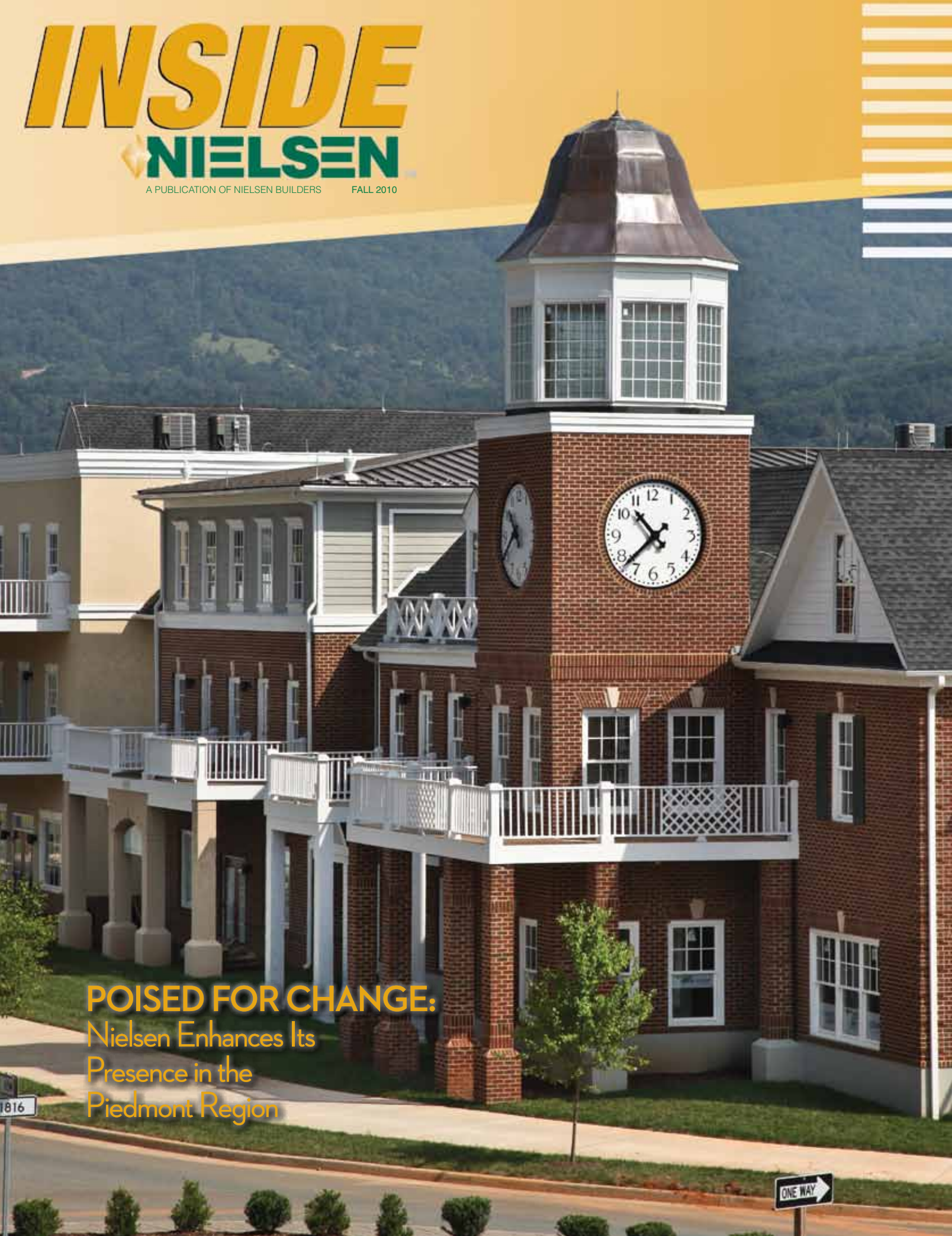


# INSIDE NIELSEN

A PUBLICATION OF NIELSEN BUILDERS

FALL 2010

**POISED FOR CHANGE:**  
Nielsen Enhances Its  
Presence in the  
Piedmont Region





# NIELSEN

## *A Century of Service*

Since our company's founding by Joseph Nielsen in 1908, Nielsen Builders, Inc., has had a history of construction excellence throughout the Shenandoah Valley and western Virginia. We offer a wide range of services and project delivery systems to our clients, including program management, construction management, general contracting, design-build and consulting. In addition, we have a vast range of experience, having completed projects for clients in the fields of health care, education, adult care and churches, as well as numerous business and commercial buildings.

Our reputation for excellence is based upon our commitment to quality assurance, responsible craftsmanship, leadership, innovation, safety awareness and employee satisfaction. We are dedicated to continually setting higher standards for ourselves by guaranteeing a total quality product for each and every one of our clients.

#### HARRISONBURG OFFICE

Nielsen Builders, Inc.  
3588 Early Road  
Harrisonburg, VA 22801  
540.434.7376  
800.205.7376 Toll Free  
540.432.6134 Fax



#### CHARLOTTESVILLE OFFICE

600 E. Water Street, Suite H  
Charlottesville, VA 22902  
434.220.0484  
434.220.0486 Fax

[www.nielsen-inc.com](http://www.nielsen-inc.com)



## LETTER FROM THE PRESIDENT



Welcome to the fall 2010 issue of *Inside Nielsen*. This is our eighth edition of our magazine, and we are excited to share some exciting Nielsen news. As we enter our second century of construction services, we take time to reflect on two significant achievements in our company's history.

First, the organization of Nielsen's ESOP signifies a change from traditional business models to one of complete employee ownership. We are proud of this accomplishment, and we hope you find it interesting as to how we came to this crossroads.

Second, we are in our seventh year of maintaining an office in the Piedmont region of Virginia. Through hard work and dedication by our folks in Charlottesville, we have been able to establish new client relationships and reunite with old friends.

We recently revamped our website. I encourage everyone to take a moment to visit [www.nielsen-inc.com](http://www.nielsen-inc.com) and surf the many pages of beautiful buildings and insightful articles. I am confident there is something for everyone.

We hope you enjoy learning about the latest news at Nielsen. These things and many more assist us in our ultimate goal to always deliver the best to our clients.

Tony E. Biller  
President/CEO



# NIELSEN

## Corporate Mission Statement

### Our Vision

Nielsen will be recognized as a premier construction organization with a commitment toward optimal performance in serving clients within the Commonwealth of Virginia. We will achieve this by consistently “striving for excellence” in providing professional building services.

