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NWCB OUTSTANDING PROJECTS 2018



5 WAYS TO MAKE THE MOST OF YOUR REVENUE

Smart businesses look for ways to broaden their client base, add services, boost margins and attract repeat business.

Revenue is the lifeblood of your business, fueling the economic engine that moves your company forward.

We can all agree that without revenue, values fall and businesses fail. However, it is substantially more difficult to understand that certain revenues can also be harmful to your business value.



BY JOHN R. TULLIUS
TULLIUS PARTNERS

And while a thoughtful analysis of your client base is not a new concept, few business owners have the tools in place to regularly monitor and act when necessary to ensure their new and existing business drives company value forward.

When we analyze a customer base and differentiate between revenue streams, our goal is to drill down to the value drivers that exist within each project

or account. And while there is always variance between industries, sectors and even geographies, the fundamentals behind these metrics are all-encompassing.

Key metrics

Concentration: Concentration refers to the size and number of sources that make up your total revenue. It is one of the first metrics considered when discussing value. Higher concentration, or having the bulk of your revenue from one assignment, one customer or one contract, greatly jeopardizes the security of your revenue as well as your company.

By lowering revenue concentration, you not only eliminate a significant amount of risk, but also drive up value. Ideally, your largest customer or contract should account for less than 50 percent of total revenues. And preferably, your top accounts should make up no more than 60 percent of total revenues. As revenue

spreads among more accounts, more value becomes attributed to it. To improve your concentration metrics, consider increasing focus to higher-volume prospects or adding on products and services to smaller accounts.

Diversity: This metric focuses on the characteristics of each account. What industry is the project in? Where is the assignment located? What services will be needed?

Like customer concentration, a diversified client base is a key driver in building value because it spreads your risk among industries and geographic regions.

It can be natural for a company over time to gravitate to a specific industry or area. However, strategic efforts must be made to achieve a healthy level of diversity within your revenue. Are there complementary industries that can strengthen your book of business? Or is there an opportunity to grow with a client looking to expand their reach?

As these strategic options evolve, consider also the costs

and benefits of opening a branch office in a neighboring area as a means to diversity. This is also a great time to consider acquisition as a tool. Acquiring a company that already has a presence in that sector or area provides a greater understanding of the mechanics of that sector or area.

And last, beyond industry and geography, a strong and value-driving revenue base will include assignments of varying size, scope and service needs.

Profitability: While third on our list, profitability is as vital as any of the value drivers discussed. It is crucial to know the cost associated with each assignment.

How does gross profit margin compare with your other assignments and the industry at large? How much overhead will be attributed to the project? What is the likelihood of cost overruns? Is there live job cost reporting to alert you to such overruns? And is there margin room to accommodate them?

Such an analysis of each revenue line brings your bottom line into focus. It gives a true assessment of the project's viability. It also helps determine whether a potential assignment will add value to your current revenue stream or take away from it.

If these variables don't fall in line with your target, the assignment has the potential to drive down your company's value. There are always reasons to take on an assignment — chief among them, no one likes to turn down money. However, lower-margin work must be approached strategically and cautiously.

Recurring: Many industries are project based and don't lend themselves easily to repeat business. However, strategic thought needs to be given to this area. Revenue streams that are recurring and predictable are excellent value drivers.

Does your business have the ability to add complementary services that are recurring in certain aspects? Or is there an

REVENUE — PAGE 11

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NWCB HONORS OUTSTANDING PROJECTS

The Northwest Wall and Ceiling Bureau handed out more than a dozen awards for outstanding wall and ceiling projects at the association's annual convention and trade show on May 3 in Tucson, Arizona.

Awards were given for interior and exterior finishes on commercial and residential projects. They also were given for light-gauge steel framing, suspended ceilings and renovations/restorations.

Western Partitions, Applied Restoration and Anning-Johnson Co. were among the multiple award winners.

Projects were judged on design, jobsite innovation and/or conditions, quality of workmanship, use of materials and overall effect.

The judges were architect Ray Ernst; NWCB Executive Director Terry Kastner; former NWCB Executive Director Bob Drury; Marc Chavez, technical director of Perkins+Will; Peter V. Burns, technical consultant for the NWCB; and John Killin, executive director of the Associated Wall and Ceiling Contractors of Oregon and Southwest Oregon.

ON THE COVER

The Fair-Haired Dumbbell office building in Portland won the Oregon state award for commercial exteriors from the Northwest Wall and Ceiling Bureau. PHOTO BY DARIUS KUZMICKAS

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2018 OUTSTANDING PROJECT OF THE YEAR AWARDS

WASHINGTON

Renovation/Restoration
Stewart Middle School and McCarver Elementary
D.L. Henricksen Co.

Renovation/Restoration
Tulalip Resort Casino renovation
Alliance Partition Systems

Exterior Commercial
Village at Totem Lake
Applied Restoration

Light-Gauge Steel Framing
Juno Therapeutics
Firstline Systems

Suspended Ceiling
Westlake Center food court
Western Partitions

Exterior Residential
Mercer Island residence
Phampena

Interior Residential
Lincoln Square hotel and residential expansion
Anning-Johnson Co.

OREGON

Interior Commercial
Domaine Serene
Billings & Cronn Co.

Exterior Commercial
Fair-Haired Dumbbell
Western Partitions

Exterior Residential
North Hollow apartments
Applied Restoration

Renovation/Restoration
Franklin High School modernization and retrofit
Performance Contracting

Suspended Ceiling
Mountainside High School
Western Partitions

Light-Gauge Steel Framing
Courtyard by Marriott
The Harver Co.

Interior Residential
Block 17
Anning-Johnson Co.



Moldings at McCarver Elementary in Tacoma were duplicated and reinstalled for a historical remodel.

