At STO, relationships have been a hallmark of our business since our beginnings nearly 50 years ago. Over that time, we’ve had the good fortune to develop relationships with clients of all types and work on projects of all shapes and sizes, from high-profile, striking headquarters fit-outs to more routine upgrades and maintenance.

That “soup to nuts” commitment is the focus of this issue of STO Insights. We’re well known as a leading construction management firm for large-scale fit-outs, impressive new buildings and expansions, and major renovations and upgrades. But we’re just as engaged and dedicated to driving innovation, who range across sectors and geographies, fuels our platform to leverage expertise and local market knowledge across our companies.

We’re proud of our people, where we always put our clients first and helping us build even stronger relationships across our client base. Layton Construction officially joined our team in December, bringing proven experience in virtually every industry and expanding our locations throughout the US. Headquartered in Utah, Layton also shares our same culture of safety, integrity, and client devotion. Look for more about Layton in the next issue of STO Insights.

Best wishes for a safe and successful 2020. Enjoy!

A Message from Jim and Bob

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STO Insights 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.

James K. Donaghy
Executive Chairman
Robert Mullen
CEO

STO Building Group (formerly known as the Structure Tone organization) refers to a group of separate legal entities including Ajax Building Company, BCCI Construction Company, Gover Brown, Layton Construction, L.F. Driscoll Company, LLC, Pavarini Construction Co., LLC, Pavarini McGoVERN, LLC, Structure Tone LLC, Structure Tone International Limited (STI), and Structure Tone Limited (UK), as well as their subsidiaries, joint ventures, divisions or affiliates. Each member company in an independent legal entity operating and providing services solely under its own name.

Special thanks to the STO marketing department

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Locations: Atlanta, GA; Augusta, GA; Austin, TX; Bala Cynwyd, PA; Boise, ID; Boston, MA; Dallas, TX; Denver, CO; Detroit, MI; Houston, TX; Irvine, CA; Jacksonville, FL; Lihue, HI; Mountain View, CA; Nashville, TN; New York, NY; Orlando, FL; Philadelphia, PA; Phoenix, AZ; Salt Lake City, UT; San Antonio, TX; San Diego, CA; San Francisco, CA; Saratoga, CA; Sarasota, FL; Seattle, WA; Tallahassee, FL; Windham, NH; Woodbridge, NJ; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; Honolulu, HI; 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CONTINUOUS LOGISTICS
Hildene Capital Management

Building trusting relationships and long-standing partnerships with their clients is a focus for Connecticut-based Hildene Capital Management. After relocating to a new, beautiful Stamford office, they have added another partner—Pavarini North East—to their impressive list.

"Hildene wanted a warm, loft-like space that had character," says Anne Bavier, principal and owner of Bavier Design. "However, the modern building was devoid of character and had low ceilings, so our design specified features to add it in, including white-washed brick, repurposed accent lights, reclaimed wood millwork and beams, polished concrete floors, and raw metal, as well as some colorful antiques and unique seating."

Although it’s a somewhat small space at 6,400sf, the project was complex, right from the start. The striking design includes a number of features that require very specific coordination and an aggressive schedule, so planning and logistics became the team’s modus operandi.

"It was an effort of continuous logistics," says Michael Donnelly, Pavarini project manager. "We had a plan in place and could start deploying each piece as soon as we were released on each key sub."

THE FLOORS

The design called for polished concrete floors—no problem. The challenge, says Donnelly, came with the floor’s existing conditions, which required some intensive upfront work.

"The space originally had carpet throughout. The broker had removed the carpet and spread multiple layers of ARDEX over the remaining glue to help improve the appearance," he says. "We spent over a month grinding it down to the original concrete."

After Hildene and Bavier Design approved the appropriate stain and sheen, Pavarini pressed pause on the floors to focus on the rest of the space.

"We protected the daylight out of the floors while we were working around them," says Donnelly. "Once the glass partitions and ceiling work were completed, we finished them up with high polish and finish."

THE MILLWORK

Perhaps the trickiest element of the project to plan for was the wood for the millwork. After Hildene and Bavier Design approved the appropriate stain and sheen, Pavarini pressed pause on the floors to focus on the rest of the space.

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A STATELY RELATIONSHIP
Ajax and the Florida Department of Management Services

Ajax Building Company has been working with the Florida Department of Management Services (DMS) for over 30 years. In that many years of working together, they have seen it all—from simple waterproofing repairs to massive campus redevelopments.

DMS is essentially the business arm for the State of Florida, including managing the state’s real estate properties. The Ajax team has not only managed some of DMS’s largest projects in northern Florida—such as 260,000sf of expansion at the Capital Circle Office Complex in Tallahassee and the current Capitol Complex campus upgrade—but also dozens of smaller projects, such as elevator replacements and waterproofing efforts, under a continuing contract with the state.

“The most interesting part of the continuing contract is the range of projects that can result from some of the larger ones,” says Allan Wooden, Ajax operations manager. “Sometimes a larger renovation causes unanticipated consequences to other facilities, and this contract allows us to move forward with those smaller projects to keep the larger one moving ahead.”

One example is DMS’s extensive Capitol Complex renovation project. Ajax was hired to manage those larger renovations but, as Wooden explains, “there were several systems running within the limits of the larger project that would be disrupted in order to accomplish the work.” Some of the work associated with the parking garage necessitated modifications to the complex’s medium-voltage distribution system, which then uncovered some issues with the 40-year-old switchgear system. DMS allowed Ajax to not only continue removing and replacing that system, but also reconfigure the heating systems in adjacent buildings so they could continue to function without being tied to the central plant. Thanks to the continuing contract, Ajax could continue managing those ancillary projects as the overall renovation continued.

“What was a smaller effort morphed into this larger, more complex project that will dramatically change what the Capitol Complex has looked like for the last 40 years,” says Wooden. “It’s one of the jobs at the end of my career that I will look back on and say, ‘That one was special.’”

Similarly, the garage project also led to Ajax’s involvement in one of the Capitol’s largest projects—a $55M redevelopment of the entire Capitol Complex site. While initially working on the garage renovations, the project team discovered some water damage and deterioration. As the project progressed, the team discovered part of the deterioration was caused by the dense stand of trees above the garage that had grown much larger than originally anticipated.