### Our Values

#### People

Nielsen recognizes that our people are the critical element in achieving our vision. We will support a team approach through open communication among all employees. We will promote the growth and empowerment of our people and commit to human resource practices based on standards of excellence, safety awareness, fair treatment and equal opportunity.

#### Total Client Satisfaction

Nielsen will build on our reputation and commit to exceed the expectations of our clients by maintaining the highest level of skill and responsibility in providing professional services. We will deliver a superior price/value relationship in providing quality construction services with a profit objective at a fair level.

#### Leadership

Nielsen is committed to being a leader in the construction industry through innovative construction techniques and product development. We will strive to be a caring corporate citizen in enhancing the community and environment in which we do business.

#### Quality Assurance

Nielsen Builders, Inc.'s commitment to quality assurance is based on responsible craftsmanship, leadership, innovation, safety awareness and employee satisfaction. Our guarantee to furnish our clients with a total quality product is the heart of our company's existence.

### Equal Employment Opportunity Policy

It is the policy of Nielsen Builders, Inc. not to discriminate and to provide equal employment opportunity to all qualified persons regardless of race, color, sex, religion, national origin, disability, marital status, sexual orientation, gender identity or Vietnam era veteran status. This policy is applied to all employment actions including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay, or other forms of compensation and selection for training including apprenticeship.

Nielsen Builders, Inc. is committed to the principles of affirmative action and equal employment opportunity. In order to ensure its dissemination and implementation throughout all levels of the company, Jean Hieber has been selected as Equal Employment Officer for Nielsen Builders, Inc.

In furtherance of our policy of affirmative action and equal employment opportunity, Nielsen Builders, Inc. has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which Nielsen Builders, Inc. is committed to apply every good faith effort. Procedures without efforts to make them work are meaningless and effort undirected by specific and meaningful procedures is inadequate. Such elements of Nielsen Builders, Inc.'s Executive Order Affirmative Action Program will enable applicants and employees to know and avail themselves of its benefits. The policy is available for review, upon request, during normal business hours.

Applicants for employment and all employees are invited to become aware of the benefits provided by the Affirmative Action Program.



6

### **Distracted Driving**

This newest threat to employee safety can be prevented through education and legislation.

8

### **Nielsen's Organizational Structure: From Sole Proprietorship to Employee Stock Ownership Plan (ESOP)**

Nielsen's new organizational plan offers employees financial and personal ownership in the company.

10

### **Scott Smiley: Nielsen's Employee of the Year**

Scott Smiley, a third-generation Nielsen employee, turned what was originally a summer job into a rewarding career as a superintendent.

11

### **Nielsen Names 2009 Award Winners**

Four exceptional Nielsen employees are honored for their contributions to the company.

13

### **Getting Ready for the Revolution**

As boomers age, they affect the way we think about customer service.

16

### **Poised for Change: Nielsen Enhances Its Presence in the Piedmont Region**

With a plethora of projects on deck, Nielsen is poised to become part of the Charlottesville, Virginia, community.

18

### **Project Portraits**

Six recent Nielsen projects demonstrate the company's commitment to quality building.

22

### **The Power of One Day**

Success is closer than you think — if you're willing to step out of your comfort zone.

24

### **Golfers Hitting the Gym Before Hitting the Links**

New training regimens add speed, distance to golfers' swings.

#### **PUBLISHER**

*Inside Nielsen* is published by Innovative Publishing Ink.

10629 Henning Way, Suite 8 • Louisville, KY 40241 • 502.423.7272 • [www.ipipub.com](http://www.ipipub.com)

Innovative Publishing Ink specializes in creating corporate magazines for businesses.

Please direct all inquiries to Aran Jackson, [ajackson@ipipub.com](mailto:ajackson@ipipub.com).

**innovativepublishingink**



# DISTRACTED DRIVING

When we talk about safety in the construction world, we look first at what OSHA considers the four areas of greatest risk to the construction worker. The leading hazards are: falls (floors, platforms, roofs), struck by (falling objects, vehicles), caught in/between (cave-ins, unguarded machinery, equipment) and electrical (overhead power lines, power tools and cords, outlets, temporary wiring). These four areas are responsible for 90 percent of the injuries and deaths in all places of employment. For most in the construction industry, this is common knowledge, and these areas are where we focus our attention.

According to OSHA, 5,214 workers died on the job in 2008. This includes general industry, construction, agriculture and maritime. On average, there are 14 fatalities on the job each day across the country. As shocking as this number is, it pales in comparison to the number of fatalities each day while operating motor vehicles either as part of the job or for daily transportation to and from work each day. In 2008, the National Safety Council reported 4.146 million crashes due to some form of distracted driving, which resulted in 37,261 fatalities.

According to CTIA – The Wireless Association, there were more than 276.6 million wireless subscribers by the end of 2009 in the United States. In this day and age, part of daily life is to call, text or e-mail someone on the go for either personal reasons or business. Using a cell phone for any of these reasons while driving, even for a short period of time, is considered distracted driving.

## When Driving, Do You Ever...

- Tune the radio?
- Eat, drink or smoke?
- Pick something up from the floor or between the seats?
- Read or write?
- Reach for the glove compartment?
- Talk on the cell phone?
- Clean the inside of the windshield?
- Argue with another passenger?
- Comb or brush your hair?
- Break up fights between your kids?
- Put on makeup?
- Put on contact lenses or use eye drops?

These are all samples of distracted driving.

As of July 2010, only eight states have bans on talking on hand-held cell phones: California, Connecticut, Delaware, Maryland, New Jersey, New York, Oregon and Washington. At this time, Virginia does not have a ban on talking on cell phones for those over 18, but it does prohibit texting or responding to e-mail while driving.

Most companies have some type of policy that bans or restricts their employees from using cell phones in company vehicles.

As new communication technology develops, the numbers associated with distracted driving will only increase. It is easy to see why this will be a point of emphasis for companies and safety professionals alike. Through education and legislation, we all can do our part to make the roads safer for all travelers.