PHOTO PROVIDED BY DLR GROUP

RENOVATION/RESTORATION WASHINGTON

Stewart Middle School and McCarver Elementary

Location: Tacoma
Contractor: D.L. Henricksen Co.
Architects: Bassetti Architects (Stewart Middle School) and DLR Group (McCarver Elementary)
Team: CertainTeed Gypsum, ClarkDietrich/Vinyl Corp., Commencement Bay Construction Products, CWallA, Evergreen Building Products, Foundation Building Materials, Quikrete, Scafco Steel Stud Co., The Supply Guy, USG Building Systems

D.L. Henricksen Co. was awarded and semi-concurrently performed extensive historical remodels for two Tacoma public schools for Skanska USA. The two schools were part of a \$66 million modernization project for a dozen Tacoma schools. Henricksen performed metal-stud framing, drywall, and both flat and ornamental plaster repairs and replications.

For Stewart Middle School, Henricksen repaired the existing auditorium and added new cornice shapes.

For McCarver Elementary, the contractor

took moldings of all existing shapes, replicated each in their mold shop, and then reinstalled them. They also ran certain profiles in place and performed flat plasterwork. Each of the projects offered unique challenges. One of the most difficult was having the two projects running simultaneously, which required several superintendents.

Judge's comment: "This was a complex and challenging project. Re-creating and repairing classic ornamental plaster required extensive planning and preparation. There was significant difficulty in carrying out the work on this beautiful project."

RENOVATION/RESTORATION WASHINGTON

Tulalip Resort Casino renovation

Location: Tulalip
Contractor: Alliance Partition Systems
Architect: Ruhl-Parr/Moran Architects
Team: Cemco, Hamilton Drywall Products, L&W Supply, USG Building Systems

This project was a \$15 million renovation of 360 guest rooms and suites at the Tulalip Resort Casino.

Alliance Partition Systems did a complete redo of all the rooms, with the existing finishes removed, all-new fixtures and electrical installed, old ceilings taken out, and new soffits and 3-D fur-out partitions and pilasters added for a new, modern look. The corridors and elevator lobbies were also redone to add cove lighting and deep, rich and high-gloss paints.

A unique aspect of the project is that it was done in conjunction with the Tulalip Tribes under a TERO agreement, which utilized local Native American workers in 25 percent of the workforce. In addition, all the old finishes, including countertops, sinks and doors, were salvaged and are being stored in anticipation of construction of a second tower for the property.

The renovation earned the hotel a four-diamond rating from AAA, achieving a goal of the project.

Judge's comment: "The finishes were nice before, but this renovation took the venue to new heights. Beautiful, contemporary, Native American finishes are the outcome of the high-quality workmanship."



Contractors renovated corridors and elevator lobbies in the Tulalip Resort Casino hotel.

PHOTO BY MIKE FITCH

EXTERIOR COMMERCIAL WASHINGTON

Village at Totem Lake

Location: Kirkland
Contractor: Applied Restoration
Architect: IBI Group
Team: Amerimix, ClarkDietrich/Vinyl Corp., Evergreen Building Products, Parex USA, Salmon Bay Sand and Gravel

The Village at Totem Lake is a new retail and residential complex in Kirkland. Building B is the centerpiece and largest retail building in the complex.

For cost savings, the contractor, Applied Restoration, presented the owners with the option of Parex USA's masonry veneer system (MVS-CI). This continuous insulation finish system (CIFS) assembly has the ability to transition from brick to traditional plaster finish seamlessly.

The owner and the general contractor were on board because of cost savings, energy efficiency, time savings, a great warranty and achievement of the desired look.

Applied Restoration used its own team of brick masons to install the foam core custom stone but also brought in a team of plasterers, brick masons and carpenters to complete the project on time.

The ultimate result was an energy-efficient, functional, durable and high-quality building envelope with the multifaceted brick-and-plaster look the owners desired. The \$3 million, 48,000-square-foot exterior skin will be the centerpiece of this new shopping destination for decades to come.

Judge's comment: "The success of achieving four completely differentiated finishes from a single exterior system proves the quality of the contract work and versatility of the product."



The building envelope for this Kirkland retail building was chosen for its ability to work well with both brick and plaster finishes.

PHOTO PROVIDED BY NWCB

LIGHT-GAUGE STEEL FRAMING WASHINGTON

Juno Therapeutics

Location: Seattle
Contractor: Firstline Systems
Architect: Flad Architects
Team: Cemco, Drywall Distributors, Georgia-Pacific, USG Building Systems

Juno Therapeutics engaged Flad Architects to design a new workplace that would accelerate scientific research, recruit and retain world class talent, and promote collaboration.

The design of this 260,000-square-foot headquarters creates a workplace planned around "research neighborhoods." Each community is tethered to a central stair that connects the culture and preserves the bustle of Juno's early days as a startup. The result is a seamless, transparent hub that offers individuals and groups a place for informal meetings, lunch, gatherings and solitary activities.

