



2014
WOMEN
IN COMMERCIAL
CONSTRUCTION
& FACILITIES

PHILLY STRONG



Roundtable points to continued success marketplace

Whether it was the number of initiatives or the scope of projects, one thing above all else stood out during the roundtable discussion at our annual Women's Retreat – hope and prosperity abounds.

To a person, the discussion's vibe was filled with the anticipation for what lies ahead, whether it is new construction and refreshes, or new products and new hires, the future is filled with promise.

And that's great news for an industry that continues to pull itself out of the spiral of our country's ever fleeting economic woes. Executives from some of the industry's leading vendors and end users converged on downtown Philadelphia at the Loews Hotel for the annual Women's Retreat, hosted and sponsored by *Commercial Construction & Renovation*.



Kay Barrett
Senior Vice President
Cassidy Turley

Cassidy Turley



Michelle Behr
Director of Capital
Loews Hotels

LOEWS
HOTELS + RESORTS



Kelli Buhay
Dir of Bus Dev
Retail Maintenance
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Retail
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Jennifer Ferris
President
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federated
SERVICE SOLUTIONS



Kitty Fletcher
Senior Project Engineer
Health First

Health
First



Margaret Graham
Sr. Mgr. of Special Projects,
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and Construction
Chico's

chico's



Cheryl Green
Development Mgr
Subway

SUBWAY



Sandra Greenberg
Dir of Mkt
GAF

GAF Quality You Can Trust...
From North America's Largest
Roofing Manufacturer™



Natalie Knowles
Restaurant Development
Chick-fil-A

Chick-fil-A



Rachelle Lamothe
Operations Mgr
US Cellular

U.S. Cellular



**Terri E Levine
Micklin, P.E.**
Dir of Construction
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Wawa



Alyse Mikula
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Jasmin Molina
Nat Project Mgr
LED Living Technology

LED LIVING
TECHNOLOGY



Deborah Moore
Senior Construction
Project Mgr
J.Crew

J.CREW



Karen Nettleton
Dir of Site Development
Fun Brands LLC (Pump it
Up, BounceU & Carousel)

FUN
BRANDS



Gina Noda
Exec Dir of Bus Dev
Sargent Architects

SA
SARGENTI
ARCHITECTS



Julia Versteegh
Bus Dev Mgr
Storefloors

storefloors
Where stores buy floors



Allison Walters
National Sales Mgr
TrueBlue, Inc.

TRUEBLUE



Following is the first installment of our Women's Retreat coverage, including a look at our Friday morning open forum. For more information, visit us at www.ccr-mag.com.

CCR: Michelle, give us a snapshot of the recently renovated the Loews Hotel.

Loews' Michelle Behr: We have just completed more than \$25 million in renovations at Loews Philadelphia Hotel spanning the past three years (from 2012-2014). We have renovated this historic property from top to bottom, touching on almost every space. The property was originally the Philadelphia Savings Fund Society, built in 1932, the first International skyscraper in the United States. Just as we did when we first converted the bank building into a hotel in 2000, we respected as much of the historic interior finishes and details as possible.

“The challenges I face are dealing with speed and quality, and getting things done on time. Some unforeseen roadblocks include passing permits and inspections based on the different localities that have varying opinions along with the local codes we have to adhere to.”

— Cheryl Green, Subway



We fully renovated the 579 guestrooms and corridors in 2012, taking the influence of the building and incorporating a design concept reminiscent of the International style. Working our way down the building, we found unused spaces and created more meeting rooms, very important as group business is a driver for the hotel.

This past year, we focused on the ground floor, taking a hard look at the layout and circulation, then completely reconcepting the spaces to enhance the experience for our guests. Before the renovation, we essentially did not have a lobby experience, the entrance was in the original location that went up to the banking hall, which is now the ballroom, and the restaurant was much too large. We reduced the size of the restaurant, Bank and Bourbon, to create a more vibrant and unique dining experience that draws locals as well as guests, developed an amazing lobby space with a media wall visible from every corner and relocated the entrance to enhance the arrival experience.

Needless to say, the ground floor was a gut renovation, but we had an amazing team throughout the design process through construction. The ground floor renovation took a year and a half from start to finish, with construction completed in less than four months and very little disruption to our guests. I was just there and was thrilled to see the energy and activity in the various spaces.

CCR: Are you doing other refreshes across the chain?