At the same time, the state had issued a legislative mandate to create a “memorial park” on the Capitol grounds. Since the existing vegetation over the garage had to be removed to expose the structures for repairs, DMS took the opportunity to completely transform the campus into an open, bright, welcoming space designed to encourage visitors and employees alike to spend time outdoors and to serve as an outdoor function space for the legislature. The new park will include two main levels covered in a combination of precast pavers, granite claddings, panels, slate panels, and precast copings, with connecting stairs and ramps, plus extensive landscaping features and spaces to house monuments and memorials to be added over time.

“Most of these jobs were electrical in nature so we hired an electrical contractor,” says Wooden. “But the contract provided the mechanism to get those projects done quickly so we could progress with the garage.”

Ajax has worked on DMS projects across the Panhandle, including this complex in Southwood.
FLYING HIGH: American Airlines’ Expansive HQ

Averaging 6,700 flights a day that reach hundreds of destinations across the US, American Airlines is one of the nation’s top choices when it comes to air travel—yet their headquarters hadn’t been revamped in nearly three decades. Aimed with a clear goal and 300 acres of land in Fort Worth, Texas, the company set out to build a cutting-edge campus for their global operations.

With plenty of space and big ideas to fill it, American Airlines partnered with Crescent Real Estate to bring their vision to life. The plan for the company’s international headquarters included the new construction and fit-out of four eight-story office buildings and two two-story buildings that connect to a central four-story amenity hub known as “Town Square.”

BREAKING IT DOWN

1.3Msf altogether, this project required an extremely organized approach to meet American Airlines’ quality standards and timeline. Selected to fit-out all seven buildings and the amenity space, Structure Tone Southwest assigned a superintendent to each structure, while a general superintendent and more broad project management oversaw the project’s overall progress.

“On a project of this size, the key is to break up the square footage into manageable chunks,” says Gary Reid, Structure Tone Southwest account executive. “Once we assigned each building a superintendent, they knew exactly what they owned and were able to execute.”

The team worked closely with another general contractor, who was completing the core-and-shell work as Structure Tone began the interior. Every two weeks, two new floors were turned over to the interior crews, who then verified that all elements were in compliance with the scope—including the raised access floors, which house the building’s air distribution, power, and data lines.

SCALING UP

While this staggered system allowed both construction teams to work in the buildings simultaneously, the sheer scale of American Airlines’ complex required lots of collaboration between all players. For instance, as more and more floors were turned over, Structure Tone Southwest kept adding people to their team. Where a typical project would only need about six staff members on site, this project required four times that amount—and the people they managed also grew in numbers as the project progressed.

INFORMATION OVERLOAD

Managing information was another challenge. Due to the size and complexity of the project, there were a lot of updates to the design to ensure American Airlines was completely satisfied with the finished space. With several structures under construction at once, the team relied on PlanGrid and Structure Tone’s information management team to process and communicate each change, guaranteeing everyone on the project was operating off the most up-to-date information.

FINISHING TOUCHES

The size of the project did not discourage American Airlines from incorporating an abundance of detail into the headquarters’ finishes. From wall graphics to sizable sculptures, every inch of the final product was designed by Gensler and their branding team to align with the airline theme and remind employees of the company’s purpose.

Aircraft Art. Some of the iconic pieces featured in the new office—several of which were built by American Airlines’ own maintenance staff—include reimagined landing gear, an engine cowling from an American Airlines’ plane, a custom-made, oversized seatbelt, and a sculpture made entirely of aircraft safety cards. On nearly every floor of every building, graphics of airport maps and flight plans, as well as 3D wall art like painted wheel covers, enhance the open office environment.

AV Impact. The new space’s communication technology is equally impressive. Nearly every corporate office needs high-end AV technology and equipment in conference rooms, but American Airlines kicked it up a notch by installing five 160-wide video walls throughout the buildings to more efficiently communicate with their 6,000 employees.

Amenities. In the center of the office buildings, the Town Square offers staff access to modern amenities, including 13 restaurants, dining areas, a marketplace, and a credit union. As the headquarters’ main entrance for visitors, the hub also houses two game rooms, a travel desk, retail store, and a collaborative area known as the “Nav Bar.”

As the interior spaces wrapped up, American Airlines was able to begin their four-month move-in process on the dates predicted eight months prior—something Shah is particularly proud of. “When you look at what we achieved, on top of so many RFIs and so many change orders, we managed through without pushing the schedule and without impacting any of the moves.” Today, the airline’s master-planned, global HQ—complete with 30 floors of premier commercial office space and over 200,000sf of specialty amenity space—is up and running.

“American Airlines is a fixture in Fort Worth, and this project sets the stage for their continued growth here,” says Joseph Cobbins, president of Structure Tone Southwest. “We are extremely proud to be part of that.”

Between the other contractor’s 1,200 laborers and the 600 people our team managed, there were around 1,800 people working on site at once,” says Urmil Shah, Structure Tone Southwest project executive. “On one hand, we had to make sure our space and finishes didn’t get damaged, but we also had to guarantee none of our team disturbed the landscape.”

To avoid any issues down the line, both contractors and the developer met weekly to discuss everything from safety expectations and logistical issues to general best practices when sharing a site.

Project Highlights

- 1.3Msf
- Client: American Airlines
- Owner’s Rep: Crescent Real Estate
- Architect: Gensler
- Engineer: I.A. Naman + Associates
- Sector: Commercial
- Completion: September 2019

OFFICE: STSW DALLAS

Project Details

Size: 1.3Msf
Client: American Airlines
Owner’s Rep: Crescent Real Estate
Architect: Gensler
Engineer: I.A. Naman + Associates
Sector: Commercial
Completion: September 2019

Project Highlights

- 7 commercial buildings
- Spanning 300 acres
- 204,000sf of amenity space
- 30 floors of office space
- Targeting LEED® Gold

A central four-story amenity hub connects the commercial towers.
In the early 2010s, companies like Adobe—who were still operating out of traditional, segmented offices—realized they needed to modernize their San Jose headquarters, not only to attract top talent in an increasingly competitive market but also to take advantage of the efficiencies and collaboration a more open floor plan had to offer.