## Tips to Avoid Distracted Driving

- Avoid driver fatigue
- Stay focused on the road
- Don't daydream
- Don't drive if you are tired
- Share the driving responsibilities on long trips

## Stay Focused, and Pay Attention!

- Limit interaction with passengers
- Avoid talking while driving
- Avoid taking your eyes off the road
- Keep both hands on the wheel

*Proud to be partners with Nielsen Builders in quality building projects*



**We serve your building needs from start to finish**



Facilities in Harrisonburg & Salem, VA  
and North Carolina  
540.433.3000



Serving the Shenandoah  
Valley of Virginia  
540.433.9128

**866.30.BUILD • [www.Concrete4U.com](http://www.Concrete4U.com)**

Your construction materials superstore  
Locations in Harrisonburg, Lexington & Roanoke



*Providing quality  
design, installation,  
and maintenance  
of all of your  
**LANDSCAPE,  
HARDSCAPE,  
and EXTERIOR  
LIGHTING** needs.*



James Madison  
University hardscape  
installation project.

**1126 NORTH MAIN STREET HARRISONBURG, VA 22802 (540) 432-7977**  
**WWW.FINEEARTHLLC.COM**





# NIELSEN'S ORGANIZATIONAL STRUCTURE:

## FROM SOLE PROPRIETORSHIP TO EMPLOYEE STOCK OWNERSHIP PLAN (ESOP)

### *What It Means for Employees*

Nielsen has seen a number of changes in organizational structure during its 100 years. In the days of Joseph Nielsen, his company was a classic example of sole proprietorship. By definition, Nielsen's business was owned by one person; Mr. Nielsen and his company were considered as a single entity for tax and liability purposes.

In modern business terms, a sole proprietorship is a company that is not registered with the state as a limited

liability company or corporation. The owner does not pay income tax separately for the company but reports business income or losses on his individual income-tax return. The owner is inseparable from the sole proprietorship, so he is liable for any business debts.

In 1951, Nielsen was incorporated; shares of stock were sold to a number of employees, with Mr. Nielsen retaining controlling interest. Change occurred in 1963, after Mr. Nielsen's death, when

the ownership of Nielsen passed to a management team represented by Samuel H. Shrum, Jack F. Mason, James W. Gilkeson Jr., Walter R. Trobaugh Jr. and B. Saylor Neff Jr. In 1988, with the retirement of all but two principals, the organization's ownership passed to John Neff as a majority owner and others.

One of the dramatic changes implemented by John N. Neff, the son of B. Saylor Neff Jr., during his lengthy presidency was beginning the transition from a closely held



corporation to an employee stock ownership plan (ESOP) — a shift that was motivated as much by a desire to reward loyalty on the part of current and future employees as by a determination to do whatever was necessary to preserve the best of the values and priorities of the past.



Employee-owned corporations are corporations owned in whole or in part by their employees. Employees are usually given a share of the corporation after a certain length of employment, or they can acquire shares through a defined program as determined by the trustees of the ESOP and the board of directors of the corporation. A corporation owned

entirely by its employees (a worker cooperative) will not, therefore, have its shares sold on public stock markets.

Employee ownership at Nielsen Builders is simple. It is acquired simply by being a Nielsen employee. An employee's share of the ESOP is based upon years of service and compensation. Needless to say, employees are enthusiastic about the prospects for the future. There's a lot to be said for simplicity.

Research has indicated that, in most places, employee ownership appears to increase production and profitability and improve employees' dedication and sense of ownership. Leaders in ESOP are currently a diverse group, ranging from the steel giant Nucor, based in Charlotte, North Carolina; to the Tribune newspaper group, with headquarters in Chicago, Illinois; to the John Lewis merchandising cluster in the United Kingdom. Nielsen is officially affiliated with the Mid-Atlantic Chapter of the ESOP Association. Locally, ComSonics is an ESOP company, as well as Liphart Steel and Design Electric. While

employees have positively commented on the move to ESOP at Nielsen in various ways, the bottom line is that they like having both a financial and a personal stake in the company. They believe in the company and its prospects for the future. In essence, they are not only family — they are also partners in the future.

#### Source

Chapter from *Nielsen Builders Centennial History*  
Book by Dorothy A. Boyd-Bragg





# Scott Smiley

## Nielsen's Employee of the Year

In 1996, Scott Smiley was 16 years old, looking to earn a little money. He came to work with his father, Jerry Smiley, as a mason tender for three weeks, until football season began. He never would have imagined that a three-week summer job with Nielsen would ultimately lead to a career as a superintendent 20 years later.

Scott is the third generation of Smileys to work for Nielsen. His father, Jerry, and his uncle, Garnett, as well as his grandfather, George, all worked as masons for Nielsen during their careers.

Things went well for Scott those three weeks that summer. He came back to work with his father again the next summer and became comfortable working in construction. He graduated from high school and came to work for Nielsen full-time as a mason tender. In those early days, Scott expected that he would continue along the masonry path and took construction classes at Massanutten Vocational & Technical School in Harrisonburg while he continued to work full-time. He worked on several projects, including Sunnyside, the Welch home in Staunton, the Ritchie building in downtown Harrisonburg and the Litten & Sipe building.

Masonry is hard work. Watch a crew of masons laying block on a 95-degree day, and you will wonder how a person's body can take that kind of abuse for years on end. Scott had the same thought. "I looked around and saw how hard Dad and Uncle Garnett worked, and I knew that I wouldn't be able to do this forever — at some point, your body is going to wear out. I knew I had to work into a position where I could move up in the company." So that is what Scott set out to do.

Scott became a lead carpenter in 1995 and went to work with superintendent John Smith and his crew. "I really enjoyed working with John and his crew because we had fun every day. Don't get me wrong — we worked really hard, but it never felt like work," Scott said — a testament to what a successful construction crew is about.

Moving from one superintendent to another, as everyone does, Scott eventually worked with many of the "Nielsen legends," like Junior Hensley and Danny Beasley. He learned a lot. Enough so that he was moved up to a superintendent position and was given his first project: a \$750,000 addition to Shenandoah's Pride in Mount Crawford. He was a little nervous about running a project at first, but he proved himself worthy and has since taken on progressively larger projects. His most recent projects were the Blue Ridge Community College Fine Arts Center and the \$26 million Page County High School.

In 2009, Scott's peers voted him Nielsen's Employee of the Year. When told of this honor, Scott grinned, clearly pleased, and said quietly, "How about that?" Not a bad outcome for a kid looking for some summer work.