Loews' Behr: Yes, the last three years have been very busy for us, with major renovations across the portfolio. We bought a hotel in Boston in 2013, the Loews Boston Hotel, which is in a historical building that used to be the Boston Back Bay Police Station. I just completed renovating that property in March, with fully renovated guestrooms, lobby with the entrance relocated and a fresh new restaurant and bar called Precinct Kitchen + Bar.

CCR: Is there a common theme in the decorum that you do among the different hotels?

Loews' Behr: Each hotel is very unique; with its own storyline derived from the location

and history of the property. We begin with storyboard concepts, engaging the interior designer, customizing each hotel experience. The common factor threading through each property is our Loews Lobby Initiative, creating a communal experience within the lobby.

CCR: What's on your to-do list today?

Cassidy Turley's Kay Barrett: We are experiencing continued, rapid growth in our restaurant, financial services, retail and health/medical practices. Not only is this expansion positive in the U.S., but we are focusing on global expansion to support the client-relationship driven culture we are known to deliver.

In order to support our clients' growth and our expansion, our "to-do" list must always include top industry talent. The continued quest for top talent and expertise is fierce, and we are tenacious about seeking best-in-class associates around the country.

We have very diverse clients that occupy space and demand a mix of services ranging from remodels and retrofit programs to due diligence and building development. Our talent must be equally as varied in experience and specialization. Hiring the right talent to fit client demand, yet also matching our strong company culture, is our biggest initiative.

JCI's @ Health First's Kitty Fletcher: We're growing too, but we've just hired two new people. Automation is something that I'm working on – an automated system to follow up with new leads and to keep in touch with people on a regular basis. Also, we are looking for more content on our website. Because we are really knowledgeable, one of our biggest assets is our expertise in the industry. We are working on ways to get that across.

US Cellular's Rachelle Lamothe: We're in year two of a remodel/refresh program of a large number of stores within our retail portfolio. As manager of operations, there is a lot to coordinate with fixtures, budgets and vendors to ensure that we are able to complete as many store remodels as possible in a cost-effective and efficient way.



"There has been huge growth for us because there are many retailers that want information about their stores – also known to some as retailer/consumer analytics!"

– Jennifer Ferris, Federated Service Solutions

Retaō Maintenance Specialists' Kelli Buhay:

We are a 12-year-old company that has never had any sales or marketing presence, so I'm in the process of rebuilding the website and started a marketing program about six months ago. We've recently implemented proprietary software for automation purposes, for our call center that interfaces with all aspects of our business. I am very busy building new relationships and growing the business.

Chico's Margaret Graham: Our four brands are still growing. We opened about 150 new stores this year and have approximately 100 projects planned for 2015. My main focus is on our refresh program and international franchise stores in Mexico. This year, we are doing 25 refreshes, and will have opened 15 shop-in-shops and four boutiques for Chico's in Mexico by the fall. Our franchise locations are doing very well, and we are preparing for additional locations in 2015. We have also had success in Canada, as we have launched company owned Chico's and White House Black Market locations around the Toronto area.

Image One's Allyse Mikula: Recently, we opened up a manufacturing facility in Arizona to better service our West Coast customers. Our Philadelphia office is growing with the recent hire of five new sales reps. Right now, my focus is on prospecting and developing a new sales team.

Storefloors' Julia Versteegh: One of my big projects right now is to create content for our upcoming new website. Storefloors saves our clients time, money and hassle with our retail flooring expertise and product selection, and we need to get that message across clearly to those who don't know us. We will do this through case studies, white papers and blog articles. We need to illustrate the value we bring to our clients every day by solving problems such as specifying a new product to replace a discontinued one or value engineering to procure a product with a shorter lead time or better quality, whatever the retailer needs. We have many examples but have never put them down on paper or the computer screen.

Fun Brands' Karen Nettleton: There currently are three Family Entertainment brands under the Fun Brands umbrella: Pump It Up, BounceU and Fun Brands Carousel.



The Pump It Up franchise is in the process of rolling out a brand refresh reflecting the position "where your imagination comes to play," and is beta-testing five facilities to gauge ROI. We anticipate an additional 20-plus locations will elect to refresh in the following six-months, based on those findings. The refresh is voluntary for existing facilities, however all new locations are now built with the new look and feel. Pump It Up has approximately 115 owners operating 137 facilities nationwide, with two locations owned and operated by Fun Brands.

