



2015  
**WOMEN  
IN COMMERCIAL  
CONSTRUCTION  
& FACILITIES**



# THE ROAD AHEAD

**As industry  
rebounds,  
executives  
seek more  
opportunities**

**W**ith new opportunities comes new directions. That was the overriding theme of the 2015 Women in Commercial Construction & Facilities Retreat, held at The Hotel Monaco in Denver, Aug. 6–9. The attendees, the perfect blend of the industry's leading vendors and end users, spoke positively about the road ahead and where the opportunities can continue to take an industry that is trending upward.

As the commercial construction industry moves full steam ahead, women executives spoke openly about the successes and challenges facing all sectors of the marketplace. The three-day event featured a roundtable discussion, along with a series of networking opportunities, including a little free-fall flying in the iFLY Indoor SkyDiving facility.

Following is the first installment of our Commercial Construction & Renovation's Women's Retreat coverage, including a look at our Friday afternoon forum. For more information, visit us at [www.ccr-mag.com](http://www.ccr-mag.com).



**Heidi Bendiksen**  
Heidi's Brooklyn Deli  
Founder/Vice President



**Samra Savioz**  
Marco Contractors  
Director of Business  
Development



**Susan Lloyd**  
Family Dollar  
Project Manager  
Construction Process &  
Design Team



**Lori Naas**  
Whataburger Restaurants  
Manager, 3rd Party Services



**Karen MacCannell**  
The McIntosh Group  
Business Development



**Caroline Roberts**  
Chipotle  
Executive Director



**Penny Czarra**  
AC Tech  
President & Director



**Gabriele Lawrence**  
Chatham Lodging Trust  
Director of Project  
Management



**Melanie Gifford**  
Sargenti Architects  
Business Development  
Manager



**Kelli Buhay**  
Retail Maintenance  
Specialists  
Director of Business  
Development



**Heather Lindsay**  
Academy Sports  
& Outdoors  
Manager of  
Construction Projects



**Jenny Feng**  
Behr Process Corporate  
PRO Product and  
Direct Channel Manager



**Jenee Naples Massey**  
Heidi's Brooklyn Deli  
Director of Franchise and  
Vendor Relations



**Diana Rico**  
LaZerCaD  
Chief Development  
Officer



**Rabiah Reyome**  
GNP Development  
Director, Project Solutions



**Heidi Vassalotti**  
Crossville  
Strategic Accounts



**Colleen Biggs**  
The Little Gym  
International  
Real Estate &  
Development Manager



**Cha Nye Farley**  
Smashburger  
Director of Facilities  
and Procurement



**Dawn Henning**  
General Shale  
Director of Retail  
Marketing



**Maria Torres**  
Pizza Studio  
Construction & Ops  
Coordinator



**Erin Wilson**  
ImagiLux  
Inside Sales Manager



**Gabriela Settles**  
Office Depot/Office Max  
Senior Category Manager,  
Indirect Procurement



**Cherisse Regnart**  
Re-AL  
Principal



**Grace Daly**  
Shop Talk 360



## CCR: Tell us a little about yourself.

**Heidi Bendiksen, Heidi's Brooklyn Deli:** We started 21 years ago here in Denver, because when we moved here, there was nothing to eat except steak. Now there's good food. We've added five corporate stores over a 10-year period, and now realize that to grow we're going to have to start franchising. We currently have 18 locations and we're ready to grow. We're seeking national vendors to work with because we do have stores out of state.

**Samra Savioz, Marco Contractors:** Marco Contractors is a national general contractor that specializes in retail restaurant and general commercial construction. We have been in business for over 37 years, with headquarters in Warrendale Pa., a suburb of Pittsburgh. Our western office is in San Francisco. We have a presence in all 50 states. Marco is also licensed and registered to build projects in all 50 U.S. states. We have more than 60 full time superintendents and nine full time project managers. Marco is financially strong and finishes projects on-time and on-budget. We're looking to continue to sustain growth and are interested in maintaining long term relationships and creating new relationships with clients as well. At Marco, we work as a team and performance builds our business.

