R) AIB Molesworth (Dublin), NELSON HQ (Philadelphia) and Argo (NYC)

## TPG and NELSON recently redesigned your own offices. Are they open-plan?

**Phillips:** We treated ourselves like a client, with committees, surveys, etc. With that input, we put a lot of emphasis on communal space. This space has changed our culture. It's transparent and fosters a really good energy. It's had an enormously positive effect on our business, our partnership and our quality of work.

**Houston:** Yes, we are designed to be free-address, and each employee has a sit-to-stand benching workstation. After three months of visioning and data gathering, we developed a "habitat" concept. Each habitat includes a kit of parts: project team room, huddle/phone room, personal touchdown room, recycling center, open meeting area, personal storage and workstations. The enclosed rooms and benching workstations intentionally have the same footprint so we can adapt as we change and grow.

## How is technology changing workplace design?

**Treacy:** Over the last 10 years, nothing has had a bigger impact on the landscape of the office. Technology is allowing us to drive the thinking to much smarter buildings that help actually manage the building and how users can curate their experience in it. We haven't quite got to that level in our projects, but it's just a few steps away. Workplace, like everything else, has to become an experience.

**Houston:** We are seeing a trend of "smart" technology emerging in the workplace. I believe this will continue to become more of a standard in our industry but will take time for clients to learn the benefits. It's much like LEED® and WELL™—look where those were years ago and look how far they have come now.

**Phillips:** There is a lot of talk about smart buildings but very little has been delivered so far. That said, technology is ubiquitous. With a virtual reality platform, we can present our ideas and thoughts in 3D, do photorealistic fly-throughs. The migration to BIM platforms has continued to evolve as well and has more and more momentum.

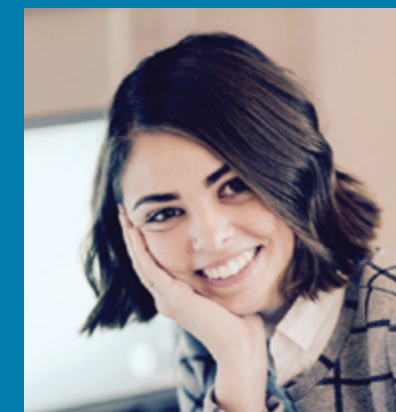
## What's next for workplace design?

**Treacy:** One of the growing areas of the wellness agenda that I find particularly fascinating is the movement towards designing space for users with cognitive and learning challenges. So not only are we designing spaces to be physically inclusive, but we are also going to design to be cognitively diverse and inclusive.

**Phillips:** No one can see the future, so you have to plan for every future, which means adaptability and flexibility. We are designing adaptable solutions that can accommodate all kinds of technologies since we know they will evolve. Enlightened businesses recognize that people are the primary asset, not specific solutions.

**Houston:** One of the first questions we asked ourselves for our office design was, "Why do we need to have an office at all?" We found that it circles back to people wanting to create human connections with others. We spend most of our time at work. The key is designing a space that speaks to employees as individuals and as a team. ◀

## THE EXPERTS



Above ▲ Elizabeth Houston  
Project Manager, NELSON (Philadelphia)



Above ▲ James Phillips  
Managing Executive, TPG Architecture (New York)



Above ▲ Justin Treacy  
Director, RKD (Dublin)

# LEARNING CURVE: Manhattan College's South Campus

When it comes to engineering and science education and research, Manhattan College offers some of the top programs in the country. But as work styles continue to evolve, staff and students needed the school's facilities to better reflect the way they operate. So, in 2018, the College launched a phased program to renew their south campus.



Hover over this page with the STO INSIGHTS APP to see a time lapse of the concrete pour on this roof!

The roof of the new building required 80yd<sup>3</sup> of concrete

The transformation is twofold: Leo Hall, the original engineering building, is being partially renovated and getting a 30,000sf new addition, while construction of the brand-new Higgins Engineering and Science Center is happening concurrently next door. The adjacent buildings will share a roofline and, together, they'll make Manhattan College's south campus the ultimate academic hub for engineering and science studies.

### LABS, LABS, LABS

As a workplace and a place of study, Manhattan College's new facilities not only needed to consider the ways students study and learn, but also how the school's faculty functions. Labs are one of the few places on campus where hands-on learning, research and the development of MHC's cutting-edge curriculum intersect—meaning laboratories were a major focus for the project team.