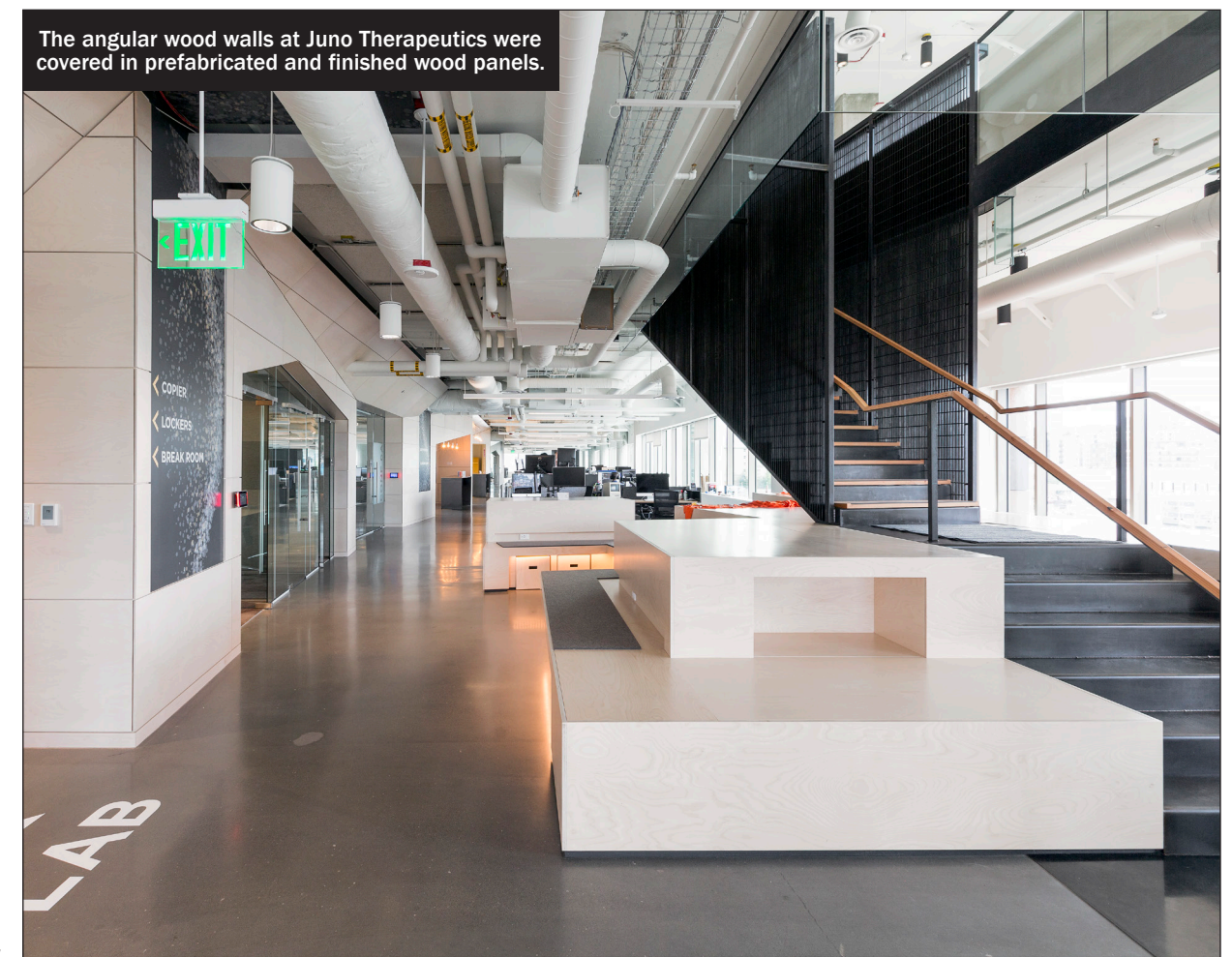
A long wood wall forms the backdrop to each community in Juno's open office culture. Juno's science of optimizing the natural properties of T-cells is imitated in the wall's architecture: The wood wall is folded to develop structural strength along the creases, using its natural properties to make it stronger.

At regular intervals along the wood walls, floor-to-ceiling glass walls provide views into Juno's research space, putting their science on display and shortening the distance between the research and support environments.

The main challenges of the build-out were the designed angles located everywhere. In the plan, the walls leaned and the soffit sloped, creating complicated angles, which were covered in prefabricated and finished wood panels. The panels contained critical 1/4-inch reveals that highlighted any discrepancies in the substructure.

The project was completed on budget and on time in September 2017.

Judge's comment: "Much of the building carried angular designs going in multiple directions requiring surprisingly complex and technological construction framing solutions."



The angular wood walls at Juno Therapeutics were covered in prefabricated and finished wood panels.

PHOTO PROVIDED BY NWCB

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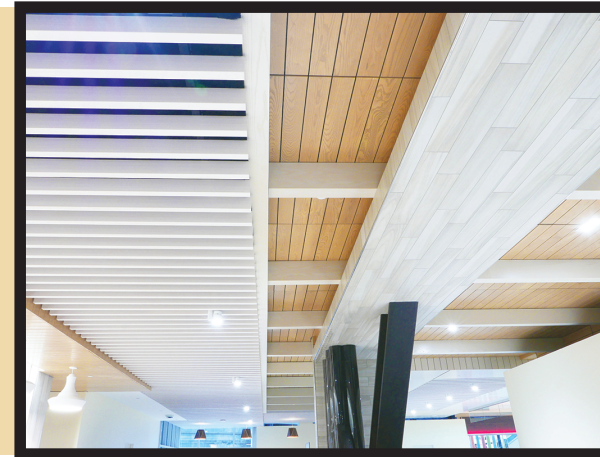
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Award - Reno/Resto – Commercial
Project - Stewart Middle School & McCarver Elementary
Contractor - D.L. Henricksen Company, Inc., Don Henricksen
Architect - Bassetti (Stewart), DLR Group (McCarver)

Award - Suspended Ceiling – Commercial
Project - Westlake Center 2nd Floor Food Court
Contractor - Western Partitions, Inc., John Quintrell Jr.
Architect - MG2, Russell H. Hazard



Award - Reno/Resto – Residential
Project - Tulalip Hotel Guestroom Renovation
Contractor - Alliance Partition Systems
Architect - Ruhl-Parr/Moran Architects, LLC



Award - Exterior – Residential
Project - Mercer Island Residence
Contractor - Phampena Inc.
Architect - SERA, Walter Currin