# NIELSEN NAMES 2009 AWARD WINNERS



## Dan Hylton Joseph Nielsen Award

**Dan Hylton**, senior estimator, was named the recipient of the Joseph Nielsen Award. The Joseph Nielsen Award is given each year to an employee who demonstrates continuous dedication and commitment to Nielsen and service to the community. Mr. Hylton has been with Nielsen for eight years. He and his family live in Weyers Cave, Virginia.



## Scott Smiley Employee of the Year

**Scott Smiley** was named Employee of the Year. This prestigious award goes to an employee who demonstrates an attitude of performance excellence and consistently promotes teamwork on the job. Mr. Smiley has been with Nielsen for 20 years. He is a superintendent and lives in Bridgewater, Virginia.



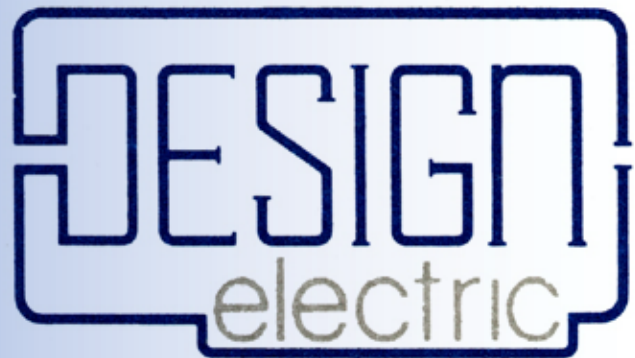
## Charles Miller Safety Excellence Award

The Safety Excellence Award was given to **Charles Miller**, safety director. Mr. Miller is from Stuarts Draft, Virginia, and has been with Nielsen for four years. This award goes to an employee who is a leader in continuously promoting safety awareness on the job site.



## Jarrell Hensley Hardworker of the Year

**Jarrell Hensley**, Elkton, Virginia, was named Hardworker of the Year. He is a carpenter and has been with Nielsen for 10 years. The Hardworker Award is given to an employee who consistently demonstrates an attitude of hard work and dedication to the job.



**Commercial and Industrial Contractors**

**49 Wilshire Court Fishersville, Va 22939**

**Ph. 540-569-3050 Fx. 540-337-2122**

**[www.designelectricinc.com](http://www.designelectricinc.com)**

*Our Work Speaks For Itself*



SRI International  
Harrisonburg, Va.

## Tilt-Up Construction: For building owners that want it all

- ✓ Construction Economy
- ✓ Low Life-Cycle Cost
- ✓ Fast-Track Delivery
- ✓ Sustainability
- ✓ Design Freedom
- ✓ Flexibility



**CON/STEEL & Nielsen:**  
Delivering Today's Best Tilt-Up Projects

[www.consteel.com](http://www.consteel.com)

(866) 256-9996

**LIPHART STEEL CO.**

[www.liphartsteel.com](http://www.liphartsteel.com)

**540.248.1009**

P.O. Box 877, 75 Mid Valley Lane  
Verona, Virginia 24482



**McDaniel**  
Contractor Services

Performance is Key to Building Successful Relationships

- ⌚ Walls
- ⌚ Ceilings
- ⌚ Floors
- ⌚ Architectural Columns
- ⌚ Stucco
- ⌚ Exterior Cornice & Trim
- ⌚ Plaster
- ⌚ Metal Truss Systems
- ⌚ Painting
- ⌚ Ceramic Tile



## Commercial & Institutional Contractor

15386 Old Spotswood Trail • Elkton, VA 22827  
phone: (540) 298-9476 tollfree: (800) 797-3074 fax: (540) 298-2740  
[www.mcdanielcontractorservices.com](http://www.mcdanielcontractorservices.com)



**SEMCO  
SERVICES, INC.**

ASBESTOS ABATEMENT SERVICES

INTERIOR & MECHANICAL  
DEMOLITION

VIRGINIA CLASS A CONTRACTOR  
LICENSE NO. 2705037191A

540.885.7480 PHONE  
540.885.7690 FAX  
STAUNTON, VIRGINIA





# Getting Ready for the Revolution

by Judy Kienle

News flash: not all boomers are alike! Companies that differentiate themselves will have a competitive advantage, according to the Institute for the Future, a think-tank examining how this demographic segment will define health and aging. A summary of their findings in this article will give health care professionals a lot to think about in planning for the future.



Barbara, a high-profile executive, walks into her physician's office. She is recognized as a VIP and immediately escorted into a special room dedicated to patients who have signed up for concierge service. Sound improbable? It's reality, according to a July 31, 2005, article written by Amy Zipkin of *The New York Times*:

"Last October, Barbara L. Allan, 57, received a letter from her family physician, Dr. David Rosenberg, asking her for \$1,500 annually to remain a patient. He would be offering longer appointments, with no waiting, and giving out his cell phone number for after-hours calls. Ms. Allan would be one of just 400 patients, the letter said, and she would have his help navigating the local health care system. Dr. Rosenberg said he was switching to a concierge practice to maintain the highest quality of patient care."

Concierge practice, no waiting, doctor's private cell phone number — what could be better? This is one example of differentiation. This and other innovative approaches may become the norm as boomers reshape retirement and health care paradigms. Instead of cost-containment and managed care practices, will consumers drive the health care delivery system? You bet, according to the futurists in the think tank.

Two major challenges will drive change: "The sheer number and the costs of providing them care will stretch the system and force it to develop creative ways to handle the volume and diversity of their needs; and, second, boomers' distinct attitudes toward health care and healing (which are different from today's seniors) will create new threats and opportunities in the health market," the futurists say.

So, what can you do to prepare for the shift? Use the findings of their research and start your planning efforts now. A series of in-depth interviews with a diverse group of boomers living in and around Boston, Massachusetts; Manhattan, Kansas; San Francisco, California; and Washington, D.C., yielded the following insights.

First, four strategies are forecasted from the data and an understanding of the way boomers currently manage their lives:

- Boomers will view the aging body as a new frontier.
- Aging boomers will engage in "personal rationing."
- Boomers will create health-focused communities.
- Boomers will "project manage" aging.

Translated: here's how you need to think in creating new approaches:

Help boomers negotiate the gap between what they want and what they can afford. Paying for services is the overriding concern; expecting to have it all is what they want. Therefore, boomers will have to make choices in a competitive environment. Smart businesses will learn that it is essential to understand how boomers' values affect their decision-making.