Between Leo Hall and the Higgins Center, the College's revamped south campus will house 28 unique labs in this phase alone. From soil and concrete labs to instructional and computer labs, each space caters to one of the many specialized areas of study within Manhattan College's engineering and science programs. With such specific uses, the Pavarini North East team had to maintain certain key principles throughout construction.

- **Connectivity.** The infrastructure and technology needed to support these advanced laboratories are extremely complex. Each one requires specific MEP connectivity and, as a result, construction of the MEP systems has been intense. "Lab spaces need more than your typical distribution of ductwork, and the plenum can get pretty congested," says Glenn Mazzeo, PNE senior project manager. "Between the specialized plumbing, sprinklers, electrical and HVAC systems, there's a lot of coordination happening between the trades."

- **Integration.** Plus, all the systems between the existing and new building needed to tie in to the current mechanical room located in Leo Hall. The team demoed certain areas within the room to create space and then installed the new-and-improved equipment for both buildings—including two large chillers—without expanding the room's footprint.
- **Testing.** Knowing that various fumes would be traveling through the extensive exhaust ductwork, testing was another key component. All three duct distributions—high, medium and low—were pressure-tested to meet the engineering team's critical requirements and ensure the exhausted fumes wouldn't leak into the plenum. And because labs must be equipped to handle potentially harmful fumes, the exhaust ductwork itself is made of stainless steel rather than the standard tin.

### MODERN COLLABORATION

Lab space isn't the only highlight of the south campus renewal. With a 12:1 student-faculty ratio, Manhattan College prides itself on providing an intimate learning environment—and soon they'll have plenty of open areas to support the student-faculty engagement they're aiming for.

The three-story Higgins Engineering and Science Center will feature a grand atrium and a modern lobby that allows visitors to enter from both the east and the west. Supported only by stainless steel rods, a central staircase comprised of glass guardrails, wood handrails and terrazzo treads and landings will connect all three levels.

Open spaces with casual seating will be sprinkled throughout the building to encourage collaborative learning. Even the building's corridors will have benches and whiteboards for spontaneous group study sessions. The student lounge in Leo Hall is also getting a makeover, with four new, glass-enclosed study rooms, additional seating and acoustical ceilings to boost student-faculty engagement outside of the classroom.



All photos these pages: John Bauer/Building Images Photography

Above ▲  
Once complete, a three-story atrium will welcome faculty and students to the space

### Project Details

- Size:** 70,000sf
- Client:** Manhattan College
- Owner's Rep:** VVA
- Architect:** Mitchell Giurgola Architects LLP
- Structural Engineer:** Robert Silman Associates
- MEP Engineer:** Jaros Baum & Bolles
- Sector:** Education
- Completion:** September 2020

### Project Highlights

- ✓ 28 total labs
- ✓ Brand-new, 30,000sf academic building
- ✓ Student and alumni involved in project
- ✓ Lost Time Accident Rate: 0
- ✓ Targeting LEED® Gold

### ON DUTY ON CAMPUS

Building on an active campus means communication and safety are critical. With the help of drywall partitions, abundant signage and the MHC facilities staff, the team has been able to effectively separate the construction areas from all public spaces.

“We're in constant communication with the Manhattan College facilities management team,” Mazzeo says. “They're an essential part of our safety plan.”

As Manhattan College's long-time project partners, the Pavarini North East team has included the school's engineering students in the construction process. The next generation of Jasper engineers have been involved since the start and continue to take regular site tours to learn from the project team. Today, the 70,000sf project is on track and set to be complete by the fall of 2020. ◀

# Amazing Spaces

Bell Works Bell Market, Holmdel, NJ



FiveBelow, Philadelphia, PA

FiveBelow, Philadelphia, PA



Bell Works Bell Market, Holmdel, NJ

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# THE FLEX FACTOR

## Coworking and the Flexible Office Market

The coworking/flexible office model has undoubtedly disrupted the traditional corporate real estate market. Since WeWork brought the concept to the big stage a few years ago, flexible office leasing has become a sizeable percentage of the office market—and it's growing. In fact, JLL predicts that nearly 30% of US office space could be consumed flexibly by 2030.