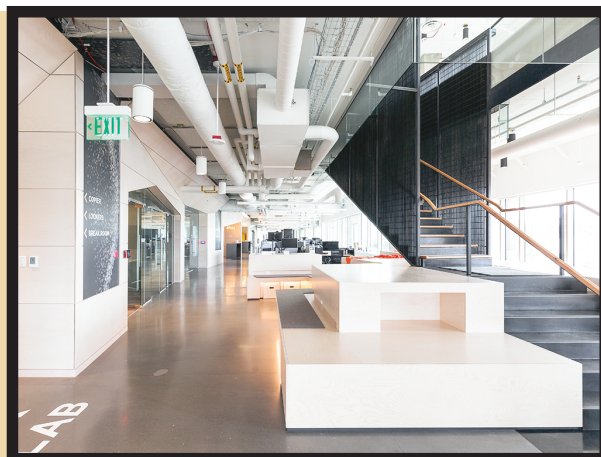


Award - Exterior – Commercial
Project - The Village at Totem Lake
Contractor - Applied Restoration, Inc., Larry White
Architect - IBI Group, John Hendrich

Award - Interior – Residential
Project - Lincoln Square Expansion Hotel and Residential
Contractor - Anning-Johnson Company, Ryan Marshall
Architect - HKS, Johnny Luttrull



Award - Light-Gauge Steel Framing – Commercial
Project - Juno Therapeutics
Contractor - Firstline Systems, Inc., Keith Kubec
Architect - Flad Architects



MISSION STATEMENT

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SUSPENDED CEILING WASHINGTON

Westlake Center food court

Location: Seattle
Contractor: Western Partitions
Architect: MG2
Team: Armstrong World Industries, Cemco, CertainTeed Gypsum, Georgia-Pacific, GTS Interior Supply, Hamilton Drywall Products, USG Building Systems

The Westlake Center second-floor food court remodel was a small part of a dramatic update to the four-story shopping center in the heart of downtown Seattle. The center marks the southern terminus of Seattle's iconic monorail system and houses department store mainstays like Nordstrom Rack.

Western Partitions partnered with Bayley Construction on the project and performed the acoustical ceiling work throughout the entire space.

What made this project so unique was the variety of specialty wood and metal ceilings throughout the build-out. The ceilings instantly pop with the variety of colors, textures and materials used. Accent beams bring depth to the different horizontal and vertical transitions, and joint sightlines carry across both the horizontal and vertical ceiling planes.

Of course, carrying out this complex ceiling design while facilitating Western Partitions' trade partners was a challenge during installation. Everything had to align perfectly across all finishes and planes.

Serious considerations were made for the large amounts of mechanical, electrical, plumbing and structural elements hidden above the ceiling grid systems. In the end, the result is a beautifully constructed, suspended acoustical-ceiling system that Westlake Center will enjoy for years.

Judge's comment: "Great example of how a beautifully designed and installed ceiling system can help create dramatic interior space."



Ceilings in the Westlake Center food court display a variety colors, textures and materials.

PHOTO PROVIDED BY NWCB

EXTERIOR RESIDENTIAL WASHINGTON

Mercer Island residence

Location: Mercer Island
Contractor: Phampena
Architect: Sera Architects
Team: Amerimix, ClarkDietrich/Vinyl Corp., Evergreen Building Products, Sto Corp.

This 12,000-square-foot waterfront property on Mercer Island has an exterior nearly as breathtaking as the view overlooking Lake Washington.

The home's exterior was wrapped with the luxurious high-end line of Sto Corp.'s Gold Coat, which is a fluid-applied air and weather barrier. A layer of 60-minute building paper was then applied, followed by a carefully crafted drain screen by Sto.

Structa Wire trim track was fastened, and pre-blended Amerimix stucco was artistically applied using the scratch-and-brown technique. Sto's reinforcing mesh and base coat was applied over the cured brown coat to complete the exterior's build.

The finish coat was Sto's Freeform smooth texture with Lotus-Effect technology with its ability to self-clean like a lotus leaf through the advancement of sustainable biomimicry.

Judge's comment: "The clean lines and smooth stucco finish are perfect for this prairie-style inspired masterpiece, what a beautiful home!"



The finish coat applied to this Mercer Island house can self-clean.