STARTING AT THE TOP

Knowing the transition from private offices to a more open plan could be a difficult one for some employees, Adobe opted to begin with transforming the executive floors. They enlisted the help of Valerio Dewalt Train Associates (VDTA) and BCCI Construction Company for the design and build-out.

BCCI fully gutted the 40,000sf over two floors, reconstructing the space with an open floor plan, a new feature staircase, an executive briefing center, upgraded MEP systems, and a complex AV package. To balance the need for quiet, private space within the open work areas, the design incorporated private phone rooms, small video meeting rooms, and large video conferencing rooms, among other collaboration areas.

BERKSHIRE HATHAWAY

They modeled what they were looking to roll out company-wide with the reconfiguration of the executive floors,” says Wendy Peterson, BCCI account executive. “Eliminating private offices definitely set the example and eased the transition moving forward.”

TRUSTED PARTNERS

With those first floors successfully under their belt, Adobe continued with BCCI on the transformation, moving from floor to floor across their San Jose office towers. Over the last seven years, BCCI’s team has renovated over 465,000sf of work space at Adobe’s headquarters, comprising open office space, large and small meeting areas, and a 20,900sf wellness center.

In 2015, the team partnered with BCCI on the rehab and fit-out of Adobe’s San Francisco offices as well, which included major building upgrades for a new café and fitness center in a 100-year-old historic building, and again in 2017, on over 250,000sf of lobbies, collaborative workspaces, a kitchen and dining area, a roof deck, and a state-of-the-art fitness center in a new ground-up building.

BCCI also has a master services agreement with Adobe to help tackle small projects in both San Francisco and San Jose, from carpet and paint updates to reconfiguring a conference room to create smaller meeting rooms.

That focus on collaboration across all types of projects has been a key factor to the relationship’s success, says Peterson. “They are very team-oriented at Adobe. We have always worked with them and our design partners from the very beginning to establish a plan that fits their budget and goals to create the most functional workplace.”

Some other secrets to relationship success that Peterson says have underscored BCCI’s work with Adobe include:

1. Establishing expectations. There is a learning curve when you are working with new people. Once the team is past that, everyone works together more collaboratively. “There’s huge value to the client in that, and it makes the building experience more enjoyable and rewarding,” says Peterson.

2. Making quick decisions. “Adobe’s team is very good about making prompt decisions to avoid delays,” she says. When clients have clear and accurate information to make decisions, projects flow more smoothly.

3. Remaining flexible. “When we come across a challenge, we always present solutions and recommendations, and the Adobe team loves that,” says Peterson. “They are open to and appreciate new ideas that keep the project moving forward.”

4. Valuing the partnership. Good relationships really come down to good people, says Peterson. “Adobe has a fantastic team culture, and it makes our team want to go above and beyond for them, including our subcontractors. That goes a long way towards achieving success.”

The new workplaces features a state-of-the-art wellness center

San Jose Project Highlights

- 110 (including 21 corporate interiors projects, 89 service projects)
- Total size: 465,160sf
- Special features: Executive briefing center, interconnecting stair, wellness center, complex AV systems

San Francisco Project Highlights

- 20 (including 7 corporate interiors projects, 13 service projects)
- Total size: 312,500sf
- Special features: 2 commercial kitchens, 2 fitness centers, media rooms, games, virtual reality modules, roof deck

HOVER OVER THIS PAGE WITH THE STD INSIGHTS APP TO READ MORE ABOUT THE ADOBE HOOPER SAN FRANCISCO PROJECT

About ▲

The new workplaces features a state-of-the-art wellness center
BUILDING RELATIONSHIPS:
Oxford Properties, London

As the real estate investment arm of OMERS, one of Canada’s largest pension plans, Oxford Properties has become a leader in real estate investment, development, and management in Canada, the US, and Europe.

When OMERS sought to establish its European headquarters in the famed Leadenhall Building in London, Structure Tone won the job competitively, thanks especially to their creative digital construction components. Since then, the team has developed a valuable relationship they have been able to leverage into several more successful projects together.

The OMERS project fit out 25,000 sq ft over two stories of the building nicknamed “The Cheesegrater” for its uniquely tapered design. The fit-out design, by HYL, included an intricate staircase, multifaceted, folded ceiling in the boardroom, and complex AV and MEP systems. Structure Tone employed digital construction techniques like BIM/VC as early as the tender stage, treating it like a live project to help resolve some potential challenges early and allow the team to hit the ground running.

Since the OMERS project, collaboration has continued to drive Structure Tone’s work with Oxford Properties. Together, the project team has worked on a range of project types, from full office fit-outs to specific amenity enhancements:

- **OMERS:** Full CAT B fit-out with internal staircase. Completed in 2015.
- **Blue Fin Building:** CAT A fit-out to prepare two floors for tenants and extend the building’s amenity area with a centralized coffee shop and restaurant, externally extended cantilever, and events space. Completed in 2019.
- **Mid-City Place:** 6th and first floor CAT A fit-out with event terrace space. Ongoing.
- **4 Governor Street:** Two floors of CAT A fit-out and one floor “plug and play” CAT B office space including furniture. Ongoing.

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Structure Tone employs digital construction techniques like BIM/VC as early as the tender stage, treating it like a live project to help resolve some potential challenges early and allow the team to hit the ground running.

Structure Tone maintains the same key project directors across the Oxford Properties portfolio and the same delivery teams, where possible, to make sure each project continues to benefit from the shared experiences and lessons learned from the last and that “team” attitude extends to each new effort.

STO Insights

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When OMERS sought to establish its European headquarters in the famed Leadenhall Building in London, Structure Tone won the job competitively, thanks especially to their creative digital construction components. Since then, the team has developed a valuable relationship they have been able to leverage into several more successful projects together.

The OMERS project fit out 25,000 sq ft over two stories of the building nicknamed “The Cheesegrater” for its uniquely tapered design. The fit-out design, by HYL, included an intricate staircase, multifaceted, folded ceiling in the boardroom, and complex AV and MEP systems. Structure Tone employed digital construction techniques like BIM/VC as early as the tender stage, treating it like a live project to help resolve some potential challenges early and allow the team to hit the ground running.