### HOW DID WE GET HERE?

The seemingly sudden popularity of “flex” space comes down to employee demand, says Brian Harrington, chief experience officer at Hana, CBRE’s flexible space solution.

“There’s an arms race for talent, and the talent is demanding new workplace solutions that better fit their needs,” he says. “Those can range from food and beverage options to different ways and places to work in the space.”

As that demand has grown, investment has followed. Scott Homa, director of US office research for JLL, says that a confluence of factors has contributed to the market’s meteoric rise.

“We’ve seen so much private equity and venture capital money fueling the growth in this sector,” he says. “With the demand, the value proposition for tenants resonates even more because of the speed, convenience and flexibility the short-term commitment offers.”

### THE OWNER CONNECTION

While user demand may have driven the trend, owners are now reshaping it. As the coworking and flexible market took hold, CBRE was getting questions from clients about flexible offerings and hearing feedback from owners who wanted to be more involved in the process.

“Landlords began saying they wanted a flexible space solution set that provides them a little more control over their space than what was being offered in the market,” says Harrington. “They were

looking for more involvement in and transparency about what types of clients were in their buildings.”

That’s where CBRE’s Hana offering comes in. Hana—which means “work,” “happiness,” and “flower” in different languages—allows CBRE to leverage their long-term relationships with building owners to offer clients flexible options across their entire portfolio.

“We’re bridging the gap between owners and occupiers,” Harrington says. “We’re giving occupiers the space they desire with the flexibility of a short-term lease, and we’re giving owners transparency and a deal structure that is more of a partnership.”

### DREAM TEAM

So what does a flexible office model mean for workplace design and construction? At WeWork and other coworking operators, some design and construction functions have been taken in-house to achieve the scale they are working toward. At Hana, they still rely on design and construction partners but selectively choose those who understand the specific needs of the flex market:

**1. Speed and flexibility.** “Our partners need to be able to act fast and be flexible,” says Harrington.

**2. Brand education.** Hana offers a particular experience for tenants, and their project partners must fully understand that value proposition. As Harrington puts it, they “sweat the details” at Hana and need partners who execute with the same approach. Abundant access to power outlets, for example, is a focus in every Hana space.

**3. Scalability.** The ability to improve on the process and create a replicable model is also key, says Harrington. “We want partners like STO who can help us get better at what we do,” he says. “That give and take is critically important.”

### FLEXING THE FUTURE

As JLL’s research shows, the flex office market isn’t going anywhere as owners and tenants alike become more educated and savvy about their options.

“Year to date, we’ve seen a 15% acceleration in coworking supply relative to last year,” says Homa. “We think there is going to be a continued shift of demand and evolution in real estate that favors more flexible consumption.”

Hana’s Harrington agrees. “I don’t think long-term leases will go away,” he says. “But flex space provides a very interesting option for certain types of occupiers and a certain percentage of their portfolio to make a meaningful difference to their end users.”



St. Petersburg's new police HQ blends modern workplace amenities with a functional police facility

# AN OFFICER AND AN EMPLOYEE: Law Enforcement Facilities as Workplaces

How do you create a comfortable, productive workplace that also functions as a highly secured public building? Two law enforcement departments in Florida have found a way to achieve both goals, blending modern function with form in their new facilities. With the help of Ajax, both Volusia County and the City of St. Petersburg have new facilities that provide the security and functionality necessary to get the job done in an environment where people actually want to work.

The new 22,000sf evidence facility for the Volusia County Sheriff's Office replaces its aging evidence building, whose flooding and mold issues put the county's evidence storage accreditation at risk. The new, fully secure building includes offices, a lobby and a covered loading dock as well as areas for evidence intake, processing, archiving and disposal.

Across the state in St. Petersburg, the new 170,000sf police department headquarters raises the bar for what a modern, welcoming police station can be. Housing everything from evidence storage and public records access to investigative services and a state-of-the-art Emergency Communications Center, the new headquarters has redefined the way the department works.

*"We wanted to think outside the box by designing and constructing a building that would last for several generations of officers but provides all divisions with what they needed to effectively do their jobs," says Michael Kovacsev, assistant chief of the St. Petersburg Police Department.*

## SYSTEMS UPGRADE

To do those jobs, both buildings required sophisticated data and security systems. The St. Petersburg headquarters, in fact, houses a data center for both the police department and the city, plus serves as a backup system for Pinellas

County emergency services communications. Needless to say, scheduling and integrating such systems as security, access control, intrusion detection and IT services was complex.