**Susan Lloyd, Family Dollar:** Family Dollar has about 8,000 stores in 46 of the continental United States. Basically, my team oversees the design of our buildings, as far as picking products, what they look like, how they flow, keeping them energy efficient and sustainable. We oversee processes for the construction side of the company.

**Lori Naas, Whataburger Restaurants LLC:** We have about 700 restaurants across the South, from Arizona to Jacksonville, Fla. I manage the 3rd Party Services – 13 services overall.

**Karen MacCannell, The McIntosh Group:** We are a national architecture firm that specializes in retail and restaurant, we are licensed in every state, Washington, D.C., and Puerto Rico. I am



representing our area of expertise in ADA consulting. We are working to make retailers and architects more aware; train and educate them and work with retail clients nationwide.

**Caroline Roberts, Chipotle:** Domestically and internationally, my team handles designing construction facilities, procurement, sustainability, property management and development support. We currently have about 185 people on our team.

**Penny Czarra, AC Tech:** We work around the country and overseas. We manufacture and support special epoxies and coatings for concrete and metal. We work with specifiers, general contractors, concrete contractors, and flooring installers. Gradually, we're getting into the design-build community, where we assist them in avoiding problems before they occur. No one wants to compromise their new flooring system because of moisture, salts, or contamination in the concrete substrate. We're big on promoting innovation on the construction site and in troubleshooting the problems that always arise when translating "specifications" into actual performance on the job. We invest heavily in technical support for our customers and the industry at large.



**Gabriele Lawrence, Chatham Lodging & Trust:** We're a real estate investment trust that specializes in premium branded, upscale, select service hotels. We work with all brands including Marriott, Starwood, Hilton, InterContinental & Hyatt Hotels. We



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currently have about 200 hotels in the United States only.

**Melanie Gifford, Sargenti Architects:**

We've been in business for about 17 years. We are an architecture firm that predominantly do retail and are slowly getting into hospitality. We have offices in Los Angeles, Paramus, New Jersey and Philadelphia.

**Kelli Buhay, Retail Maintenance Specialists:**

We're a 13 year-old facility maintenance company that covers the gamut as far as maintenance, PM work, HVAC, electrical, plumbing, carpentry rollout and special projects.

**Heather Lindsay, Academy Sports & Outdoors:**

Academy Sports and Outdoors is one of the nation's largest sporting goods, outdoor and lifestyle retailers in the country with 201 locations in the Southeast United States.

**Jenny Feng, Behr Process Corporation:**

I work for Masco Coatings Group which has two of the top architectural coatings brands—Behr and Kilz. Our brands have been around for over 60 years. Behr grew up on the Do-it-Yourself (DIY) side of the business, which means our quality needs to match up to the performance expectation of consumers who might not have much experience painting. Contractors have also depended on BEHR & KILZ products for consistent quality and reliability for decades.

To catapult from this established base of loyal DIY clients, Behr has in recent years made additional investments to pursue and focus on the professional market in a bigger way, primarily the commercial segment, nationwide. We have 15 distribution centers and is supported by The Home Depot's 2,000 store locations. Our strength is helping our clients manage their paint programs, through superior use of color renderings, writing national specifications and conducting job walks. Our Color Lab ensures that color accuracy, and state of the art custom color matching capabilities contribute substantially to our competitive advantage.

**Jenee Naples Massey, Heidi's Brooklyn Deli:**

We're seeking national partners in construction, design and facilities maintenance.



Seeking product outside of our primary market can be difficult. We're a small, closely held company so we are seeking regional and national vendors.

**Diana Rico, LaZerCaD:**

We're an as-built data collection business that was started in 2011 in Los Angeles. There are a lot of as-built surveying companies out there, but we deliver in a format that allows you to have access to your data on a mobile device anywhere in the United States.

**Rabiah Reyome, GNP Development:**

GNP Development is a boutique real estate and investment firm that provides a holistic development approach, managing project and/or land investment processes throughout all phases of the sale. GNP focuses on value creation through strategic acquisitions and build-to-suit developments. Successfully managing client relationships and ensuring the company and client goals are aligned guides our team in delivering successful innovative and cost effective strategies.

**Heidi Vassalotti, Crossville:**

Crossville is the largest domestic manufacturer of porcelain tile, American owned and operated, and based in Crossville, Tenn. I manage our strategic accounts nationally, specializing in retail and hospitality.