Boomers are hungry for information. Expect them to set a new bar for health and aging information demands. Again, meet this need by understanding their values and needs. Think in-depth surveys, one-on-one interviews and community values, and then conduct research and gather your own data. Avoid the temptation to rely on instinct or do things the way they've always been done.





Boomers are not all alike. A large and influential group, boomers will fragment the health care system and reshape health and health care. This group is unlike today's seniors in terms of ethnicity, household composition and lifestyle choice; their education, values, behaviors and sophistication means businesses need to understand delivering services from a consumer point of view.

Prepare for the new challenge of geriatric mental health. According to a recent epidemiological study by Robert Kessler, boomers "have approximately double the lifetime probability of a mental-health event than people who are currently 60 years and older." Boomers will expect health care providers to expand services in this area, as they are more comfortable in identifying and reporting the symptoms of mental health disorders, as opposed to their senior cohorts of today.

The delivery of health care services needs to change to meet new expectations. A 1999 *Harvard Business Review* article by authors Pine and Gilmore identified an early trend called "The Experience Economy," which describes how consumers translate their daily activities into "the stuff of drama." As an example, if we want the rock 'n' roll environment while we dine, we might visit a Hard Rock Café, or as Pine and Gilmore state, "If we can't travel to the rain forest, at least we can go to the Rainforest Café where ... the maitre d' seats us with the words, 'Your adventure is about to begin.'"

Think hospitals, and apply that model. Instead of an admissions clerk asking questions across a divided cubicle where there is no privacy, you queue up at the "hostess" desk, give them your name, and receive an electronic pager that flashes

to let you know your health care hostess is ready to graciously escort you into a private room with lounge, beverage of choice and DVD library while you wait for your wellness coordinator to guide you through your health care optimization experience (admission to the hospital).

In terms of outpatient services, be ready to provide service on demand in a "country-club" atmosphere for some who are willing to schedule their lab services in the morning but who expect to be ready to play tennis or golf with their grandchildren in the afternoon. No time for delays, and, by the way, do you have a bistro where they can order designer coffee, chai tea, and low-carb or low-fat lunch options? Maximization of time, from the consumer's viewpoint, will drive consumer decisions.

Ken Dychwald, founder of Age Wave, says it is likely that boomers will "push the envelope and erase our stereotype completely." The look of health care facilities has already shifted to a more residential look — anything institutional is doomed to failure as architects and designers move to this design preference, says Randy Rubin in her book *Compelling Determinants of the 21st Century*. Couple this with boomers' high aesthetic standards and need to appear youthful, and you have an apt description of the model upon which Del Webb's Sun City communities flourished.

Customization is king. Prepare to be more innovative than you imagine, more flexible than you care to be and more accommodating to customized options, and you have a winning business model on your hands. Once you have that, forget providing services — write the book and go on tour. It will be far less stressful than juggling the needs of a "market of one."



# POISED **FOR CHANGE**

## Nielsen Enhances Its Presence in the Piedmont Region

Nielsen Builders, Inc. opened an office in Charlottesville in early 2003. This was a strategic move to allow Nielsen greater flexibility in serving the Piedmont region. President Tony Biller says, “We saw growth opportunity in the Piedmont region. We felt we could provide better service and more flexibility to our clients. We pride ourselves on excellent customer service and quick response times; having a local presence in Charlottesville gives us that capability.”



Vice President of Operations in the Piedmont Region Don Hicklin adds, "Opening the Charlottesville office allows us to better serve our existing customers in the Piedmont region, as well as enhancing our ability to establish new clients."

The company had been working for some time on several projects in the region, including Brownsville Elementary School, UVA Newcomb Hall Bookstore and UVA North Fork Research Park. In 2003, Nielsen was working on the UVA Aquatics and Fitness Center and was beginning work on the restoration of the historic Paramount Theater on the downtown mall. In fact, Nielsen has been working in the Piedmont area on and off for more than 20 years.



Mr. Biller adds, "We wanted to establish a permanent presence in the Piedmont area. Over time, Nielsen will become more and more a part of this community. We plan to become more involved with local organizations and charities. With this local office, we can hold

meetings with clients, subcontractors and suppliers at a location convenient to everyone."

Having the Charlottesville presence gives Nielsen a better opportunity to establish strong relationships with local subcontractors and suppliers. As time goes on, Nielsen will become more entrenched in the local community.

Mr. Hicklin says, "Having a base in the Charlottesville/Albemarle area has made a huge difference. We've gotten to know lots of new contractors in the area. We've been able to strengthen some of our older relationships, as well as become more competitive in this market. It has been a very rewarding move."

In late 2007, Nielsen moved out of its offices at 10th and Market streets to a new office on East Water Street, across the street from the Downtown Pavilion. As part of its centennial celebration, Nielsen held an open house in March 2008 to both celebrate the five-year anniversary of its Charlottesville presence and to showcase its new office.

Recently, Nielsen worked on several renovation projects for the Albemarle County Public Schools: Brownsville Elementary School, Greer Elementary School, and Meriwether Lewis Elementary School. Other work in that region included projects like the Old Trail Town Center in Crozet, as well as projects in Orange, Culpeper and Warrenton. In



2010, Nielsen has returned to the UVA campus, landing a renovation project for the chemistry building and a construction management at-risk project called the Thrust Theater. Mr. Biller says, "We look forward to working with new clients in the Piedmont region. We are excited about the opportunities and challenges in the area."

#### Source

*Chapter from Nielsen Builders Centennial History Book by Dorothy A. Boyd-Bragg*



# PROJECT PORTRAITS



## JMU BASEBALL/ SOFTBALL COMPLEX

Client: James Madison University  
Location: Harrisonburg, Virginia  
Architect: Clough Harbour & Associates  
Contract: \$9.3 million  
Finish Date: December 2009

### SPECIAL FEATURES

The new Veterans Memorial Stadium includes a stadium complex for the university's baseball and softball programs. The baseball stadium seats 2,750 spectators and includes a synthetic-turf field. The softball stadium seats 625 spectators and includes a natural-grass field.

Both complexes include restroom facilities, state-of-the-art press boxes, sports lighting, irrigation, elevators, dugouts, batting cages and bullpen areas. The two stadiums share a central plaza with a building that includes concessions, souvenirs, a ticket office, a training room and support offices.

The baseball infield and outfield surface is the AstroTurf Game Day turf developed specifically for college and professional baseball. The field is designed with an underfield drainage system to enable games to be played that otherwise would have been rained out.