"Every other week we held a technology meeting with the various vendors and the client specifically to coordinate their requirements," says Michael Wilson, operations manager for Ajax. "If we hadn't had those meetings, I'm sure a lot of those details would have slipped through the cracks until very late in the game and possibly not have the full functionality the user expected."

The sensitive nature of both organizations' work also meant securing the facilities and their contents was a must. The evidence storage areas were designed and built to protect evidence for 100 years, including such measures as intrusion alarms, lockdown access and extensive camera systems. Both facilities are also hardened to withstand the 200mph wind gusts that can occur during Florida's annual hurricane season.

## VISITORS WELCOME

The tight security, however, didn't mean either organization wanted imposing, all-metal buildings.

"We didn't want the building to look institutional," says Kovacsev. "That 'battleship gray' so common to police buildings was not going to fly. We want the public to feel welcomed."

The building's lobby is a two-story, open space with glass curtainwall so the public can look directly inside. Hanging from the ceiling is a 30-foot eagle's wing

sculpture, which is illuminated at night. The media room doubles as a meeting space for crime watch and public meetings with officers. Warm colors and finishes soften the space and invite people inside.

The Volusia County Sheriff's Office had the same goal. Rather than build a metal storage box, the County wanted a space that made people feel comfortable.

"The former facility was miles away from the Sheriff's Office headquarters and had a series of gates and barriers to get through," says Jeremy Cox, Ajax operations manager. "The new building is more like an office so when people walk in, they recognize that it's a professional setting, which translates into a smoother exchange of property between the evidence owner and the County."

## LAW ENFORCEMENT AT WORK

Perhaps even more important to both departments was welcoming their own staff to the workplace. The softer, warmer finishes of public spaces extend to the office areas, and a number of amenities were added to provide places to decompress from the stresses of the job.

The St. Petersburg headquarters offers break rooms, outside eating areas, wellness rooms and quiet rooms for staff who need a break. Classrooms and conference areas give teams private places to meet or simply talk.

In Volusia County, the new evidence facility reconfigured the way the county processes evidence in off hours, adding a queue on the side of the building where officers can tow in evidence, store it securely and leave it there for the evidence team to tackle during normal working hours.

"At their previous facility, someone on the evidence team would have to come in at all hours of the night to receive evidence," says Cox. "This addition helped change the culture a bit to ac-



Above ▲ The new St. Petersburg facility features a 30-foot eagle's wing, illuminated at night

knowledge this can be both a functional evidence facility and a functional workplace."

Now up and running in their new digs, both organizations can feel the effects of a modern work environment on their productivity and morale.

"The aesthetic of the new station reflects our community-oriented policing model," says St. Petersburg's Mayor Rick Kriseman. "The glass and the openness is an illustration of our transparency and our desire to build bridges with our residents. We are proud of what we've built, and while it will serve us well in the present, it's also a gift to the future." ◀



The new Volusia Co. Sheriff's Office evidence facility

## Project Details

### VCSO Evidence Facility

- Size:** 22,000sf
- Client:** Volusia County Sheriff's Office
- Architect:** SchenkelShultz Architecture
- Civil Engineer:** Zev Cohen & Associates, Inc.
- MEP Engineer:** OCI Associates
- Structural Engineer:** BBM Structural Engineers
- Sector:** Government
- Completion:** February 2019

## Project Details

### SPPD HQ

- Size:** 170,000sf
- Client:** City of St. Petersburg, FL
- Architect:** Harvard Jolly Architecture
- Interior Design:** AECOM USA, Inc.
- Civil Engineer:** George F. Young, Inc.
- MEP Engineer:** Engineering Matrix, Inc.
- Structural Engineer:** McCarthy & Associates
- Sector:** Government
- Completion:** March 2019

## Project Highlights

- VCSO Evidence Facility**
  - ✓ Tilt-wall construction approach
  - ✓ Developed design for new water pump system to improve fire protection water pressure
  - ✓ Delivered substantial schedule and budget savings
  - ✓ Targeting LEED® Silver
- SPPD HQ**
  - ✓ Brought data center online while building still under construction
  - ✓ 1,450 solar panels
  - ✓ Targeting three Green Globes

Photo above left and above right: Kevin Gehart, AEG Electric, Inc. Photo right: Matt Shoats for Good



Boies Schiller Flexner LLP

# THE NEW LAW FIRM

## Can Law Firms Think Outside The Box?



Milbank LLP

Law firms around the globe have slowly started incorporating flexibility into the work environment. But in an industry where confidentiality is king, creating a space that fosters transparency and collaboration, while allowing for privacy, is challenging to say the least.