**Colleen Biggs, The Little Gym International:**

We're coming up on our 40-year anniversary next year. We offer gymnastics programs for children four months to 12 years of age. We've partnered with a few great partners this year, including Nickelodeon, LEGO and Kindermusik. We have 207 currently open in the United States and Canada, and more than 300 around the world.

**Cha Nye Farley, Smashburger:**

I run the facilities and procurement for Smashburger, which is a fast-casual restaurant with more than 300 corporate and franchise restaurants operating in 32 states and 5 countries.

**Dawn Henning, General Shale:**

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Our parent company, Wienerberger, is the world's largest brick manufacturer, is based in Austria. We're headquartered in East Tennessee and have about 50 locations throughout the country. We also have a connection of about 600 distributors throughout North America.

**Maria Torress, Pizza Studio:** Pizza Studio is a Los Angeles-based fast casual, build your own pizza concept that has been in business for close to three years. Our concept offers a variety of artisanal crusts, sauces, meats and fresh ingredients at an affordable price. We also work closely with the community by supporting local artists and featuring their artwork on our Starving Artist's wall. We currently have 33 locations.

**Erin Wilson, Imagilux:** We are based in Eugene, Ore. We manufacture ultra-thin LED light panels in custom sizes and shapes. Our panels are used to backlight translucent materials – pretty much anything from signage and graphics to decor and architectural accents. We've been in business for about nine years.



**Gabriela Settles, Office Depot/Office Max:** About two years ago, we completed a merger with Office Max, which is one of the main things I've been focusing on. We're integrating all of the supplies and services for those two companies. We're headquartered in Boca Raton, Fla.

**Cherisse Regnart, Re-AL:** We're an architectural firm based out of San Diego. We specialize in nationwide tenant improvements. We can work with corporations that are just doing a couple of stores a year or 50 to 200 stores a year.

### **CCR: What are some of the biggest things on your to-do list?**

**Behr's Feng:** As a product manager, I work very closely with our 200 chemists (many with PhDs) to build the highest performing liquid in the can. I also make sure we meet the most stringent environmental and safety guidelines. Our corporate office is in Southern California, where the most rigorous environmental standards in the industry exist. Behr takes pride in sustainable manufacturing practices.

In fact, our paint cans are made of recycled material and more than 40 BEHR products have achieved UL Environment's GREENGUARD's prestigious GREENGUARD Gold Products Certification. This means that these products can be used to earn credits in the U.S. Green Building Council's LEED Green Building Rating Systems.

Our breadth and depth of product lines provide solutions for every surface in the commercial segment and beyond. We listen very closely to our clients' needs and continue to innovate our products and services to meet or exceed their expectations.

**Naples Franchising's Naples Massey:** Our big focus is finding turkey solutions for all of our franchisees in every market. We are also working to source materials that compliment our sustainable





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what our clients' needs are. In January, I became the Chief Development Officer and took over operations and key account management. The owner is much more involved on the technology side, which is what he does best, and I'm involved in the day-to-day running of the company. This has allowed us to launch new technology, improve QA and operations, increase capacity and concentrate on our client needs.

**GNP Development's Reyome:** My role is project management consultant, so I work with different healthcare leaders in the marketplace, I'm securing medical office buildings, which includes negotiating the contracts, sourcing facility management services, etc. I think the challenge is that the certain premiums doctors were paid are decreasing. That means they are less able to lease medical office space as much as they did. They don't have the same type of revenue coming in, so we're working with that kind of benchmark trying to understand the portfolio. What makes sense best from a medical office building's standpoint and how do we mirror that and keep it going to build on additional medical office buildings throughout the United States?

**Crossville's Vassalotti:** My role within Crossville has evolved quite a bit over the past year or so. When I think about my to-do list I tend to work in two capacities. My primary focus is with direct client relationships. My secondary responsibility is for training and educating our sales forces as it relates to retail and hospitality. I am also a LEED AP, which means I enjoy promoting the continuous improvement of our sustainability processes and how these contribute to our client's needs. My favorite part of my role in either scenario though is being able to leverage how unique and flexible Crossville can be to provide clients customized solutions that go above and beyond their expectations.

products. For Example, our flooring is 40 percent re-purposed porcelain tile. The paint on our walls is zero VOC paint.