The BounceU brand ("Where Birthdays Come to Life!"), with 48 locations, underwent a similar refresh in 2013. Seventy percent of the BounceU facilities have been updated with the new BounceU look.

As owner/operator of Fun Brands Carousel, we maintain 17 rides located inside

"My main focus is working with large national construction companies about how to integrate a contingent workforce into their business plans."

— Allison Walters, TrueBlue



shopping malls and are the largest single owner/operator of double-decker carousels in the country. We will relocate a handful of carousels in the next six months, allowing us to "Make Memories at Every Turn" in new locations.

Sargent's Gina Noda: While people were downsizing with the economic issues, we were able to grow and build a diverse clientele base. Within the past year, we've also opened up two new offices, one in Los Angeles and one here in Philadelphia. The one in LA focuses on retail, and the one here is a new division that focuses on corporate interiors and hospitality. With opening two new offices in one year and hiring new staff for those offices, it has been busy and very exciting. We also were just awarded the Saks Fifth Avenue project

at Brookfield Place. We were selected as one of the new architectural firms for L Brands. We are extremely excited about both of these new opportunities.

JCI's @ Health First's Fletcher: We've had a lot of changes in the last couple years. Approximately two years ago, the senior leadership of Health First went into retirement. It was planned, so we got a whole new leadership team. While the first couple of months were pretty status quo, we started to see sudden changes. There have been a lot of good changes and there have been some challenges. About a year and a half ago, they brought in G4S to take over and manage our security for the hospital and the other sites.

And then last August, they brought Johnson Controls in to manage our plant ops personnel. In May, they let everybody in my department go except for me. We have started rebuilding our department and hired an excellent designer. And we are growing. We have a health plans group and a partnership with Florida Hospital in Orlando. There are lots of things going on for the first time in 13 years. I have had more money over the past two months to spend on construction than I've ever had. So it has been a really busy and exciting time.

GAF's Sandra Greenberg: At GAF we are focusing on creating unique, educational content for each of our distinct audiences. We are working to figure out how to best share our expertise in roofing education and create a tailored and valuable customer experience for distributors, contractors and property owners. Because roofing is a significant investment, the need for it tends to come along at the most inopportune time for any building owner. It is rarely planned. So GAF is making significant investments to educate people about their roofs and structural needs, knowing it's a decision that must be made rather quickly to stop the water from coming down into their tenants or patients, or any other occupants. So my focus has been determining how we can make sure that we help our customers have access to somewhat technical information quickly and feel comfortable throughout the education experience.



“My primary focus is building stores. We have a pretty aggressive schedule this year. We don’t just build in retail malls. We’ve been going into new lifestyle centers and city street locations, as well as outlet malls.”

— Debbie Moore, J. Crew

Chick-f-A's Natalie Knowles: We touched on our pipeline. That's huge for our corporation, as we work to meet the goals for the number of openings. Specifically, we are divided into six regions throughout the country. I'm in the Southwest region, so I cover mostly new builds in Texas and Oklahoma. We have to hit a certain number per year to meet those goals. It's a big touch point for us.

TrueBlue's Allison Walters: My main focus is working with large national construction companies about how to integrate a contingent workforce into their business plans. More and more companies are working with skilled staffing organizations and finding that it's a smart way to stay flexible, manage their risk and control their labor costs.

Another area of interest to us at TrueBlue is the use of technology to make it easier for our customers to do business with us. We're excited about our ability to provide technology that improves service quality, increases access to jobs and makes processes more efficient.

J. Crew's Debbie Moore: My primary focus is building stores. We have a pretty aggressive schedule this year. We don't just build in retail malls. We've been going

into new lifestyle centers and city street locations, as well as outlet malls. We have a few concepts under the J. Crew umbrella, including the J. Crew Concept, Madewell, Crewcuts, our kids' line and J. Crew Men's stores. We build both factory and full retail stores.

Recently, we've started developing internationally. However, I don't handle the international market. Right now, we have a director of construction who handles international construction, as well as one of my co-workers. As a result, it keeps our department very busy year-round, getting stores up and running and helps us work as a team.

Subway's Cheryl Green: We are contracted to develop the 17 counties in northeastern Pennsylvania and have very aggressive goals. Our issue is to find those niche areas and sites, because we're getting to the point where population per store is decreasing and we still have to find those locations to meet our goals. This year, we're going into two hospitals, as well as colleges, casinos and other non-traditional opportunities.