It's no secret that flexible office space is one of the major trends in commercial interiors today—and study after study shows that agile workspaces are much more than a fad. Limiting cellularized work areas and introducing shared, mixed-use space increases opportunities for collaborative thinking, enhanced communication and amplified productivity across the board. Flexible offices are also far more attractive to perspective employees, who tend to be more satisfied with life at work in an open office environment.

But the benefits don't end with employee satisfaction and performance. When a firm decides to pursue an open floorplan, the cost of construction decreases significantly. Without the need for partitions, mechanical and electrical services like lighting and air conditioning can be standardized across the entire floorplate. The office layout requires minimal design coordination and, therefore, far fewer manhours to deliver. Businesses with collaborative offices can also hire more employees due to the additional physical floor-space available.

### THE CONFIDENTIALITY QUESTION

With so many tangible benefits, it's no wonder law firms are looking to change their traditional approach to workplace strategy. However, strict privacy requirements have made flexible office features extraordinarily difficult to implement. For years, design within

the legal sector has revolved around the need to maintain client confidentiality—meaning private offices, cubicles, high partitions and acoustical ceilings were the norm.

How have some of the top firms in the industry been able to incorporate agile working into their heavily regulated world? Several early adopters have found the solution: balance.

### A BALANCING ACT

One of the first firms in London to make the leap to a more agile workspace was Reed Smith LLP. Together with Gensler, the firm aimed to strike the perfect balance between cellular and open. "We are constantly evaluating our use of real estate in line with changing working styles among our lawyers," says Andrew Jenkinson, Reed Smith's managing partner in London.

Their space features private offices for lawyers to ensure confidentiality and a concentrated work area, as well as three floors of relaxed meeting space to appeal to the next generation of employees. "We know that people want to work in a more agile and collaborative environment and that, more importantly, this helps us attract, retain and get the best out of our talent," he says.

This year, Ashurst LLP moved into a new, flexible headquarters in London's Spitalfields. Designed by Sheppard Robson, Ashurst wanted their revamped office to drive interdepartmental innovation, but they agreed that a mixture of independent and collaborative space was right for them.

"Some of our teams are still paper-reliant, so we can't have complete agile, flexible working," says Ashurst's transformation director, Sanjay Mazumder. "However, one of the floors has become completely open-plan, which is a big thing for a legal team to do, particularly as no one else in this firm has done it."

Photo above left: David Sundberg. Photo above right: John Beer. Building Images Photography

### COLLABORATIVE CULTURE

Across the pond, Milbank LLP and Boies Schiller Flexner LLP both knew incorporating more flexibility would support their already collaborative corporate philosophies—and they each took the opportunity to do so when they relocated to New York City's newest neighborhood, Hudson Yards.

Milbank, for instance, hoped their new space would help foster the firm's collaborative and community feel by reducing the size of private offices, adding amenity and conference floors and connecting all 10 levels with a central staircase. Milbank chairman, Scott Edelman, said the new

space is a marked contrast from the heavy wooden walls of their former space and a more attractive look and feel for junior staff.

"We are really focused on attracting the very best talent at the associate ranks," Edelman said, adding the office's features are directed to make sure "the associate experience is as positive as we can make it, so that we can get and keep the very best people."

Located in the same high-rise, Boies Schiller Flexner wanted their new space to reflect the way their staff was already working—and the data-driven approach of their design partner,

Schiller Projects, helped them build a completely custom space. The architectural team, which included data analysts, spent 12 weeks conducting interviews, workshops and surveys with BSF employees. The data allowed them to create a unique design based on how the firm operates.