Since the OMERS project, collaboration has continued to drive Structure Tone’s work with Oxford Properties. Together, the project team has worked on a range of project types, from full office fit-outs to specific amenity enhancements:

- **OMERS:** Full CAT B fit-out with internal staircase. Completed in 2015.
- **Blue Fin Building:** CAT A fit-out to prepare two floors for tenants and extend the building’s amenity area with a centralized coffee shop and restaurant, externally extended cantilever, and events space. Completed in 2019.
- **Mid-City Place:** 6th and first floor CAT A fit-out with event terrace space. Ongoing.
- **4 Governor Street:** Two floors of CAT A fit-out and one floor “plug and play” CAT B office space including furniture. Ongoing.

Since the OMERS project, collaboration has continued to drive Structure Tone’s work with Oxford Properties. Together, the project team has focused on delivering projects of different types, from full office fit-outs to specific amenity enhancements.

Structure Tone maintains the same key project directors across the Oxford Properties portfolio and the same delivery teams, where possible, to make sure each project continues to benefit from the shared experiences and lessons learned from the last and that “team” attitude extends to each new effort.

For more information, please visit: [Structure Tone](https://www.structuredtone.com)
Atlantic Health Systems

UPGRADES, REPLACEMENTS, RENOVATIONS, RELOCATIONS

Sometimes what seems like a small courtesy can lead to big things down the road. A few years ago, for example, Structure Tone’s New Jersey team assisted Atlantic Health System (AHS) with some budgeting for proposed projects.

The team hit it off, and since that small effort in 2016, AHS has worked with Structure Tone on over 60 projects, from minor door changes and repairs to a $38M overbuild.

“The first project we bid with them was their expectations, our opportunities with AHS and executed the preconstruction phase through to installing all the structural steel, curtainwall, HVAC systems, elevators and stairs, and interior fit-out.

“The project had many complexities, from keeping the building water-tight during construction process, starting with an intensive preconstruction phase through to installing all the structural steel, curtainwall, HVAC systems, elevators and stairs, and interior fit-out.

Structure Tone managed the entire construction process, starting with an intensive preconstruction phase through to installing all the structural steel, curtainwall, HVAC systems, elevators and stairs, and interior fit-out.

“The project had many complexities, from keeping the building watertight during steel and curtainwall connections to phasing shutdowns for HVAC work,” says MacInnes. “We preplanned all of these core-and-shell items in detail with AHS and executed the plan successfully.”

INSIDE AND OUT

Together, the combined team has also completed such significant projects as a new children’s center at Chilton Medical Center and a new hybrid operating room at Hackettstown Medical Center, as well as dozens of upgrades, replacements, renovations, and relocations. Through these larger efforts and the smaller projects in between, they have become a unit of sorts and fully understand each other’s needs and ways of working.

“We’ve probably worked in every different type of environment they have. At this point, they know how we operate, and we know what they are looking for,” says MacInnes. “That collaborative trust and team approach is what they want from their project team.”

On the Hackettstown operating room project, for example, the Structure Tone team had been working with AHS long enough to understand and recognize their typical approach to equipment and noticed that it didn’t appear in line with that norm.

“We were reviewing the plans for coordinating the clinical engineering drops with the regular IT drops before roughing them in and noticed it didn’t quite align with the changing technology requirements of operating rooms,” says MacInnes. “We met with the design team and AHS to coordinate the required infrastructure in the plans before rough-ins. We all look out for each other and the greater good of the project.”

TRUE TEAMWORK

That sense of team among AHS, Structure Tone, the design teams, and subcontractors has bonded the group and developed an exceptional level of trust—which is why, in part, AHS continues to work with them.

“After our performance successfully met their expectations, our opportunities with AHS have really taken off,” says Joseph MacInnes, Structure Tone New Jersey healthcare sector leader. “Their performance successfully met our expectations, their construction department. ”

And it all stems back to that minor, initial budgeting effort.

“We recognize that oak trees come from acorns,” says Erik Sletteland, vice president of business development. “If a developer client of ours is having trouble with, say, curtainwall on a project, we bring our internal experts into the discussion to help with solutions. As a company, we do whatever we can to add value, irrespective of the size of the opportunity.”

STO Projects with AHS

Chilton
- Pediatric center
- X-ray room replacement
- Lobby renovation
- Breast center renovations
- ICU/PCU renovation
- MRI renovation
- Pharmacy renovation
- ED security booth

Hackettstown
- Rehab unit relocation
- Emergency room renovation
- Psychiatric center bathroom renovations
- LINAC replacement
- Clean room pharmacy upgrades

Morristown
- Gagnon Cardiovascular Institute overbuild
- Cardio and pulmonary center rehab
- Elevator equipment replacement

Newton
- Nurse station upgrades
- X-ray equipment replacement
- CT scan replacement
- Psych ED restroom renovations

Overlook
- Pharmacy upgrades
- Master plan preconstruction
- MRI replacement

Hover over this page with the STO INSIGHTS APP to take a virtual tour of the overbuild at Morristown Medical Center

Gagnon Cardiovascular Institute addition

Chilton Medical Center - Pediatric Hybrid Emergency Department

Chilton Medical Center - ICU/PCU fifth floor renovation

Gagnon Cardiovascular Institute building at Morristown Medical Center

Above ▲

Rehab unit relocation
- Emergency room renovation
- Psychiatric center bathroom renovations
- LINAC replacement
- Clean room pharmacy upgrades

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SWEATING THE SMALL STUFF: STO Special Projects Team

As any property owner knows, improvement projects come in all shapes and sizes. A company may need a 250,000sf headquarters relocation—or simply to replace the carpet in their current space. That’s why STO’s New York office developed its Special Projects team, a group of seasoned construction professionals who tackle the often smaller, sometimes unique real estate needs of clients.

“We developed this team nearly 25 years ago to challenge the assumption that we will only do larger, high-end projects,” says Stacey Dackson, vice president and director of STO’s Special Projects team. “We still have the backing and resources of a larger contractor but can deliver the faster, smaller projects.”

NICH EXPERTISE ▼

One reason this team is identified by “special” projects rather than “small” projects is that while the size or value may be small, the projects are just as complicated—if not more so—than larger-scale efforts. For example, a small space with a complicated trading floor and SEC operating requirements takes quick decision-making and a thorough understanding of the technical needs of trading floor infrastructure.