The new Veterans Memorial Park was constructed to honor all Harrisonburg and Rockingham County veterans who were killed in action. The new stadium complex replaces a stadium built in the 1940s and dedicated in 1949 to honor 139 area service personnel lost in service to our country.

## JMU PERFORMING ARTS CENTER

Client: James Madison University  
Location: Harrisonburg, Virginia  
Architect: Hanbury, Evans, Wright, Vlattas and Co.  
Contract: \$82 million  
Finish Date: May 2010



### SPECIAL FEATURES

The scope of work included site demolition and construction of a 175,000-gross-square-foot Center for the Arts/Music Recital Hall containing a 450-seat proscenium theatre; a 200-seat dance theatre; a 150-seat studio theatre; a 600-seat concert hall; a 200-seat recital hall; a lobby; shops; and academic, office and supporting spaces. The project also includes site improvements and a pedestrian viaduct connection under South Main Street to the main campus.

The new construction structure generally consists of spread concrete footing foundations, masonry bearing walls, structural steel framing and precast roof panels. The exterior skin is a

combination of native stone veneer, curtainwall and an exterior insulation finish system. The elaborate mechanical system was designed with custom air handling units utilizing a special sound-attenuation feature for sound control. The electrical and theatrical components bring state-of-the-art capabilities to the new facility.

The building footprint shows two separate buildings joined by a connecting lobby/breezeway. The first building, the Dorothy Thomasson Estes Center for Theatre and Dance, includes three theaters, offices, a costume shop, computer labs and a lobby. The Center for Music Performance contains a concert hall, a recital hall, practice rooms, offices and a lobby.



## MASSANUTTEN TECHNICAL CENTER ADDITION

Client: Rockingham County Schools  
Location: Harrisonburg, Virginia  
Architect: Sease and Associates  
Contract: \$1.08 million  
Finish Date: May 2010



### SPECIAL FEATURES

With a desire to expand its programs to better serve the Rockingham County and Harrisonburg City Public Schools, MTC, with Sease and Associates, went about designing a 15,986-square-foot classroom addition. Site demolition to prepare for the addition consisted of removing an elevated deck-like entry, concrete site stairs and railings, and three large evergreen trees; and adding door canopies and asphalt parking with curb and gutter. A new water line was installed under Pleasant Valley Road to accommodate the new fire hydrant to service the school campus.

The two-story addition to an existing instructional building made use of the natural contours of the site, allowing at-grade entry on both levels. The lower level houses the criminal justice and fire and rescue classrooms. Each program also has a lab area, both of which are equipped with overhead doors.

One half of the fire and rescue program's lab is serviced by a 14-foot-by-12-foot overhead door — the ceiling height in this portion of the lab extends through the upper level to the roof deck.

The central core is outfitted with men's and ladies' restrooms, along with staff restroom facilities. Each classroom has an instructor's office positioned within the space to enable the instructor to view both the classroom and lab areas via vision panels. Each space is designed for the program to run independently of the other, having its own exterior entrance, vending and storage areas.

The construction of the addition blends with the existing building — slab-on-grade lower-level construction, a concrete-slab-over-metal-deck upper level with structural steel framework, a membrane roof and a brick-veneered CMU exterior.



## PVCC - KLUGE-MOSES SCIENCE BUILDING

Client: Piedmont Virginia Community College  
Location: Charlottesville, Virginia  
Architect: Lukemire Partnership  
Contract: \$8.3 million  
Finish Date: January 2010

### SPECIAL FEATURES

The 33,500-square-foot Kluge-Moses Science Building is a steel bearing structure with the exterior skin comprised of a combination of red brick and aluminum composite panels. The red brick matches the look of the rest of campus, while the silver-colored aluminum panels give the building a modern feel. Large glass curtainwalls at the vestibules and stairways shed natural light on the unique stair and lobby design.

The main lobby on the second floor is accessed by way of a steel and concrete bridge, accented with brushed aluminum railings that mirror the appearance of the railings on the building's interior. The main stair from the ground level, which follows the radius of the adjacent glass curtainwall, is open to the lobby above and features solid maple treads.

Offices and state-of-the-art classroom and laboratory spaces make up the bulk of the building's square footage. Students will be able to train in labs for radiology, surgical technology, EMS, nursing skills, anatomy and physiology, chemistry and biology. Simulation labs are carefully arranged to mirror what students will encounter as employees in their chosen field. For example, EMS students will be able to train in an ambulance-simulation box, which is arranged with a similar look and feel to an actual ambulance. Also, nursing students will study at patient bed stations with hospital headwalls that are identical to those carried by most hospitals.

The Kluge-Moses Science Building will be an important tool for PVCC to meet the growing demand for trained health care professionals in central Virginia.





## RAILSIDE UNLOAD CANOPY

Client: Railsite Enterprises, Inc.  
Location: Weyers Cave, Virginia  
Architect: LJB Architects  
Contract: \$300,000  
Finish Date: September 2010

### SPECIAL FEATURES

This project includes the construction of a steel canopy and a concrete tilt-up building for Railsite Industries in Weyers Cave. The \$300,000 project consists of a steel canopy over the railroad tracks and an adjacent tilt-up concrete structure. The canopy will allow employees to offload railcars into the facility's existing storage building while keeping their product

under cover. Tractor-trailers will be able to back into the new tilt-up building and be loaded under cover while they wait. By separating its operations, Railsite Industries will now be able to transport its products independently of each other, rather than using one unload area for all inventory.

## VMI OLD AND NEW BARRACKS RENOVATION

Client: Virginia Military Institute (VMI)  
Location: Lexington, Virginia  
Architect: Clark Nexsen  
Contract: \$20.4 million  
Finish Date: August 2009



### SPECIAL FEATURES

This project consisted of a renovation of the old and new barracks with new electrical, heating and paint in cadet rooms and bathrooms. The previous living conditions were outdated and needed to be updated with renovations that will bring the older barracks in line with the recently completed Third Barracks.

The old and new barracks renovation included new roofs, a new mail room and an updated commandant suite. Some of

the changes involve repairing items of historical school value. One of the items, a wall outside of the commandant's suite, will be removed, repaired and replaced in its original location. All renovations were made to maintain the original integrity of the facilities that the VMI staff and corps have preserved for many years.