*"In BSF's previous space, you could go in, get on a conference call with a lawyer who might only be two rooms down and never see the person all day," says Aaron Schiller, principal at Schiller Projects. "BSF wanted to blow that up, not because they were fundamentally changing the way they practiced, but because they were aware that the space they were in did not support the way that they had been practicing."*

The firm's new office offers employees a diverse array of workspace options and has allowed their already interactive company culture to thrive.

Despite the indisputable need for private workspace within a law office, flexible and open layouts are being embraced by some of the industry's global leaders. With these top law firms paving the way, agile workspaces in the legal sector are definitely here to stay. ◀



Above ▲ Ashurst LLP

# GIVING BACK: Big Changes Start Small

While there's certainly been a lot of progress, when it comes to plastic reuse and recycling, the United States still has some work to do. According to the National Geographic Society, shoppers in the US use almost one plastic bag per day, compared to Denmark, where, on average, residents use four plastic bags per year. In fact, the Environmental Protection Agency reports the US only recycles 9% of its plastic, leaving plenty of room for improvement.



Above ▲  
Newark Urban Farm



Beach cleanup

Meanwhile, around 18 billion pounds of plastic end up in oceans around the globe every year. Luckily, big problems don't always require big resources to solve. Driven individuals willing to nurture their local community can drastically reduce our carbon footprint.

Year after year, Structure Tone's New Jersey team commits their time and energy to local environmental charities, contributing to sustainable practices and conservation.

"We choose organizations we can be hands-on with," says Rosarie Grskovic, STNJ office manager, who organizes and coordinates the events. "It feels great to be able to work outside and get our hands dirty."

## CLEAN OCEAN BEACH SWEEP

For the last two years, STNJ has participated in the annual Clean Ocean Beach Sweep, held at 60 locations from Bergen County to Cape May. An amazing 32 employees and their families attended the 34th annual Beach Sweep in 2019, which attracted over 600 volunteers who collectively amassed:

- 15,068 plastic pieces
- 12,344 food/candy wrappers
- 7,570 plastic caps and lids
- 5,366 straws
- 2,939 foam products

## THE GREATER NEWARK CONSERVANCY

Urban farms are a sustainable source of food by cutting the use of fossil fuel consumption. They also bring healthier food options to neighborhoods that don't often have access.

In 2016, the STNJ team weeded, planted and put their construction skills to use by building a shed for the Greater Newark Conservancy's Urban Farm. The space was transformed from a vacant lot awaiting construction to a community sanctuary, utilized by locals to plant fruits, veggies and roots. The 2.5-acre farm is now home to rows and rows of produce and over 75 fruit trees—all pesticide free.

## NEW JERSEY AUDUBON SOCIETY

For Earth Day celebrations over the years, ST New Jersey and The Audubon Society teamed up to host a bird walk, movie night fundraiser and waterless carwash. Families enjoyed familiarizing themselves with local birds and wildlife on a chilly day at DeKorte Park in Lyndhurst, NJ. Operations admin, Carmen Nieves, recalls the effect the walk had on her son:

*"I remember him asking a lady about the name of a bird—I think it was 'Killdeer' because I found it funny that he thought a bird could kill a deer," she says. "He had fun exploring with the other children and being outside. He still points out any type of bird that seems different when we are out, which I just realized may stem from that outing."*

A cleaner and healthier home is not the only benefit of giving back. Structure Tone's New Jersey family has taken advantage of these volunteer opportunities as a way to connect with nature and the community.

"At the end of the day, we feel a great sense of accomplishment," says Meghann Riordan, prequalification coordinator. "I would definitely not think twice before volunteering again." ◀





The building's "wavy" exterior required precise execution



- Project Highlights**
- ✓ Coordinating with the Port Authority, LIRR, Amtrak and others
  - ✓ Working among five other GCs and dozens of other trade contractors
  - ✓ Installing machine-room-less (MLR) elevators
  - ✓ Undulating glass and stone panel curtainwall on the hotel façade
  - ✓ Targeting LEED® Certified

Above ▲  
The 21-story hotel will feature amenities for leisure and business travelers

# WORK, LIVE, PLAY—AND STAY Pendry Manhattan West



The west side of Midtown Manhattan is having a moment. For decades, the acres around the rail yards were largely seen as undevelopable given the industrial use. But now, Hudson Yards has activated the entire area as a mix of residential, office and retail buildings that have truly become a destination.