Other niche areas of expertise for the team include:
- Retail spaces
- Fast-tracking scheduling and pricing
- Tenant improvements
- Landlord services
- “Day 3” follow-up services
- Invisible imprint in occupied spaces

RELATIONSHIPS ▼

What this special brand of construction management comes down to is relationships. The Special Projects team serves as:
- the client’s go-to for a simple door hardware change or full fit-out
- advisors to the client team
- full-service analysts with the project team, including the landlord, architect, and other partners
- partners with subcontractors hand-picked for certain areas of expertise
- a bridge within the STO network to bring purchasing, legal, and other resources on board quickly

Given the tight schedules, unique circumstances, and special features of each project, Structure Tone’s Special Projects team really becomes a representative for the entire team to make sure the project is delivered as expected.

TEAM SKILLS AND RANGE ▼

That sort of agility is a hallmark of the Special Projects team—and a skill some may not assume a large firm like Structure Tone could be capable of. But the flexibility and adaptability of the team’s approach allows them to tackle these quick-turnaround types of efforts.

Structure Tone exceeded our expectations in terms of attention to detail, meeting our timelines, and hearing and addressing our specific needs,” says Wynne Comer, COO, AGL Credit Management. “They were patient and attentive and we truly felt they sincerely cared about the build-out and AGL.”

We recently worked with Structure Tone on a project over the holidays. It was a very tight timeframe to deliver, with no room for error, and they accomplished it.”—Kate Lassell, Facilities Manager, Hiscox USA

The Special Projects team’s ability to think on their feet makes them a perfect match for the severely condensed schedules of what some may call “small” projects like power and data relocations, carpet relocations, conference room upgrades, or restroom renovations. At the same time, the team can tackle full-floor office fit-outs and densification efforts just as easily.

“We’re not as siloed on small projects as you tend to be on mid-size and larger projects,” says Marc DeLuca, Structure Tone account executive. “All activities are ‘critical path,’ so teamwork and good communication are essential.”

Some of our strongest relationships were built off of our smallest projects.” —Jim Donaghy, STO executive chairman
All this growth has meant a nearly constant need to expand and upgrade its workspaces. Structure Tone’s Dublin team helped the company with one of its earliest offices and has become a partner in their growth ever since.

FROM THE SMALL...

Relationships are, in fact, what brought Structure Tone to Indeed in the first place when McCauley Daye O’Connell Architects (MDO) suggested Structure Tone for the Sir John Rogerson’s Quay project. After that effort went well, Indeed enlisted the same team to expand to a 140,000sf space at St. Stephen’s Green—and then some.

“The work at St. Stephen’s Green was spread over several phases, with a few different design teams over the course of it,” says Gary Harvey, Structure Tone senior surveyor. “We were the constant, which really helped us understand what they wanted and the kind of solutions they liked.”

Structure Tone has continued to be that constant for Indeed, managing large phases of their fit-out at St. Stephen’s Green as well as all the smaller projects they need to make the space work for their staff, from restacks to toilet renovations.

“They were growing so quickly that in the beginning they relied on us quite a bit,” says Thomas Kennedy, Structure Tone senior project manager. “But as they have done more of these projects, they understand how a building project works, and we understand what they need.”

… TO THE LARGE

Last year Indeed announced plans to expand even further in Dublin, increasing its workforce to 3,000 in a new HQ in the city’s Capital Dock development. Given its size, Indeed tendered the first phase of the 235,000sf job. While it ultimately went to Structure Tone, the competition was stiff.

“We were competing against the incumbent core-and-shell contrac- tor, who was very keen to stay involved in the development,” says John Atkinson, Structure Tone project director. “What worked in our favour was the relationship we had established over the course of the previ- ous projects and, ultimately, the trust they had in us to deliver.”

Now completed, the eight-storey, three-phase project, designed by RKD, involved a number of unique and complex features including:

- Structural alterations and removal of large sections of floor slab for five new circulation staircases and a bleacher seating area
- Two high-end reception areas with a living wall
- Significant use of joinery including timber paneling and fins
- Abundant meeting spaces and collaboration areas
- Tea stations and a restaurant
- Roof garden terrace
- Complex IT and AV requirements, which involved extensive mechanical and electrical service adaptations

As the Capital Dock project has come to a close, Indeed continues to look toward the future, exploring further updates and expansions to keep up with the incredible pace of their growth. And the Structure Tone Dublin team is ready to support them, however they need.

“ ’We’re excited to continue helping them expand, upgrade, fit out—whatever they need,’ says Atkinson. ‘It’s become a truly collaborative and trusting relationship.’”

Indeed’s Capital Dock office includes a new staircase and living wall.

CAREER DEVELOPMENT:
Indeed’s Dublin HQ

US-based Indeed, an employment search-engine firm, put down roots in Dublin, Ireland in 2012 and hasn’t looked back. After originally opening a small office at Sir John Rogerson’s Quay along the River Liffey, the firm has continued to expand at an incredible rate, establishing Dublin as its HQ for operations in Europe, the Middle East, and Africa.

Indeed’s Capital Dock office includes a new staircase and living wall.
BUILDING TOGETHER: Joining Forces at GreenStreet

From retail and entertainment areas to top-tier dining and office space, GreenStreet—a mixed-use destination located in the heart of Downtown Houston—truly has it all. But with a variety of tenants and patrons to consider, construction within this four-city-block development is bound to run a little smoother when it’s familiar territory.

BRING IT ON

Owned and operated by Midway, a Houston-based real estate investment and development firm, GreenStreet is comprised of 300,000sf of pure entertainment space, 430,000sf of collaborative office space, a 223-room luxury hotel, prime shopping and dining, and “The Lawn”—a green space that offers the public free recreational events all year long. Over the last five years, Midway and several of GreenStreet’s tenants have partnered with Structure Tone Southwest to complete projects small and large. Ranging from 3,000sf to 60,000sf, each build-out provides the STSW team with a new opportunity to learn the ins and outs of this busy location.

Tricky timing. Home to a variety of tenants operating at all hours, Structure Tone Southwest’s team has to be strategic when building anywhere within this Houston hotspot. This makes for some odd construction hours, particularly when it comes to loud, invasive work. To avoid disturbing GreenStreet’s tenants and their visitors, the project team factors this time constraint into the project’s schedules, restricting disruptive construction to carefully coordinated windows during the day and night.