PHOTO PROVIDED BY NWCB

INTERIOR RESIDENTIAL WASHINGTON

Lincoln Square hotel and residential expansion

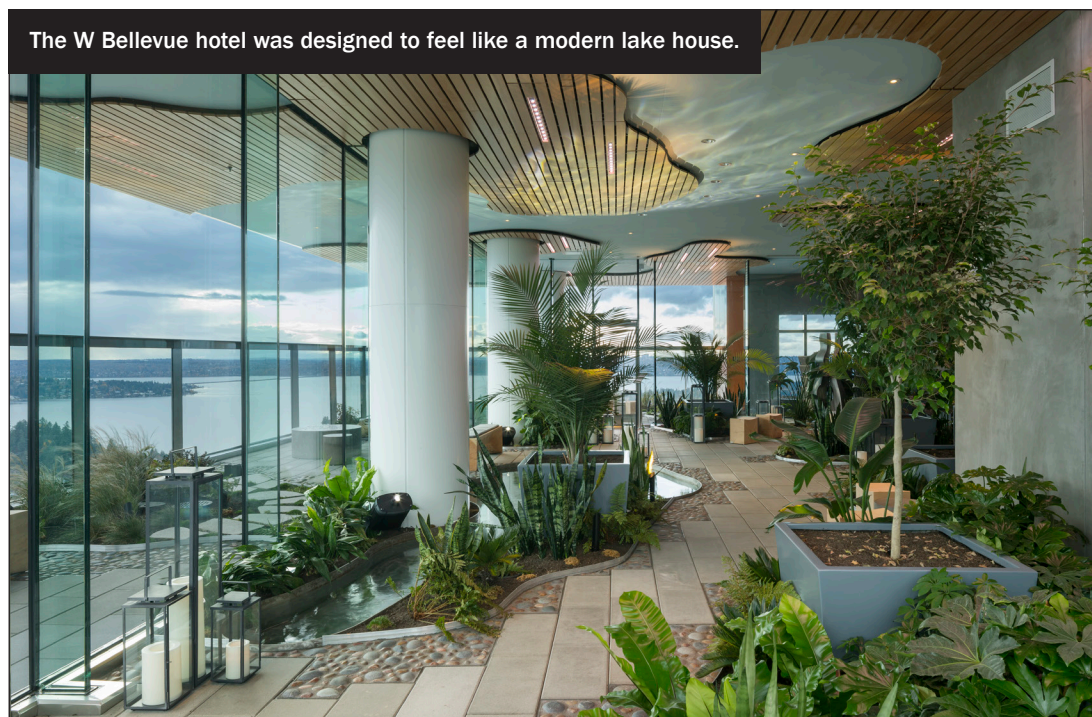
Location: Bellevue
Contractor: Anning-Johnson Co.
Architect: HKS Architects
Team: Armstrong World Industries, Cemco, CertainTeed Gypsum, CWAllA, Dryvit Systems, Drywall Distributors, Georgia-Pacific, Hamilton Drywall Products, L&W Supply, Salmon Bay Sand and Gravel, Scafco Steel Stud Co., USG Building Systems

In the heart of Bellevue, overlooking Lake Washington and the Seattle skyline, is the Lincoln Square hotel and residential expansion. The project included 11 stories for the W hotel and 28 stories of luxury apartments.

The lobbies and lounges feature multiple gypsum wallboard design elements as well as a full array of plasters: stucco, DEFS, Venetian and veneer.

The W Bellevue was designed to have the feel of a modern lake house. A special challenge of this project was the enormous amount of details needed to incorporate the different types of drywall sheathing and finishes. All interior framing elements were individually designed and given their own stamped engineering drawing. This required detailed planning, including full-scale mock-ups of every variety of hotel and residential room, which were constructed off-site before any tower construction began.

Judge's comment: "The contractor was held to the highest standard and met every demand."



The W Bellevue hotel was designed to feel like a modern lake house.

PHOTO BY LARA SWIMMER

EXTERIOR COMMERCIAL OREGON

Fair-Haired Dumbbell

Location: Portland
Contractor: Western Partitions
Architect: FFA Architecture and Interiors
Team: Dryvit Systems, Georgia-Pacific, Western Materials

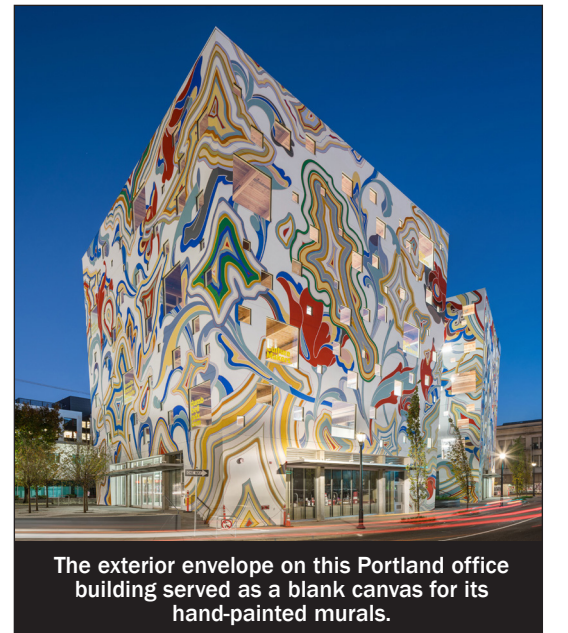
Fair-Haired Dumbbell is composed of two six-story buildings with a combined 56,000 square feet of open office space. The two buildings are connected by skybridges on each floor, a unique feature that lends itself to the "dumbbell" moniker.

This project instantly grabs the attention of eastbound travelers on Portland's Burnside Bridge.

Western Partitions used Dryvit Outsulation Plus MD System for the building's exterior envelope, which acted as a blank white canvas for the building's brightly colored, hand-painted artwork.

Other characteristics made this project unique. First, the construction was partially crowd-funded through Portland's Guerrilla Development Co. Second, not only is the building shaped like a dumbbell, the footprint of the sixth floor is three feet wider than the first floor on each side of the building. This means the walls are canted outward from the ground up, giving it a cartoonish shape. With the multicolored mural, it stands out like no other building.

The canting angle of the walls were also challenging for Western Partitions' plasterers because the exterior wall sloped outward one foot for every 20 feet of vertical rise. There were no grooves on the elevations other than the floorline expansion joints. This meant the plasterers had to complete each floor's elevation



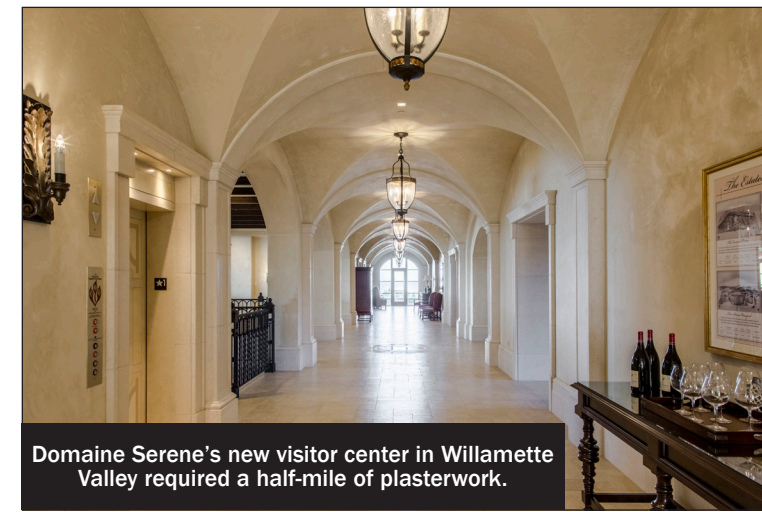
The exterior envelope on this Portland office building served as a blank canvas for its hand-painted murals.