Brookfield Properties has joined in this vision with their new development, Manhattan West. The new neighborhood is being built on a platform over Penn Station storage tracks along Ninth Avenue and will ultimately include over 7Msf of office, retail, residential and hotel space, following the "work-live-play" model.

**THE STAY FACTOR**  
The hotel adds another draw—"stay." Now under construction, which is led by Pavarini McGovern, the Pendry Manhattan West will add a five-star hotel to the many amenities that are drawing a growing number of companies to Manhattan West. As the first Pendry Hotel in New York City, Pendry Manhattan West will provide not only a place to stay, but also the meeting and conference facilities that Manhattan West businesses will require.

"The Manhattan West vision of creating a vibrant, 24/7, work-live-play destination comes together with the addition of Pendry Manhattan West to the complex's expansive list of modern amenities," said Ric Clark, senior managing partner and chairman, Brookfield Property Group and Brookfield Property Partners. "We are thrilled to partner with Pendry Hotels because of its strong, aspirational, design-and service-centric brand that will deliver a uniquely modern sensibility and help Manhattan West come alive."

The 21-story hotel will feature 164 guest rooms including 30 suites, a restaurant, a lounge and terrace bar, plus meeting and event space.

**CATCHING THE WAVE**  
Like all the Manhattan West buildings in the works, the Pendry has a striking aesthetic. Designed by Skidmore Owings & Merrill, the unique façade undulates in and out, which, says Pavarini McGovern project manager Darren Allen, means extreme

precision is necessary." Those waves create a very tight radius for coordinating with the exterior edge," he says. "The curtainwall sits on the outside of that edge and has to match up exactly."

Stone panels and a rain screen front the entire second floor, which houses the mechanical room. The team had to physically cut slots into the stone for the exhaust intake plenums of the mechanical systems, which are concealed by the rain screen. The panels were delivered in individual large pieces, so the team had to use a crane and hoist to place them.

"All of that had to be integrated with the concrete schedule to make sure the concrete doesn't slow down while we get the panels placed," he says. "There are a lot of moving parts."

**ACTIVITY IN PROXIMITY**  
In this part of the city, that's an understatement. Manhattan West alone is working on the interior of one office building, beginning construction on another, building the Pendry and completing the retail spaces, in addition to the three buildings that are already open and active. Added to the ongoing construction in Hudson Yards, the situation had all the makings of a coordination nightmare.

But the project team knew this and scheduled accordingly. First, the team worked months in

advance to coordinate the many approvals needed to operate cranes in and around the Port Authority, Long Island Railroad and Amtrak tracks. Second, Brookfield planned ahead for the space they knew construction would need, building a platform over Dyer Avenue to serve as the loading dock and staging area.

"Until the elevators are online, every delivery comes to the Dyer Avenue overbuild," says Allen. "It's very helpful. It gets the trucks off the street and makes sure no one is flying loads in cranes above pedestrians."

The various contractors on the site also share the same project office building and coordinate among themselves on an ongoing basis. That proximity leads to plenty of informal interactions, plus the teams meet with Brookfield's MEP manager on a regular basis to coordinate across the jobs, and representatives from each project gather formally for a weekly sitewide safety meeting.

**“**  
*It really keeps everyone focused on what we need to pay attention to each week and how to ensure everyone goes home safe each day,"* Allen says.

**Project Details**

**Size:**  
21 stories

**Client:**  
Brookfield Properties

**Architect:**  
Skidmore Owings & Merrill LLP

**MEP Engineer:**  
Jaros Baum & Bolles

**Structural Engineer:**  
Skidmore, Owings & Merrill LLP

**Sector:**  
Hospitality

**Completion:**  
2021

The Pendry Manhattan West is expected to top out this September and open in 2021. When that time comes, Allen says, the hotel will truly complement the active environment Brookfield is creating. "The Pendry will perfectly complement the business clientele moving into the neighborhood. Everything you need—whether you work there, live there or are visiting for business—will be within walking distance." ◀

Above ▲  
The team bringing the Pendry to life

# SPACE AS A SERVICE: VARISPACE Las Colinas

“Finding a better way” isn’t just the motto at VARIDESK—it’s the principle that launched the company. When one of the cofounders wasn’t happy with the complicated assembly of his sit/stand desk, he and his partner took on the challenge to “find a better way” by building their own desk. And so VARIDESK was born.