At a crossroads. Intersected by three main roads, portions of the second floor of GreenStreet’s facility are actually built directly over Fannin Street and San Jacinto Street—meaning any work in and around those areas require coordinating safe road closures and proper traffic signage with the city. “Midway understands that safety is the core of a project’s success,” says Chris Talley, Structure Tone Southwest’s regional vice president. “Planning and building safely around their tenants, the public, and our workforce has been a cornerstone of our mutual success.” Structure Tone Southwest’s knowledge of those processes recently came in handy, as the Southwest team began preparing for their next project at GreenStreet: transforming three floors into a coworking environment for IWG’s Spaces.

For the record. Since Structure Tone Southwest started working with Midway at GreenStreet, the Houston office has developed a system to ensure no information slips through the cracks. As each project wraps up, the team records key contacts, the construction challenges, and their solutions. “In reality, we may learn things through word-of-mouth or face-to-face meetings, but we always capture those nuances in a lessons learned document so the next project team working at GreenStreet can refer to it,” Neary says.

BALANCING ACT

In addition to the knowledge gained over years of experience, Structure Tone Southwest’s success at GreenStreet can surely be attributed to the team’s approach to working with both Midway and the development’s tenants. For the project team, building at GreenStreet has always meant balancing the client’s vision, budget, and timeframe with Midway’s overarching goals for the property. “Since the beginning of our relationship with Midway, we’ve always seen ourselves as guests at GreenStreet,” says Justin Goodman, director of business development at Structure Tone Southwest.

Andrew McKinney, general manager of project operations, joined Midway’s GreenStreet team several years ago and has worked closely with the Structure Tone team on three major build-outs. He agrees that Structure Tone Southwest’s consideration for Midway’s needs as the landlord has really made all the difference.

“In addition to working well with our tenants and their project representatives, we’re very fortunate that the STSW team really values their partnership with us as the landlord,” McKinney says. “They understand we have a property we’re managing, and we have to be able to do that in concord with any build-out that might be happening elsewhere on the property.”

With such a strong working relationship, both Structure Tone Southwest and Midway are excited to continue their partnership on IWG’s Spaces 60,000sf space—GreenStreet’s next big build-out.
Strengthening Families in Massachusetts

Nearly 150 miles west of Boston is Berkshire County, Massachusetts, a picturesque mountain community and frequent tourist destination. But without an urban center nearby, jobs can be hard to come by, as can resources for struggling families.

That’s where Child Care of the Berkshires (CCB) comes in. Providing much more than just child care, this nonprofit organization was founded in 1969 to strengthen Berkshire County families through high-quality child care, education, support services, and advocacy. Every holiday season, CCB hosts a toy drive for the especially needy families they work with. They look to corporate sponsors to help supply toys for the drive, and in 2010, Structure Tone answered the call.

“Organizations in Western Mass don’t always get as much attention as those in the eastern part of the state,” says Mike Ryan, Structure Tone senior vice president. “Once we learned about the Child Care of the Berkshires program, we knew we had to help.”

CCB staff selects families for the program based on exceptional circumstances and collects their children’s lists of needs and wishes. The Structure Tone team then spends the weeks leading up to Christmas gathering the items on the list—plus plenty more.

This past year, the team outdid themselves, collecting over 900 gifts for over 40 families. Since 2010, they have gathered more than 5,200 books, toys, and clothing items.

“I love the commitment our employees have to this drive. It’s a beloved tradition for many of them, and they get just as invested as they do giving to their own families,” says Ann Vanderperre, Structure Tone Boston executive administrative assistant and organizer of STO’s participation. “It’s really special to be able to see the impact it has on these children and families.”

CCB shares thank-you notes from recipient families each year, which express how much these donations mean to them.

Winter Jobsite Safety

Blizzards always remind us that significant snow brings significant hazards—especially on site. Nothing emphasized this more than the New England Blizzard of 2015. After nearly 25in of snowfall in Boston, site crews had to contend with completely obscured walkways and concrete depressions—not to mention the utility stub-outs, rebar, and other hazards that were invisible underneath the snow. Site roadways that were usually easy to navigate became a dangerous task when drivers couldn’t see the path or the surface changes below. Outward-swinging doors were blocked by snow, even though proper overhead protection was in place. Exposed stair towers and handrails froze over with ice, snowblowers were damaged by unseen objects beneath the snow, and drains were quickly blocked by snow causing backups and pooling. Fans were topped due to highspeed winds and snow sticking to the scrim. Ramps and stairs were snowed over, but soon covered again with snow and ice—a slippery proposition at best.

Large amounts of melting snow and ice dropped from building canopies high above. Roofs had to be cleared due to the hazardous weight of the snow. Pond’s water froze over as temperatures dropped. There were few places left that we could put the snow we were removing and finding additional generators, gas, plows, and ice melt was nearly impossible.

The lesson here is snow can be dangerous. Even the slightest bit on site or on the road can turn to ice and become deadly in an instant. The best way to stay safe is to have a plan in place, communicate with your crew, and proceed with thoughtful caution—always.

Safety Tips

Safety Tip #1: If you’re in a cold climate, prepare your car for winter! Temps are dropping, which means it’s time to test your car’s battery, check your wiper blades, and put your snow tires on.

Safety Tip #2: Before removing safety signage and barriers, double check with your safety team to make sure construction is completely finished in that area.
**THE VALUE OF PARTNERSHIP:**

**Q&A with Iron Mountain**

Iron Mountain Incorporated (NYSE: IRM) is a global business dedicated to storing, protecting, and managing physical and digital information. It does business with over 95% of the Fortune 1000 and has over 120,000 clients worldwide. With its headquarters in Boston, the company serves clients through 1,450+ facilities—over 88Msf—across more than 57 countries. How do they manage such a large portfolio? Sarah Abrams, senior vice president of global real estate, and Doug Berry, vice president of project delivery, shed some light.