The challenges I face are dealing with speed and quality, and getting things done on time. Some unforeseen roadblocks include passing permits and inspections based on the different localities that have varying opinions along with the local codes we have to adhere to.

LED Living Technology's Jasmin Molina: My immediate marketing goals are focused on educating our sales network on LED lighting. Even though we've been manufacturing LED fixtures for over 20 years, it wasn't until 2012 that the price of LED components allowed for affordable lighting solutions for the commercial market. LEDs are relatively new to the market, so this makes education an extremely important component of our marketing.

What my challenge comes down to is making sure the right information is carried on to empower the end users, who rely on our distributors and contractors for the information they need to make sound decisions in specifying LED lighting. There's a lot of jargon out there that compares

LED Lighting to fluorescent technology, and other combustion light sources, and it's difficult for end users to filter through all the white noise and hype. The U.S. Department of Energy, and organizations like the Design Lights Consortium, have made my job easier in this education process, in making available to the public a plethora of qualifying tools.

Even as LED lighting begins to approach the cost or become more affordable than traditional light sources, there is a stigma that LED Lighting is expensive. Because of this real or perceived initial capital cost of LED lighting, we've focused on communicating our product line's utility rebate eligibility. Utilities in the Northeast and in Maryland have really done a great job in qualifying well-manufactured LED fixtures, and as a result, have been able to implement incentives programs for these LED fixtures that support both large and small businesses in upgrading to LED.

Federated Service Solutions' Jennifer Ferris: We're like a lot of you – our company is growing a lot. While we are a U.S.-based company with a Canadian subsidiary, we are also experiencing growth and opportunity on an international scale. As a result, we have added a lot of people to our team, especially in advanced design and engineering. Specifically, these teams produce wireless network maps and figure out the density of access points needed so there's redundancy.

There has been huge growth for us because there are many retailers that want information about their stores – also known to some as retail/consumer analytics. Who's in them? What are they shopping for and drawn to? How can that information be used to better market to them?

We are also deploying wireless networks in all different environments, not just what and where you might expect them. There are totally different requirements at every location, and this is where our experience and dynamic team become critical to the success of each installation. Our 24/7 help desk, which has also been expanding due to volume, allows us to support projects around the clock. New

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– Kelli Buhay, Retail Maintenance Specialists



construction often happens during the day, while remodels and system upgrades are more common at night.

A new service to us: We have some people in our company working in contracted positions for our customers, most commonly when they have new construction. They need people that can be on-hand, at their cue to check ports or do network configurations, and we provide them that dedicated resource.

With all of this growth and positive change however, our primary focus still remains on delivering a quality, turnkey service to each of our customers, every time.

Loews' Behr: We just closed on two new properties this summer – one at the Chicago O'Hare airport, (Loews Chicago O'Hare Hotel) and the other in Minneapolis (Loews Minneapolis Hotel) near Target Center, connected to the new Mayo Clinic opening in spring 2015. We have an aggressive schedule, with the goal to complete the hotel renovations by Q2 2015. This summer, I kicked off the design for both hotels, and between now and early 2015 when construction starts, I am pushing hard to complete design, bid out the projects, and permit the jobs in time for our start date. We are also in the middle of our yearly capital planning process for our 22 hotels, working with each hotel and the home office to plan for next year.

CCR: Let's talk a little about marketing. What are you doing with your websites and getting people connected?

Sargent's Noda: What we are doing for marketing right now is focusing on updating our case studies and marketing materials. We like to have nice, professionally photographed stores, fully merchandised before they open, but most of the time it is very difficult since we are not involved in the construction. We always ask our clients for help with this, and some of our existing clients like Guess, BCBG and Timberland actually have provided us with some really nice photos to use as part of our marketing decks. It is a bit tricky, as we have to make sure we have approval from each of the clients before we use



“We are experiencing continued, rapid growth in our restaurant, financial services, retail and health/medical practices.”

— Kay Barrett, Cassidy Turley

any of their content. In some cases we can use their names, but no photos, some we can present but not utilize as a leave behind, so knowing what is permitted or not permitted from each client.

LED Living Technology's Molina: Case studies are very important for LED lighting as well. Reputation is everything in the lighting industry, but sometimes it can be difficult to get the information we need because we are far removed from the end user.