Updating the space included adding amenities like outdoor spaces



Above ▲ VARIDESK converted the former Zales HQ into a flexible office complex

## Project Details

- Size:**  
424,000sf
- Client:**  
VARIDESK
- Owner's Rep:**  
Transwestern
- Broker:**  
Cushman & Wakefield
- Architect:**  
Corgan
- Structural Engineer:**  
AG&E Structural Engenuity
- MEP Engineer:**  
Purdy-McGuire, Inc.
- Sector:**  
Commercial
- Completion:**  
September 2019

## Project Highlights

- ✓ Fully incorporates VARIDESK's line of flexible office products
- ✓ Accelerated six-month timeline

Fast forward only a few years, and VARIDESK has not only become one of the leading manufacturers of height-adjustable desks, but has also expanded to offer the full gamut of flexible workplace solutions, from electric desks and conference tables to modular walls and LED lighting. Now the company is taking that idea a step further by offering space itself as a service in an updated and renovated former corporate headquarters.

### OPERATIVE WORD: FLEXIBILITY

VARISPACE Las Colinas is a 424,000sf, 3-story Class A office building in Irving, Texas that served for decades as the headquarters for Zales Jewelers. VARIDESK purchased the building last January in a bold move to create 305,000sf of rentable, flexible workplace using their own products.

“This is a great opportunity to prove out the concept of space-as-a-service—that an offer of flexible space and high-end amenities would be very attractive to potential clients,” says Jeff Lamb, president and chief operation officer of VARIDESK. “We’re taking what we’ve learned from our fans about healthy organizations and amazing workspaces and putting that all together with our walls, lights and furniture to offer a turnkey solution.”

While the coworking and flexible space idea had already begun taking hold in the corporate real estate market, VARIDESK’s model is slightly different. Rather than lease small, very short-term space, VARISPACE offers larger footprints—20,000sf and above—with even more flexibility to allow a company to grow and change within the office.

All renderings these pages: ©Courtesy Corgan

“Coworking spaces often offer short-term leases but still have hard walls separating tenants,” says Lamb. “If an organization is changing, they want to be able to flex their workplace. You can’t flex sheetrock walls. So our wall systems truly are flexible where we can easily take them down and reinstall them in a different configuration, all without tools.”

### FROM ONE TO MANY

Reconfiguring what was once a massive single-tenant building into such a flexible, multi-tenant space came with some challenges. The first was the timeline—the aim was to have tenants moving in six months after construction began—and finding partners who could make that work.

VARIDESK chose Corgan and Structure Tone Southwest based on Lamb’s previous local work with both companies, plus their larger geographic reach that could scale with VARIDESK if the concept really took off.

“Finding a better way is in our DNA, so we were looking for partners who could think outside the box,” he says. “We very purposely selected a team that had those capabilities.”

The next challenge was breaking down the dated, mall-like interior of the building to create a dynamic, shared lobby and amenity space. The building is essentially three pods, connected by a series of escalators and long concrete ramps. The team took out 90% of the ramps to completely open up the lobby space and replaced escalators with elevators and a dramatic monumental stair. In addition to largely gutting the interior office walls, the work

has included adding new restrooms, building a larger cafe and moving and expanding the fitness center, as well as updating the 1980s-era building systems, roof, boilers and parking garage. Outside, the team has removed the concrete off the exterior and activated unused land to create a 1-acre park and plaza space.

“We really had to think through each change to make sure we are maximizing the common areas,” says Lamb. “We couldn’t build anything custom that won’t work for the flexible, multitenant environment we’re creating.”

Despite the challenging undertaking, the team is on track for its first tenant to move in this September. “Working together as a team really made this project come together just as we all envisioned it,” says Joseph Cribbin, STSW president. “We’re so proud to be part of it.” And according to Lamb, VARIDESK’s concept of ultimate flexibility and space as a service is working.

“We’ve had a few proposals for longer-term leases but we’ve asked them, ‘Do you really want a 10-year lease or a three-year lease with more options and total flexibility,’” he says. “Most far prefer the flexibility. We can tweak the space as their company changes, they can try out our new products—it’s flexibility on the most macro level.”



*DraftKings, ©Robert Benson Photography*



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