PHOTO BY DARIUS KUZMICKAS

without any breaking points. The project used Dryvit's new Starter Board, a premesh embedded EPS starter strip that had never been installed before in the Pacific Northwest. The Western Partition team overcame all to complete what will surely be recognized as one of Portland's most iconic buildings.

Judge's comment: "The Dumbbell is unique in every way. From funding to design to paint — all are unique. The creative use of skybridges and the almost seamless facade, providing the canvas for the painting, tie the project together nicely."

WASHINGTON'S PREMIER RIVERFRONT RESORT DESTINATION



Domaine Serene's new visitor center in Willamette Valley required a half-mile of plasterwork.

PHOTO PROVIDED BY NWCB

INTERIOR COMMERCIAL OREGON

Domaine Serene

Location: Dayton
Contractor: Billings & Cronn Co.
Architect: Waterleaf Architecture
Team: BASF Senergy, BMI Products, Evergreen Building Products, GTS Interior Supply, Knez Building Materials Co., Spears Construction Supply, Steeler, USG Building Systems, Western Materials

Domaine Serene, an established winery nestled in the Dundee Hills of Oregon's Willamette Valley, opened a new visitor center and tasting room last year called The Clubhouse. The owners' vision for The Clubhouse was inspired by Chateau de la Cree, their 15th-century estate in the Burgundy region of France.

This project was a unique opportunity to combine old-world craftsmanship and detailing with modern building materials and techniques. The 34,000-square-foot Clubhouse includes a vaulted public wine-tasting room, exclusive wine club member areas, an underground cave with wine storage, catering kitchens and administrative offices.

Meeting current standards for seismic codes, fire sprinklers, fire alarms, speakers and HVAC was a complex process. It took the Schommer & Sons construction team five sample boards to find the right stone to meet seismic demands. Meanwhile, Waterleaf Architecture was working with design-build craftsmen who built trapezoidal ductwork to fit in the arches, concealed sprinkler heads, hidden speakers and old iron gates equipped with ventilation air grilles.

Another challenge was the half-mile of plasterwork needed. Plaster is an old-world technology that has become nearly obsolete. Schommer & Sons worked with contractor Billings & Cronn Co. to convince retired craftsmen to train the next generation of plasterers. Instead of wood frames, they used laser-cut profiles to make the plaster frieze.

The site is an active winery surrounded by prized vineyards. Because of this, the project sought to minimize environmental impacts by using an old logging road to protect the existing approach from damage, preventing dust and stormwater pollution, relocating native white oak trees during construction, and carefully integrating parking and walkways.

The Clubhouse was designed to last for generations, and is truly a destination for those who enjoy fine craftsmanship.

Judge's comment: "The plasterers' artistry is incredible. This classic building technique is too rarely used in today's construction, which is a real loss. Achievements like this plasterwork deserve to be celebrated. Just wow."

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EXTERIOR RESIDENTIAL OREGON

North Hollow apartments

Location: Portland
Contractor: Applied Restoration
Architect: Sera Architects
Team: BMI Products, ClarkDietrich/Vinyl Corp., Dryvit Systems, Masonry Technology, Spears Construction Supply, Stockton Products, Tremco, Western Materials

North Hollow apartments is a six-story, wood-framed apartment building in the heart of Portland's Goose Hollow neighborhood. Its beautiful exterior testifies to the great wall and ceiling craftsmen in the Pacific Northwest.

The exterior design uses a Tremco liquid-applied air-and-weather barrier, Masonry Technology drainage mat, Structa Wire lath, BMI cement plaster, EPS architectural shapes, Dryvit reinforcing mesh, polymer-modified base coat, Dryvit integrally colored acrylic finish, and Pecora sealants — all with a special complete system warranty for 15 years.

Judge's comment: "This project is a great example of how modern stucco insulated products and techniques can give a classic look of a century ago."



The stucco exterior lends a classic look to this 121-unit Portland apartment building.

PHOTO PROVIDED BY NWCB

RENOVATION/RESTORATION OREGON

Franklin High School modernization and retrofit

Location: Portland
Contractor: Performance Contracting
Architects: DOWA-IBI Group, Sera Architects
Team: Armstrong World Industries, Chicago Metallic, CWallA, GTS Interior Supply, Hamilton Drywall Products, L&W Supply, Scafc Steel Stud Co., USG Building Systems, Valhalla Construction Products

Franklin High School opened in 1917 as the fourth high school in Portland.

In 2015, \$75 million was set aside to remodel and modernize Franklin High. The project would include seismic retrofitting, abatement of hazardous materials, and construction of a new arts center, gym and culinary arts building.

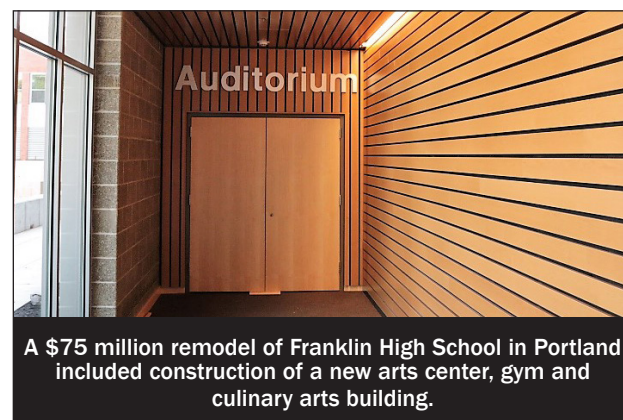
From the beginning, the project was over budget, so the team had to be creative with alternative materials and labor-saving solutions.