We're trying to figure out how we're going to merge all of those different avenues together to make it easy for our franchisees. We're family-owned, but we're considering corporate and franchise mixes again, so we want to know how to build our infrastructure and have departments that aren't too big but do their jobs well. We're looking to outsource things like project management, but also create our own departments. So it's a lot of navigating for us – a learning curve.

## **CCR: Tell us about your airport project at the Denver International Airport, Terminal B.**

**Naples Franchising's Naples Massey:** It is literally a mile walk there and back. But we were there for seven years and it's a beautiful partnership. We have Concessions International, a national concessionaire for airports, as our franchisee. They represented us very well, so we were awarded another seven-year lease in the airport. If anyone knows airports, that's very difficult to do. We're proud of that.

Part of that was completely rebuilding our space. We had to close for a few months, go through all of the red tape and the inertia of the airport setting. It ended up being delayed a year and a half because of the way the world works out there. We had to really be patient while sourcing new vendors, working with the architects to re-do drawings, etc. But we got the job done with the support of great vendor relationships. It's a beautiful space – about 980 square feet. It's our smallest location and our busiest location.

**LaZerCad's Rico:** For us, the key is a quality client deliverable and maintaining client relationships. It's about understanding





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**The Little Gym's Biggs:** So, this year, the focus of the company is on owner engagement and simplification. We're introducing a couple of new programs, however, our focal point would be to simplify how our Franchisees do business with us and how their customers do business with them. We have several initiatives in place to make that happen. It is very important to us that we are delivering a quality product to our consumers. In doing that we want to be able to engage and build relationships with the parents to influence their lives and their children's lives. Much of our focus in 2016 will be delivering the tools necessary to the Franchisees to be able to do just that.

**Smashburger's Farley:** My to-do list is very divided. I have procurement and facilities on two separate lists. Procurement is always going to be to try to find bigger, better equipment that's cheaper, lasts longer and has more advantages. That's always our bit. We're always looking for new vendors, trying to spend time to cultivate new relationships.

The facilities part of my job takes more time. It is a totally different animal. Take a restaurant – everything that's in that restaurant is pretty much my problem. I can have real estate help me, but it's still my problem. In my facilities department, I have one facilities manager and one region with a facilities tech. That is it. There are three of us across the whole country. We have 180 class corporate restaurants.

We find that a lot of service vendors don't understand the difference between retail and restaurants. They think it's just commercial, so they can go in and do it. But that's not necessarily true. It's trying to get through that mindset; trying to figure out how that discussion happens, and then making it happen.

So, everything on my to-do list is always with how can we make this better? How can we make processes better? How can we make relationships better?

**General Shales' Henning:** When building and construction started declining a few years ago, General Shale had already started focusing on an outdoor living line of products, which helped us in the renovation market during these tough times. Today,



things are starting to change and people are starting to build again, we're nowhere near where we thought we would be as far as new build and construction in general, so right now, my job is brand recognition. There are three main manufacturers of masonry materials in the country – we're No. 2.

Obviously, we're trying to take away a little bit of wall share from our competitors, but we're also trying to gain some wall share from other exterior cladding like siding and stucco. We want builders to use more masonry, and more concrete. We're also trying to grow commercially. We're well known residentially, but we're trying to gain more traction in commercial projects, commercial buildings, and things of that nature.

Before I came here more than four years ago, they had very little strategic marketing. We've started doing more market research, which has helped make some of the decisions easier. We've had a real change in our focus over the last five years. It all centers on our mindset and growth, and how we are trying to do things in a more proactive way. It has been a lot of fun. Today, our to-do list is getting back on track and growing our brand.

**Pizza Studio's Torres:** Eighty-percent of our stores are franchise owned, so our goal is always to minimize costs for our franchisees and save them as much money as possible. My team's goal is to facilitate and simplify all phases associated with the build-out process. That includes negotiating pricing for big ticket equipment items directly with manufacturers, so our franchisees can save money by avoiding unwanted mark ups. Whenever possible, having franchisees order material/products directly from the manufacturer to avoid mark-up upon mark-up.