# DEAN STEEL ERECTORS

Steel Erection Crane Rentals

Steel Structures

Crane Rentals

Friendly Service

540.434.7465

540.434.7640 FAX

5366 N. Valley Pike

Harrisonburg, VA 22803

www.deansteel-dse.com



## O, to build on experience.

With experience in construction since 1916, the wisdom we bring to your risk management plan makes all the difference.



Nielsen's Broker for 20 Years

Surety Bonding

Property and Casualty

Workers' Compensation Self Insurance Group

Environmental Brokerage and Consulting

Captives

Employee Benefits and Wellness Programs

International Programs

Maritime

Personal Insurance

Risk Services

Safety Programs

For more information, contact our  
Roanoke Office at (800) 283-1478.

WWW.RUTHERFOORD.COM

**RUTHERFOORD**  
RISK MANAGEMENT AND INSURANCE PROFESSIONALS

## Air Quality Systems, Inc.

Heating • Ventilation • Air Conditioning

Commercial, Industrial and Residential  
Installation and Service

540.896.7182

101 Hartz Blvd.

Broadway, VA 22815



Turn to the Experts™



*Magic City Sprinkler Inc.*  
**Fire Protection Contractor**

**540-345-9818**

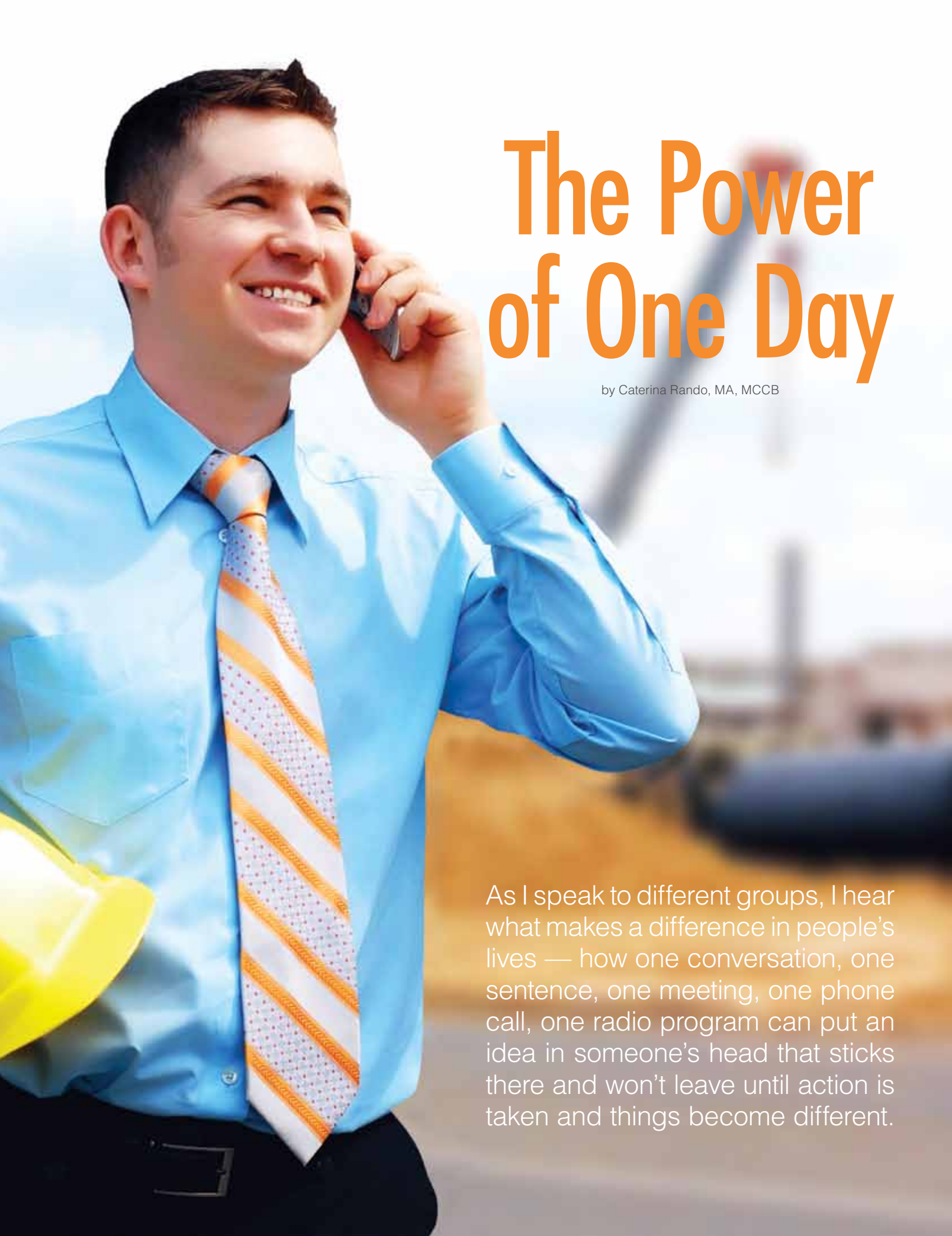
1601 Granby Street, NE

Roanoke, Virginia 24012

EMERGENCY AFTER HOURS:

540-890-7903 • 540-427-1419 • 540-427-1115





# The Power of One Day

by Caterina Rando, MA, MCCB

As I speak to different groups, I hear what makes a difference in people's lives — how one conversation, one sentence, one meeting, one phone call, one radio program can put an idea in someone's head that sticks there and won't leave until action is taken and things become different.



There is great power in one single day. We do not always know which day it will be. Last night, at a speech I was delivering, a woman named Susan said that a few years back, her boss told her to do some writing for the business. After having gotten "D"s all through college in writing, this request caused her to fear for her job. Instead of letting her fear and feelings of inadequacy win, she took action and signed up for a nonfiction-writing class at her community college.

After only the first meeting of the class, she went back to work and wrote a case study for her employer that ended up running in the *Harvard Business Review*. Today, Susan is a sought-after freelance business writer. That one day that she decided to go to class was the day she set her professional life on a new course, even though she did not know it at the time. Our willingness to believe that we can figure out how to do whatever it is we need to in order to get the result we want is a powerful part of living a full life and providing ourselves with unexpected adventures as we walk our life's path.