The existing auditorium was converted to the new

library with a radiused ceiling requiring custom adjustable connection clips. The new cafeteria was created in what was previously an exterior courtyard, and the outside masonry walls were left intact but framed for new windows with fabric-wrapped acoustical panels. Hanging acoustical clouds were suspended around an array of exposed mechanical components.

In the arts center, linear wood ceilings and walls required painstaking detailing to match edges and reveals. The large practice rooms required complex acoustical diffusers in the ceilings and on the walls. Smaller private rooms were built with two ceilings (one drywall and one acoustical), special framing and sound-proof doors.

In spite of early delays, Performance Contracting was able to complete the project on time with minimal rework. About 25 percent of the scope was complete in the first six months and 75 percent in the second six months while meeting the 20 percent apprenticeship and 10 percent minority requirements. The project was finished beautifully and set the standard for other Portland school modernization projects.



A \$75 million remodel of Franklin High School in Portland included construction of a new arts center, gym and culinary arts building.

PHOTO PROVIDED BY NWCB

Judge's comment: "The meshing of century-old and brand-new products in a compressed schedule on a massive project is incredibly challenging. The intense weather conditions, including flooding, earned admiration from the judges."

SUSPENDED CEILING OREGON

Mountainside High School

Location: Beaverton
Contractor: Western Partitions
Architect: Bora Architects
Team: Armstrong World Industries, CWallA, Georgia-Pacific, GTS Interior Supply, Hamilton Drywall Products, Hilti, Knez Building Materials Co., Scafc Steel Stud Co., Spears Construction Supply

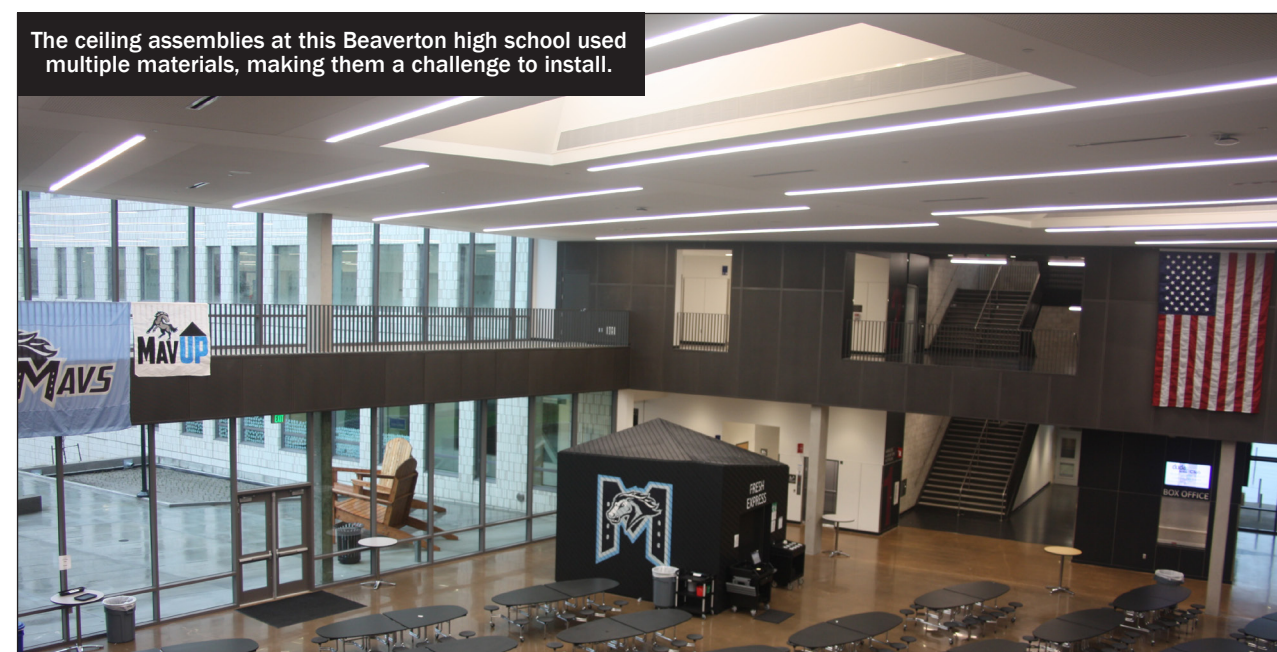
The \$162 million Mountainside High School project in Beaverton involved the construction of over 340,000 square feet of finished space. Builders faced varied scopes and an aggressive schedule.

The finished spaces brought in natural light through the use of skylights, over 650 exterior windows, storefront entries and corridor relites. But the natural light placed extra demands on the quality of drywall finishes and levelness of acoustical ceiling systems to avoid shadowing.

The slab-on metal deck elevation variations, diversity of spaces, unique architectural features and use of multiple materials in the ceiling assemblies created significant challenges for installing the acoustical ceiling systems.

The common areas, bathed in natural and artificial light, were the architect's ceiling showpieces. The classroom entries required special attention since the door-frame relites, soffits and ceilings had to integrate perfectly.

The auditorium presented an acoustic challenge with a series of clouds suspended from the catwalks to perform



The ceiling assemblies at this Beaverton high school used multiple materials, making them a challenge to install.

PHOTO BY RICH ELLIOTT

as acoustical deflectors.