Some of our older stores now require equipment repairs; we are working on establishing solid preventative maintenance and repair programs for our stores. Whoever corporate uses, our franchisees mostly follow suit so it's important we create solid systems that franchisees can follow and successfully implement in their own stores.

I also oversee the implementation and execution of our interior sign package

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#### **NATIONAL HEADQUARTERS**

100 Commonwealth Drive  
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F: 724-741-0335

#### **WESTERN OFFICE**

555 California Street  
Suite 4925  
San Francisco, CA 94104  
T: 415-659-1816  
F: 415-659-1950

#### **CONTACT**

**Samra R. Savioz**  
Director of Business Development  
Direct: 724.720.9955  
Cell: 724.272.8797  
ssavioz@marcocontractors.com



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for a new store opening. Securing relationships with sign and print vendors that understand our interior sign package is vital. Quality assurance is a must. Installation should be as smooth as possible. Finding ways to get best yield for the materials we use will minimize our sign costs. These are just some of the more immediate items on my to do list currently.

**Imagilux's Wilson:** We are just coming out of a rebranding. We used to be known as Light Beam – that name reflects earlier fiber optic technology we have patents on, but doesn't relate as much to our current emphasis on manufacturing LED light panels.

We've restructured our sales team, with both inside sales and customer service to go along with outside sales focused on building relationships and handling the larger projects that have a longer sales cycle. We also now have our own in-house marketing team, and ability to leverage social media and create content to help show-case all the different ways custom LED panels can be used.

We're working to continue establishing our name with architects, designers and contractors while building awareness of our product and expertise integrating LED panels into interior design, signage, and a really diverse range of custom applications. We'd like to start working with more large retailers, restaurants and hospitality chains as a backlighting specialist – we sell a service as much as a product.

It's a fun challenge for a small U.S. manufacturer and we really enjoy providing a great product and customer service. Our to-do list is long, but we have fun, too.



**Office Depot/Office Max Settles:** My to-do list is helping to facilitate the integration of all of the supplies and services as a result of bringing together the Office Depot and Office Max brands over the past two years. Most of my bid projects that fall within the construction category are currently on hold. We're in a period of bringing things together and building a clear vision of where we want to go, before we take further action.

Surprisingly enough, although our legacy companies are so similar, there are a number of variations in the service programs for construction and facilities. The scope of work or vendors for each company may be different, so we're being very careful to reevaluate the programs from the ground up before determining what our go forward will be.

I work very closely with the facilities team to make sure that we're really coming up with the program that's going to be the best fit and help the company be productive and attractive to our customers. We've had a lot of refreshes taking place in our stores. A lot of the new builds have been on hold while we try to wrap our hands around what the new store prototype will be. Hopefully within the next several months to a year we'll be able to kind of ramp back up to the construction projects.

**Re-AL's Regnart:** We want to really grow the company. The last five or six years were really challenging as a small- to medium-sized firm in California doing all tenant improvement retail. The economy really affected us. We were very fortunate in that we were able to get through all of that, which a lot of our other competitors were not able to weather that storm. So now that we've got through that and things are picking up, we really want to spend a lot of time growing our company, not just trying to maintain it. We're excited to do that.

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**Heidi's Brooklyn Deli's Bendicksen-Naples:** We've made a lot of changes.

We were affected by the recession, but it really gave us time to consider where we want to go and how we want to be in the future. A lot of that had to do with switching all of our proteins. Half of our stores have transitioned. The rest are transitioning and are clean.

If you don't know what that means, it means hormone free, antibiotic free, nitrate free, pastrami made for us in Texas, organic cheeses. In addition, we wanted our builds to reflect that mission. We're certainly not as knowledgeable as we hope to be. Our new tile is 40 percent repurposed materials. It still has the look of our original hardwood floors in our original 1890 building where we started. We want to continue down that road to be sustainable.

And we want to make it as simple, painless and timely as possible. Being women in this company, I think relationships are really important to us. So we want to create and forge relationships that last for a long time with companies we admire, respect so we don't have to revisit this on a regular basis. So that's kind of the big vision and where we want to get to.