**Do you have a global approach to real estate management or is it more locally handled?**

**Abams:** On the operating side, we deliver in two models. The first we call direct delivery. This is where Global Real Estate is directly responsible for the management and maintenance of facilities. We deliver this model to over 77% of our worldwide portfolio. For the balance of the portfolio we use a “center of excellence” approach in which local teams are responsible for facility maintenance, but we have global policies that they must follow.

**Berry:** For capital projects, we have a project delivery lead in each of our major regions who are responsible for capital project delivery. Each of these leaders leverages outsourced partners as project managers given the huge geography each is responsible for. We have global performance specifications we provide to any developer or landlord we work with to ensure they understand our requirements.

**How do you choose your design and construction partners?**

**Abrams:** Initial selection is usually through a competitive process. We are really looking to select partners. We like to work with people who learn who we are and what we need. We work with different partners on different types of jobs depending on the type of expertise we need.

**Berry:** In North America, once we have those partners on board, we work with our procurement organization to create a master scope so we can make a call anywhere in North America and start work with a simple document because the full contract is already in place.

**Why do you like having consistent partners?**

**Abrams:** Speed, work quality and the fact they come to learn our requirements and needs—not just physical specs, but also around financial reporting, project reporting, etc.

**Berry:** We have also found that firms resource and service repeat clients better than a client that is only a one-off.

**What are the biggest challenges to managing corporate real estate? How do your partners help you solve them?**

**Berry:** Budgets and schedules are so critical. Structure Tone has an excellent estimating group that helps us value engineer right from the beginning. Understanding costs and being able to control them is really important for us and Structure Tone is really good at helping us do this. Also, we know that when we work with Structure Tone anywhere, we can count on Kristin Poulin to ensure that the team in that city understands our expectations and our requirements. She educates them so we don’t have to. For example, we’re kicking off a project with Structure Tone in Dallas and we’re seeing the results of her involvement now in the schedules they’re putting together. I don’t worry about the CM process at all because we know it’s handled at a high level in the organization.

**Abrams:** We like that we have a high-level, single point of contact for all of STO in Kristin. No matter where we’re doing a project, we can make one call.

**TECH TOWN: Govan Brown Opens**

**New Kitchener, Ontario Office**

You might not know it, but a small city in Ontario, Canada is rapidly becoming a mini Silicon Valley. About an hour and a half west of Toronto, Kitchener is seeing an influx of investment by technology firms. In fact, in the 2019 Deloitte “Technology Fast 50” list, the three fastest-growing Canadian tech companies are all from the Waterloo/Kitchener Region.

Canadian interior construction leader Govan Brown noticed this shift in the market and took action, opening an office in Kitchener last fall to support the construction needs of these growing companies and the expanding local commercial real estate industry.

Located at 87 King Street West in the city’s commercial core, the new office brings Govan Brown’s 25-year history of construction management and general contracting expertise closer to its clients in the Kitchener area. “While we have been working with clients in the Waterloo/Kitchener area for years, we really wanted to have a permanent home here to even better serve our clients on projects of all types and sizes,” says Joseph Kirk, president of Govan Brown. “We’re also able to leverage our wider network of resources if needed, which we think is a win-win scenario for our clients, our subcontractors, and our project teams.”

In fact, as the Kitchener office began taking shape, the Govan Brown team was already in talks with both existing and new clients about their upcoming projects so they could hit the ground running. Just a few months, they have begun projects for such clients as March & McLennan Companies, Waste Management, Gowlings, Deloitte, and others. What’s more, the western expansion has allowed the team to work for clients even further west, in cities like London, Ontario.

Above ▲ Sarah Abrams, senior vice president of global real estate

Above ▲ Doug Berry, vice president of project delivery
TRUE PARTNERS
LF Driscoll began working in the Penn Medicine system in 1985 when they were brought in to manage some ancillary renovations as another contractor wrapped up construction of the Founders pavilion at the Hospital of the University of Pennsylvania (HUP). The success of that fast-track effort led to more projects, which ultimately evolved into a regular partnership on projects across several Penn Medicine hospitals.

In those 30-plus years, LF Driscoll, Penn Medicine, and their regular team of design, subcontractors, and consultant partners have helped enhance and expand Penn Medicine facilities in both small and large ways. Their over 945 Department of Health-approved projects together at HUP alone span everything from elevator door replacements, to CT scan installations, to a new MRR building, not to mention supporting the PennFirst team (which LF Driscoll is part of) as they build the adjacent, $1.5B Penn Pavilion tower.

“A job of $60,000 has all the same requirements and attention as a $1B project. That’s important to us and Penn Medicine,” says Charles Steiner, LF Driscoll project director. “Because we’ve worked together so many times before and know each other’s strengths, we can get started on jobs faster and more efficiently.”

INSTITUTIONAL KNOWLEDGE
That institutional knowledge has proved to be invaluable in responding quickly to emergen- cies and solving challenges during new proj- ects. For example, when Penn Medicine was preparing to renovate a patient area of the Silverstein Building in HUP, the LF Driscoll team was able to offer history of conditions from other projects that helped inform the planning and design of the upcoming renovation.

“We were able to point out some floor slab cracking conditions between columns, perimeter fire-safing requirements, design standard deviations, and other issues ahead of time so they could work those repairs into the bids. That way they didn’t come as a surprise or lead to change orders later,” says Steiner. “The selected design team hadn’t worked in the building before so they wouldn’t have known.”

Similarly, when the PennFirst team had to redesign a bridge connection from the pavilion to HUP West due to a height require- ment change, they came to Ray McDonald to tap into his long-time understanding of the building’s composition. McDonald was able to point out some discrepancies in the building documentation that ruled out cer- tain design alternatives.

“The first two floors of HUP are not original to the building, so there is a transfer beam there now that wasn’t documented,” he says. “One of the bridge options would have ba- sically had the ceiling only 1.5in from that beam, which wouldn’t have worked.”

LIFELONG LEARNING
That kind of sharing and learning goes both ways. LF Driscoll has become a leading health- care contractor in large part due to lessons learned in decades of building Penn Medicine facilities. With help from Penn Medicine and project partners, LF Driscoll developed their industry-leading ICRA plan, their Healthcare Center of Excellence program, and other best practices that have benefitted all involved.