The band room ceiling system demanded precise building and placement of acoustical components for maximum performance. The lecture room, with its sloped seating and GypSorb drywall panel ceiling, and the media center forced Western Partitions into some creative problem-solving, a point of pride for their tapers.

In the science classrooms the pipe racks penetrating the plane of the ceiling demanded precise layout, cutting

and ceiling tile placement.

With this project, Western Partitions overcame an unforgiving schedule, trade partner coordination issues, multiple acoustical-ceiling systems integrations, and design team expectations.

Judge's comment: "The wide variety of ceiling products made this a technical challenge to implement. And, indeed, the contractor overcame the many challenges to provide a beautiful outcome."

LIGHT-GAGE STEEL FRAMING OREGON

Courtyard by Marriott

Location: Corvallis
Contractor: The Harver Co.
Architect: Jensen Fey Architecture
Team: CertainTeed Gypsum, ClarkDietrich/Vinyl Corp., CWallA, GTS Interior Supply, Hamilton Drywall Products, Hilti, Radius Track Corp., Scafc Steel Stud Co., Simpson Strong-Tie Co., Spears Construction Supply,

The \$24 million Courtyard by Marriott on the riverfront in Corvallis is a new seven-story building with 176 guest rooms, 136-space parking structure, pool and weight room, restaurant and conference facility.

The Harver Co. was brought on board as a late partner and tasked to construct four stories of the guest room structure over a post-tensioned parking structure.

Immediately, Harver project managers moved forward on designing the panelized structure while simultaneously setting up a new panel fabrication yard that would allow flexibility for changes in design while panels were being constructed.

Despite the overlapping timelines of design, fabrication and construction, the install began seamlessly. The first-floor panels had to be shimmed and leveled perfectly to allow the subsequent floors a completely



The Harver Co. built a panel fabrication yard to respond to design changes for this hotel project in Corvallis.

PHOTO BY GABE HURLEY

level foundation. The care taken with the first floor resulted in entirely level floors all the way to the roof.

This ensured proper sequencing for numerous assembly crews and shaved time off the overall build. Another fabrication yard was later constructed on

site to build the final floor panels, which were far too large to truck on city roads and highways.

Parts of the cantilevered roof and parapet were also built as panels on the new fabrication tables. Harver completed the structure in the first week of December amid ice and snow,

almost a month early. This allowed the roofing contractor to begin their phases ahead of schedule.

Ultimately, the exterior and interior framing, drywall and acoustical ceilings all met schedule despite many post-structure setbacks and changes.

Judge's comment: "The project highlights how the use of off-site pre-fabricated panels can help meet and beat tight construction timelines, allowing craftsmen on site time for framing some of the more complex architectural elements and details."

INTERIOR RESIDENTIAL OREGON

Block 17

Location: Portland
Contractor: Anning-Johnson Co.
Architect: Bora Architects
Team: Armstrong World Industries, Cemco, GTS interior Supply, Hamilton Drywall Products, Insulpro Projects, L&W Supply, Simpson Strong-Tie Co., Spears Construction Supply, USG Building Systems

Block 17 is a new 16-story apartment building with nearly 200,000 square feet of apartment space and 13,000 square feet of community and retail space in Portland's Pearl District.

Block 17 was one of two buildings being constructed on the same jobsite at the same time. In addition, it was bordered by new construction projects directly across the street to the west as well as to the north, providing a very congested construction area.

The top floor contained a community space with high-end wood ceilings divided by an operable exterior partition that created an open-air space for social events. The ceilings were designed to visually flow from the interior to the exterior.

The challenge was maintaining



Contractors overcame budget restraints to revise a wood ceiling inside this Portland apartment building.

PHOTO PROVIDED NWCB

the visual continuity of the wood finish at the exterior to match the interior. The exterior wood needed to be weather-resistant and sealed to prohibit moisture absorption and resist insects. Samples showed a noticeable difference between the exterior and interior woods.

The budget did not allow for revising the interior to match the exterior. The solution took multiple sample stains, mock-ups, and drawing revisions. Ultimately the solution was to revise the

interior ceiling into a grille pattern and use the same stain as the exterior plank ceiling. This allowed for the use of two different species of wood and two different ceiling configurations that still maintained the uniform color appearance the architect desired.

Judge's comment: "A tremendous example of high-rise residential construction in Portland. The contractor provided a beautiful outcome anyone would appreciate."

REVENUE

CONTINUED FROM PAGE 2

element of frequency that can be added or increased in an existing book of business?

Exploring these potential areas could prove to be a revenue and value builder.

The X factors: In addition to the specific metrics discussed, there are several other factors that can impact the value of your revenue. Their importance can vary significantly among industries.

Client retention rates can address the success of customer relationships, and strong customer relationship management and quality assurance programs. It can also identify any trends in need of correction. Contract terms and expiries can show how sustainable the work is, and when able to be coordinated can add to revenue strength.

Labor tracking and quality assurance programs increase the productivity of the revenue. Union agreements, minimum-wage requirements and other government regulations have their own impacts. As many of these factors are often beyond control, the key is to mitigate their impacts where possible.

Find the value drivers

There are clear value drivers that exist within your revenue lines. It is important to identify these and maximize them.

Drilling down on each client and assignment, including direct costs and overhead associated with the project, will produce this knowledge. It will also highlight areas of concern where improvements may be needed.

Create a deliberate and strategic approach to this analysis. Apply the criteria to your new business opportunities. This creates an efficient means that can also accelerate your organic growth. Out of this will come a sustainable and quality client base that increases the top and bottom lines, and improves company value.

John R. Tullius is an associate and economist at Tullius Partners, an investment banking firm that specializes in providing merger and acquisition and financial/strategic advisory services.



Photo by Benjamin Benschneider



Photo by Whitney Lewis

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