**Marco Contractors' Savioz:** As director of development, my role is quite broad. I'm working on a lot of things at Marco, which include driving new leads, maintaining existing accounts, marketing and business development. Our business is fast paced and challenging as we are focused on excellence.

Marco has been successfully building retail, restaurant and commercial construction projects for over 37 years. My primary goal is to maintain long-term relationships with existing clients and create value for both Marco and our clients to help make a stronger team, along with establishing new clients. I ask questions such as... What can we be doing better? Are we listening to our clients and how can we improve to achieve high standards?

I recently returned from Orlando, Florida where Marco was asked to participate at the Chipotle VIP Partners Conference. Partners such as Chipotle have high expectations, as do a lot of our other retail and restaurant clients. It's really important for GCs to pay close attention to what their clients needs are so that each project can be completed with 100% satisfaction. At Marco, we are committed to the entire process/project/relationship, this includes the development, estimation, project management and the completion for the punch list. My belief is that attention to detail is of the utmost importance on every job. No matter how large or small the project may be.

Being a woman in this profession adds a certain element that may not be common. However, women in the field of construction are helping to create a more dynamic people culture. People Culture is done by creating an environment which we have at Marco.



I want to be successful for Marco and for our clients. It's important and critical that our clients know that we work as a team. That is why each of our clients is provided with the best quality, care and value at Marco.

**Family Dollar's Lloyd:** Since I'm on the design and process team, we are tasked with having a building that is sustainable. It must be maintenance free. We're always looking at new products or new processes that will make things easier for the general contractor to build. So that we can get our buildings done in a timelier manner and, of course, at a lower cost. I think everybody knows that in construction.

Our goal is to build a building that makes the shopping experience for our customers something they enjoy – a place they want to come back to shop. Without customers, there is no retail environment. So that's really what we're looking at. When I'm talking to customers, I'm talking to external and internal customers, such as our operations team, our maintenance department, and our loss prevention and risk management teams.

When we look at the design of the building, we bring all of the teams in to help bring that design to where it not only makes it easier for the building to run, but it makes their jobs easier, too. Do we don't have loss prevention or risk management issues.

For example, we just changed all of our exterior lighting to LED lighting, which was a long process. We like to test things before we make big changes so that everything works right. By doing that, we've created a friendlier environment.

Because most of our customer base consists of single mothers, we've made it more inviting for them. The stores feel safer because of the quality of light on the exterior of the building. So, we on the design team look at all of that as well as the processes for getting that building built.

**Whataburger's Naas:** We are a family-owned company that started in Corpus Christi, Texas in 1950. I joined the company when they moved to San Antonio six years ago, and I manage 3rd Party Services.

On any given day, my to-do list is very long, including everything from sourcing new



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vendors, to new contracts and renewals, and trouble-shooting. I work at building good relationships with my customers in our Operations team. Also, I do a lot of trouble shooting with our vendors. I work to find better ways to resolve situations.

I'm trying constantly to improve things – to make them more efficient and successful, not just for Whataburger, but for our vendors, too. A very important part of my job is dealing with vendors – building good business partnerships. When I have a question or a problem, they're right there for us.

**McIntosh Group's MacCannell:** My to-do list involves getting out there and meeting people, whether it's architects, retailers, restaurants, hospitality, etc. That's the biggest part of my job. It's what sets me apart. Put me in a room full of strangers and I will work the room. I love to network because you never know whom you're going meet. It could be an architect or a vendor or your next client.

**Chipotle's Roberts:** My to-do list is building. We are building 10 to 13 percent more restaurants every year, just over 200 a year right now inclusive of additional brands. We're trying to change the way people think about meat fast food and that goes outside of Chipotle and includes other brands. Up until two months ago, we were planning our first Chipotle development conference. It was a year or so in the making. We had just over 2,000 vendors that we work with and we invited 500 of them. It was a very exclusive event.

We did it so that we could bring in that partnership component and make people understand that it's going take both of us to get to where we want to be all across the world. We're developing in five different countries right now, so I spend a lot of time on the road. I travel between 40 and 45 weeks a year. I have about 185 people working for me. The biggest thing is keeping people inspired – vendors, our partners and the people that work for us every day. Our average person has been with us eight years. Our oldest is 17 years. Keeping these

guys inspired and letting them know that work is not above anyone in the entire company.