HUP was also the first construction site in the City of Philadelphia to obtain OSHA “STAR VPP” Volunteer Protection Program status in 2005, which was recertified through 2023. At HUP, LF Driscoll developed the Safety 360° program that is now standard prac- tice throughout the STO Building Group. In essence, the teams working on these proj- ects have accumulated a lifetime’s worth of healthcare understanding.

“Medical knowledge has been an amazing byproduct of what we do” says McDonald. “How many construction professionals can tell you how proton therapy works?”

As all healthcare institutions must, Penn Medicine continues upgrading and building new facilities to ensure their patients receive leading-edge care. And LF Driscoll is ready and able to continue helping them achieve that goal, with several large and small proj- ects in the works.

“We are uniquely qualified at this point,” says Steiner. “We’ve developed a true team men- tality with shared goals and we challenge each other to be better together.”

Example Projects
Backfill renovations at Founders, Rhoads and Perelman buildings
Silverstein 2nd floor renovation
Founders MRR building
Smilow 1 bed management
Rhoads and Smilow MRI building
Backfill renovations at Rhoads and Perelman buildings
Roof replacements
Facade restorations
Smilow 1 guest relations
Rhoads and Smilow elevator replacement
Silverstein 1 guest relations
Smiolos UPS Pharmacy
Smiolos 8 vector production
Supporting bridge connections to new Patient Pavilion

Relationship Highlights
- 945 DOH-approved projects with Penn Medicine
- $2.5 million “labor days”
- $5.5 million campus utility shutdowns
- 25 active projects

A tunnel to the Penn Pavilion will connect to HUP through its basement

A Lifetime of Quality Care
One of LF Driscoll’s long-term clients is Penn Medicine, which oversees a system of six acute hospitals and hundreds of outpatient centers across the greater Philadelphia region. Decades of experience working on their facilities has allowed LFD and Penn Medicine to forge a trusting partnership that helps them achieve their goals.

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“Medical knowledge has been an amazing byproduct of what we do” says McDonald. “How many construction professionals can tell you how proton therapy works?”

As all healthcare institutions must, Penn Medicine continues upgrading and building new facilities to ensure their patients receive leading-edge care. And LF Driscoll is ready and able to continue helping them achieve that goal, with several large and small proj- ects in the works.

“We are uniquely qualified at this point,” says Steiner. “We’ve developed a true team men- tality with shared goals and we challenge each other to be better together.”

Example Projects
Backfill renovations at Founders, Rhoads and Perelman buildings
Silverstein 2nd floor renovation
Founders MRR building
Silverstein cooking tower
Backfill renovations at Rhoads and Perelman buildings
Roof replacements
Facade restorations
Smilow 1 guest relations
Rhoads and Smilow elevator replacement
Silverstein 1 guest relations
Smiolos UPS Pharmacy
Smiolos 8 vector production
Supporting bridge connections to new Patient Pavilion

Relationship Highlights
- 945 DOH-approved projects with Penn Medicine
- $2.5 million “labor days”
- $5.5 million campus utility shutdowns
- 25 active projects
UPDATING AN ICON: 1735 Market Street

With 54 stories conveniently located in Philly’s central business district, Silverstein Properties’ 1735 Market Street is the perfect home for any high-end corporate office—and in the last eight years, Structure Tone Philadelphia has fit out quite a few. From 12,000sf showrooms to 100,000sf office spaces, Structure Tone’s Philly team has transformed 19 floors within this popular high-rise.

IN THE KNOW
Topped with an iconic pyramid crown, 1735 Market Street is a treasured part of the Philadelphia skyline, but when it comes to must-have modern design features, the 30-year-old structure requires a little extra attention during construction. Thankfully, Structure Tone Philadelphia’s presence in the building year after year has supplied the team with a true understanding of the building’s intricacies—and it shows from the very beginning of any job.

Whether they’re collaborating with a design team or interviewing for a future project, the Philly team’s intimate knowledge of the building gives them a leg up when it comes to anticipating potential construction conflicts. With just a schematic drawing of the client’s plan, Structure Tone experts can pinpoint which portions of the design might pose a construction challenge.

Depending on how the client and their designers want to lay out the space, we can foresee the constructability of their plan based on what we already know,” says Luke Thomas, director of operations at Structure Tone Philadelphia.

For example, the steel sizing, structural elements, and wind bracing systems that any 1735 Market Street tenant has to work around depends on how high or low their floors sit within the structure. The lower the floor is to the ground, the more substantial the structural supports have to be and the higher the floor, the more wind bracing is needed. “We know from experience that we’re going to run into certain issues on the lower floors that we won’t on the upper floors and vice versa,” Thomas explains. “So, when it comes to coordinating the MEPs, it’s not a one-size-fits-all solution.”

CREATIVE SOLUTIONS
After delivering several spaces between the ground and 43rd floors, Structure Tone’s team is well-versed in devising one-of-a-kind solutions for each client’s needs. So, when Boston Consulting Group’s (BCG) team was ready to get creative, BCG was looking for, the team factored in how to handle that. “To achieve the lofty feel BCG was looking for, the team factored in light fixture depths and boxed around the perimeter, ” Thomas says. “For anything beyond that, you’re going to have to create a more dramatic effect in the space, and we know how to handle that.” To achieve the lofty feel BCG was looking for, the team factored in light fixture depths and boxed around the beams, wind bracing, and structural elements as tightly as they could—down to the quarter inch—to deliver the absolute maximum ceiling height throughout the office. The finished space definitely hit the mark with its high-end finishes, airy ceilings, and grand, floating staircase.

SHARED LOGISTICS
Structure Tone Philly has worked on a few projects simultaneously at 1735 Market Street and even assigned a common superintendent to guarantee the logistics of each job were working together, rather than against each other. “Our teams are very comfortable communicating with one another and are truly invested in all of our projects,” Thomas says. “They know exactly who to contact with an issue and are always willing to work towards a solution together.”

This level of teamwork continues when the team starts a new project within the building as well. In addition to lessons learned files, Structure Tone’s general superintendent and staff with experience working in the building attend project kick-off meetings to communicate previous challenges and solutions in-person.

After eight years of project experience spanning nearly 20 floors, Structure Tone’s Philadelphia team is excited to continue their partnership with 1735 Market Street’s building management team and their tenants.
The reimagined building will offer bright, modern office space.