TrueBlue's Allison Walters: As a staffing company and employer, it's critically important that we understand how skilled tradespeople look for jobs, and like most people, they start their job search online. We are using our websites and Search Engine Optimization (SEO) strategies to ensure that the jobs we offer are found during a tradesperson's job search – not only so we can put people to work, but also so we can recruit and place the best match of tradesperson for every customer we serve.

We are also using our websites to efficiently deliver information and materials to

our customers. Digital marketing tools give our customers easy access to the staffing resources they need.

CCR: What types of trends are you seeing out there?

J. Crew's Moore: Definitely switching over to the LED lighting. We recently started using the LED lighting in our J. Crew retail concept. I see it filtering into the other concepts as well. However, because of the initial costs with using LEDs, it has been a slow process. I think it will take some time to become the standard for us as a company.

ImageOne's Mikula: I believe the reason we are seeing LEDs being used more now than years ago is because of technology and costs. Years ago, LEDs weren't cost-effective and color-wise, white just wasn't there. With the emerging technology, we now have so many different LED products and manufacturers. Nowadays, it seems everyone is more onboard with LEDs. With the consumer now being able to see the cost savings of not just the energy consumption but the maintenance as well, it's easier to sell than it was five, six years ago.

Loews' Behr: We are reviewing an energy program to convert our hotels to LED lighting, it takes time and it's an initial investment, but the ROI is great.

LED Living Technology's Molina: Larger companies have more sway with utility companies than one might think. I've seen quite a few instances where a commercial end user has been able to negotiate for a rebate where officially, an incentive program did not exist, or fell short of a company's goals. Ask and you shall receive, especially in deregulated states. We're all trying to be more green, and many PUCs are mandated by state legislation now to reduce energy consumption. It is easier to meet these goals by accommodating large energy consumers in their energy reduction goals.

Subway's Green: About a year ago, Subway switched to LED lighting in our new stores.



We still have a lot of stores that are undergoing remodels that include fluorescent bulbs. We are trying to convince the franchisees to switch to LED, as it will save them money in the long run. Sometimes there are rebate programs in their area, and sometimes there are not. Overall it's difficult to get them to switch over to LED based on the upfront cost.

CCR: Is there any pressure from a consumer side?

Subway's Green: Not on our end. I think we notice it more. It's really for the benefit of the franchisee, but we cannot tell them what to spend if they don't see the value. And the only way you can show value is on the back end – what you saved.

LED Living Technology's Molina: Fifty-percent energy savings is typically what we

see when commercial entities make the switch to LED from T8 fluorescent lamps – 30 to 50 percent depending on the LED product over the last three years. But for middle power LEDs, used in most day to day applications of 8-14ft mounting heights, we're right on the cusp of a new LED generation that will save end users about 70 percent.

Our parent company, Metaphase Technologies Inc., works with over 10 different LED manufacturers, so we tend to have a broad view of where LEDs are going. Nichia, Samsung, LG and Cree are among the leading LED chip manufacturers right now, but everyone's coming out with something new. You're going to start seeing a 20 percent increase in baseline LED energy savings in the next two to three years with the greatest savings being in the middle to low power range.

High power applications like High Bay lighting tends to lag behind due to higher strain on the LEDs from heat, and drive current. The good news is, the traditional light sources used in these applications tend to be less efficient, so the energy savings is still there.

Chico's Graham: We are addressing the LED movement. There was a challenge getting consistency between our track lighting and can lighting so that we have the correct color balance, but we have overcome this issue and by 2015, all of our new store builds will have LED. We started with LED in our Boston Proper stores lighting and we have a pending retrofit program to address our existing fleet.

LED Living Technology's Molina:

The best advice I can give you for color balance is to ask your contractor about binning. LED chip and fixture manufacturers have different binning procedures. For example, one LED chip manufacturer may have 16 color bins within 4000K. It is the responsibility of the LED fixture manufacturer that is using these LEDs to tighten their accepted color bins to assure that their products meet ANSI Specifications for 4000K and maintain color consistency on the projects they deliver. That's just one LED chip manufacturer.

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– Sandra Greenberg, GAF

Other chip manufacturers may only offer, say eight color bins, which will result in a different binning procedure on the fixture-manufacturing end. Some LED fixture manufacturers record your project, your company name, and acceptable color bins to ship, to maintain project consistency where multiple deliveries are necessary and broken up over time.