We have had one outside management hire in four years, so it's very focused on promoting from within. Within our facilities and construction department, most of the people – 75 percent of them – come from within. They may have worked as a crewmember in a restaurant, not necessarily having 20 years of experience. But as you get time in these restaurants and interact with the different departments, you learn how to take care of your customers. You can't always teach that when you come from the outside.

The biggest challenge we have is to keep ramping up when we bring people from the outside and teach them our culture. We can teach them how to do tasks all day long, but it's the culture piece we struggle with. We may hire one person and go through 40 to 50 people just to find the right person. We feel like we can teach anybody anything. We are actively pursuing different venues; military bases, airports are expanding; those are very, very complicated, especially when you do a military base or an airport in another country, even more challenging.

We're doing that all by supporting that from the U.S. We don't have any international resources right now. We may look into that, but we feel like that the processes we've put in place, we just have to tweak them a little bit in these different countries. We are changing the way business is being done in these other countries where they're very regimented. We go in, we talk to them about our vision and what we want to accomplish. And it's very unique to see it kind of change.

Things that we were told by different consultants, you can't do that in this country; you can't do that in this country. We're doing it. We're doing it very well. So I see that starting to ramp up and getting the team ready for that I think is going to be a huge challenge for us this year. I think we're ready but it's just – it's a lot bigger than 200 restaurants per year. We have most of our in house facilities people. We have 85 technicians so we do about 47 percent of all of



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our work in house right now as opposed to outsourcing, except for construction related tile jobs, flooring, things like that.

**AC Tech's Czarra:** I could easily go around the entire room and feed off all the wonderful ideas here. At the top of my "To-Do" list is dealing with the "Bubba Effect" – in myself, in my company and in the construction industry as a whole. There is always a built-in resistance to change. And to some extent, that is a good thing. But there comes a point when sticking to a technology or a system or a way of doing things simply because "that's the way it's always been done" becomes counterproductive and creates a higher level of risk. The construction industry is in transition. We're all in transition. New green construction products are being introduced. New industry standards are being adopted. There's a greater emphasis on Fast Track building processes than there has ever been before. All of these demand the development of new processes in the way we bring all these together to meet performance specifications. Overcoming the Bubba Effect is a top priority. It's a risk management strategy as the industry moves forward. How do we introduce innovation and manage change?

That's why next on my "To-Do" list is content marketing. Sure, it helps with our branding. But it also helps educate and support our existing and potential customers. Technical support cannot be allowed to fall by the wayside. It's a critical component of any product. We have to find better and more cost-effective means of spreading the word on new techniques, new products, and new methods. There's a science behind industry standards. But science and standards often conflict with budget line items. How does one convey the Big Picture?

Finally, as a "Momma" in a "Bubba" world, how do I foster and attract the next generation into our company and the industry. We have a brain trust in our company that is 30-years old. That's 30 years of hands-on field experience per individual. That is not easily replaceable. And that's not a problem unique to our company. How are we going to transfer these skills and experience? I think about this a lot.

**Chatham's Lawrence:** At Chatham, we believe very strongly in Made in America. Whether we're sourcing carpet from Georgia or case goods from Mississippi it's all about Made in America.

It would be easier to go overseas. There are arguments to be had for whichever way you choose to source. There really isn't a right or a wrong way. Our company feels very strongly about continuing to build relationships and being the customer for that entrepreneur and

that company who says, Made in America. There may be dollars and cents attached to the Made in America factor, but there's also dollars and cents tied to time spent in transit or items that come in broken pieces and need to be resent from sourcing overseas.

**Sargenti Architects' Gifford:** We've recently opened two additional offices – Philadelphia and L.A. We opened the L.A. office about a year and a half ago, so my main focus is growing that office, finding staff and building our brand in California as well as across the country.

We have a design department that has slowly been growing over the past few years, participating in design and branding competitions. We also started offering construction management services to our clients. We've been growing quickly, so it's really about building those pieces together, while maintaining the relationships we have already built. We have over 100 employees whose main focus is to service our clients.