This doesn't guarantee that they will match your existing fixtures. LEDs used commercially start in a very different spectrum than traditional light sources. My best recommendation is to do a starter store, switch completely to LED, and go with fixture manufacturers that can maintain color consistency.

US Cellular's Lamothe: We switched to LED signage a couple of years ago. We were fortunate we were able to retrofit a large number of our retail stores. We run into the same issues. It's a struggle and balance to show senior leadership the benefits and ROI over time with doing more efficient sustainable practices. I don't know that senior leadership really understands the benefits and the ROI over time. How do you build cheaper and faster? It's just a constant struggle and balance to show that.

ImageOne's Mikula: For example, on the maintenance end, I see it as I have an existing sign that's going to cost me \$1,500 in repairs. Why don't I just spend

\$4,000 and upgrade it to LEDs? Why don't we spend it up front? Once it gets to certain costs for repairs, it only makes sense to spend the extra costs to upgrade. You can spend \$1,200 to repair neon units and replace transformers today, but then only three weeks later, yet another \$1,800 is needed in repairs. Doesn't it just make more sense to retrofit the sign to LEDs once repairs exceed a certain amount? Typically, LEDs carry a warranty for 50,000 hours, so with retrofitting, you are facing only minimal repairs over the next five years. The extra costs spent upfront will be saved down the road with reducing not only energy consumption, but also repair costs.

Barrett: I agree. We have clients that have a difficult time making those types of decisions regarding initial investments in energy. It's a true value to our clients to have a seamless view of initial construction spend and facility work orders in addition to operating expenses. Since we serve many clients in all three of these areas, we have a macro view of spend on energy saving initiative and can adequately measure the value of this installation. For example, we are able to measure the initial costs of upgrading 3,000 signs with LED and compare it with the payback on those locations through lessened facility calls and maintenance requests.

Sargent's Noda: For me, it's not about a trend, it is about being 100 percent integrated within the industry as a whole, from real estate, to facilities. Nobody is looking at the whole picture. Everyone, most of the time, just focuses on their piece of the puzzle. I can remember when I was on the construction side for 15 years. The Pac Sun stores that we built up and down the East Coast with the storefront portals were an absolute maintenance nightmare. They cost a ton of money to maintain and repair, and I knew this because we also had a facility maintenance division that used to review the work orders. In my opinion, the design was not feasible for the long-term of the store, but design and facilities never spoke. This is like this with so many retailers that I work with and, in some cases, design, construction and facilities are not even in the same state, let alone in the same building.

I always try to impress upon people within our industry that we all need to communicate better and as a whole. We all need to work together. You must understand what facilities are dealing with to know what is or what isn't working. Nobody is looking at the full picture. Everybody is just focused on their small piece of the puzzle, and in my opinion, it is detrimental to our industry. Our company wants to help our customers create a cost-effective, feasible project that can be rolled out in a timely manner and focuses not only on the construction costs, but the maintenance aspect as well. I guess with sitting in the same building as our sister company, RSM Maintenance, we are extremely conscientious of those issues.

Retaõ Maintenance Specialists' Buhay:

The fact that there is maintenance costs on the facilities side, as far the construction is concerned, communication is key. When construction understands that certain aspects cost more to maintain, one can actually lessen the costs of their facilities by altering the design. So, it is more cost-efficient, which will elevate the problem on the forefront and reduce the budget on the backend.

JCI's @ Health First's Fletcher: We've had a lot of this. We've had a lot of issues where we cut things down and bring in architects that can do beautiful designs. But when you have to put up a scaffolding to change a smoke detector or a light, it becomes a maintenance nightmare. That's why we've kind have gotten to the point where the wallpaper is beautiful, the fabric is beautiful, but it's not sustainable.

Subway's Green: In our stores, we were installing beautiful soffits that had to be attached to the roof. During one of the store builds, the contractor said, "Do you know it's 10 feet from the top of the ceiling to the roof? We have to put steel supports all the way up." In cases like this, the soffit installation was costing thousands of dollars, and I was unaware until that moment. A year later, Subway introduced hanging soffits that clip right on to the drop ceiling. We immediately switched over to these cost-saving soffits and we are very happy with the results. It saves the franchisee a lot of money and eliminates the headaches involved with the building structure. **CCR**



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— Gina Noda, Sargent Architects