**Retail Maintenance's Buhay:** Let's start with what we did complete. I started in this position a year and a half ago. Since I've come on board, we've implemented a proprietary software system that was designed for our company. We built a website designed around our software abilities, completed a booth design, and attending trade shows. What we are focused on is our service, expanding our business while still providing the service that our clients are accustomed to.

We've grown to the point where we now need to move and expand our office space, which is very exciting, we'll be moving this year. Our to do list and goals if you will, is to double the business. I love my position and the people I work with, we have the same goals. Our customers are key and we want to continue to exceed their expectations regardless of our growth, maintain the same level of service.

**Academy Sports' Lindsay:** I started with Academy over 19 years ago but my primary focus for the last four years has been developing our Remodel Program for existing locations. The priorities on my to-do List are constantly changing as the program evolves. Although searching for new ways to condense our project schedules and lowering construction costs will always remain at the top of my priority list, one of my largest on-going challenges is continuing to find new products, services and processes that will help minimize the impact the "remodel" has on "my customer." The store remains completely operational during a remodel. **CCR**



“ Not sure what the secret sauce is, but The McIntosh Group has it. They make my life so much easier. ”

Rita Randolph  
Design Director, Corner Bakery Cafe



McIntosh



“ Other firms are playing catch up. The McIntosh Group is ahead of the game. ”

David Milne  
Director of Design, The Wendy's Company

# Let's get it started

## Retreat kicks off with dinner at a Denver staple

They say you cannot get out of Denver without trying one of the many great steakhouses the city has to offer. One of the city's most talked about haunts is Guard and Grace, named after the chef's daughter. To help get the 2015 Women in Commercial Construction & Facilities Retreat started, attendees took over a private room in the 9,000-square-foot space in the heart of downtown to talk shop and prepare for the activities ahead. The dinner was the first part of the Women in Commercial Construction & Facilities Retreat, held at The Hotel Monaco in Denver, Aug. 6–9.



## Raising the level of cool

### Dinner helps attendees unwind, prepare for Day 2

Tom and Diane Coohill love company. So, when attendees of the 2015 Women in Commercial Construction & Facilities Retreat were looking for a place to settle in and talk about their indoor skydiving experience, the Coohill's were happy to oblige. Located in Denver's hip, lower downtown area, Coohills Restaurant and Bar was the perfect spot to end the Day 1 activities. The uniquely modern interior, designed by award-winning architects Semple Brown, helped set the tone for an evening of networking and storytelling. The dinner was part of the Women's Retreat, held at The Hotel Monaco in Denver, Aug. 6–9.





## W E K N O W R E T A I L

### Planning & Design

- Space Planning
- Prototype Design
- Branding Development
- Budget Analysis
- Selection of FF&E
- 3D Renderings/Videos
- Construction Documents

### Review & Management

- Lease Review
- Landlord Criteria Review
- Construction
- Administration
- Permit Expediting
- Project Management
- Value Engineering

### Documentation

- Site Surveys & Analysis
- Construction Documents
- MEP Documents
- Structural Documents
- Large Scale Retail Roll-out Programs
- LEED Certification

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# Hold on. Hold tight. And fly

You think you can fly, right? Everybody does. Come on, admit it. If you run into any of the attendees of the 2015 Women in Commercial Construction & Facilities Retreat in Denver, they're going to say yes, they can fly. That's because, thanks to the iFLY Indoor SkyDiving facility, they now can officially cross the "Skydiving" box off their bucket lists. The iFLY experience helped attendees experience the true free fall conditions without actually having to jump out of an airplane (you can petition us for future Retreats). The networking exercise was part of the Women's Retreat, held at The Hotel Monaco in Denver, Aug. 6–9.



## Goin' all country

**Kenny Chesney + Jason Aldean = Night to remember**

Were you there when Kenny Chesney and Jason Aldean decided to take their talents to Denver's Sports Authority Field at Mile High? Come on all you 2015 Women in Commercial Construction & Facilities Retreat attendees – give it your best country yell. Chesney's "Big Revival Tour" and Aldean's "Burn It Down Tour" (along with Brantley Gilbert) served as the perfect send off for attendees of the Women's, which was held at The Hotel Monaco in Denver Aug. 6–9.