To add more power to your life every day, consider the following:

### **Put Attention on Pumping Up Your Belief in Yourself**

I see over and over that the people who enjoy huge success and do what other people only dream of are the people who truly and deeply believe in themselves. J.K. Rowling, who wrote the *Harry Potter* books, which have been on the bestseller lists for more weeks than any other books ever, believed she was a writer even though she had never had one scrap of writing published. What are some beliefs that might be interfering with you moving forward? Do you have an idea that you can want something but not have it? You might think you are creative but believe you could never make a living as an artist, or want to have your own business but think that you could never get it off the ground. Take some time to pump up your belief in yourself, and watch your whole life expand.

### **Say Yes to Any Opportunity Coming from the Right Direction**

Be open to all the possibilities that come your way. Opportunities lead to other opportunities. You never know where a "yes" will take you. A "yes" to a luncheon invitation could lead to a new client; a "yes" to a party could lead to a new relationship; a "yes" to help a friend clean out her closets could lead to a whole closet full of clothes for you. Right now, ask yourself — where do you need to answer "yes"?

### **Employ the Power of Exploration**

Make it a weekly practice to do something new, even something unusual, simply for the freshness and uniqueness of it. Have you ever been to your neighborhood library? Have you eaten at the Ethiopian restaurant that just opened, rollerbladed around a lake, or kayaked on the bay? If not, get to it! New experiences polish our perspective, offer us new frames of reference and metaphors for living, provide fun and can even make a significant contribution to our future.

Make a list of the things you have never done that you would like to do. On your list, put artistic activities, like throwing ceramics and making a necklace. Put mental activities on your list, like going to a lecture on astronomy or playing chess. Put physical activities on your list, like indoor rock-climbing or taking a Pilates class; and put some things on the list that will feed your spiritual



self, like going to a different congregation or taking a meditation class. Every week, pick an activity and do it. Your world will get bigger, your mind will be broader and your soul will be fuller.

### **Stop Tolerating It**

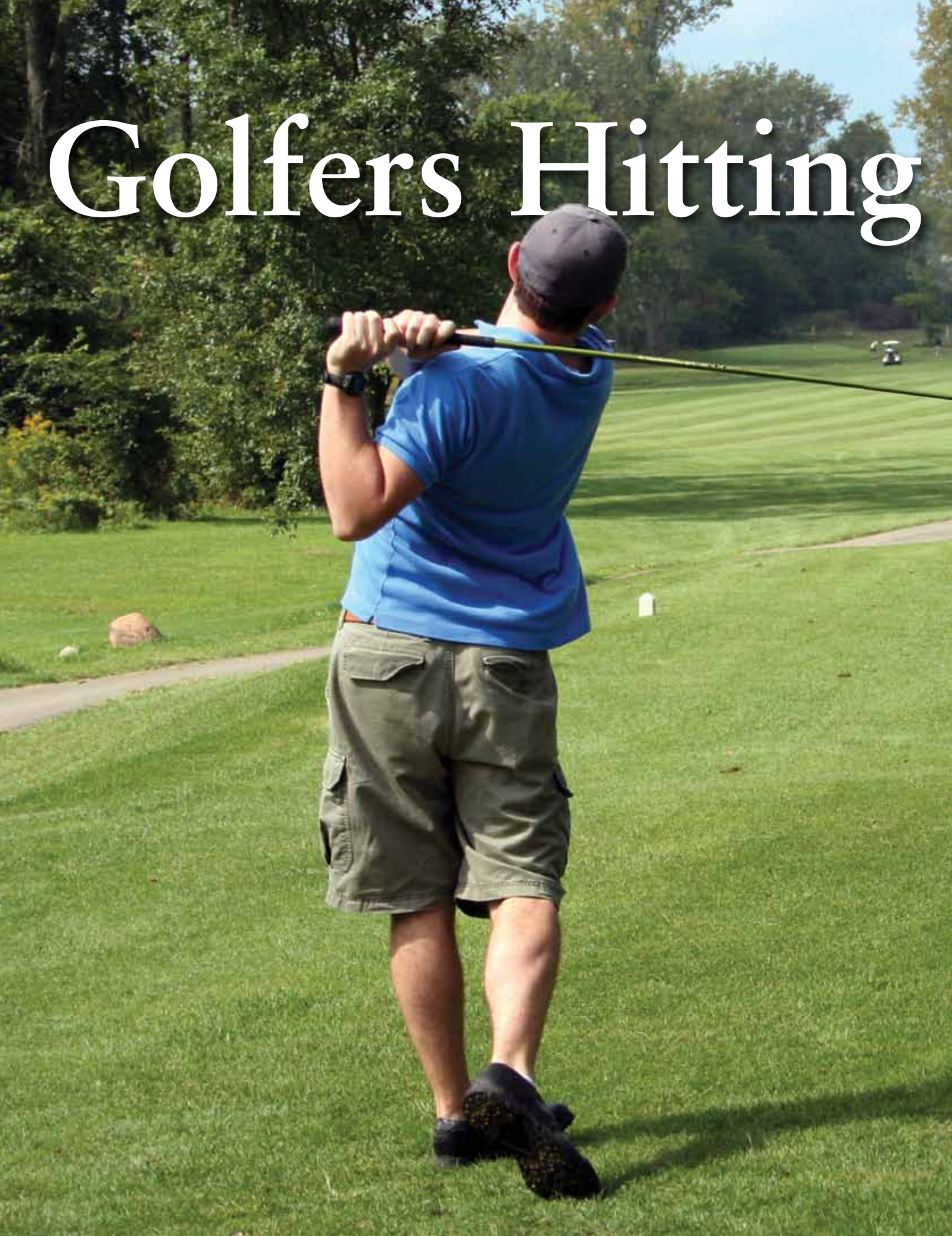
Ask yourself what you are tolerating. It might be a stressful relationship, a disorganized office or a bed with a broken spring. There is something in your life that you are tolerating — something that is draining your energy, decreasing your self-esteem or maybe even interfering with getting a good night's sleep. Pay attention to what you are tolerating, make a list and begin to eliminate one item after another. This will free up your time, improve your clarity and increase your sense of well-being.

I am sure that as you have read this article, you have begun to see how you can add tremendous power to your life in just one day. Even if you are not sure if something you do will result in a significant push in the right direction, I encourage you to do it anyway and watch what happens. Action makes the difference —take powerful action now.

*Caterina Rando, MA, MCC, is the author of "Learn to Power Think" and is a keynote speaker, success coach and trainer. She helps people invigorate their professional and personal lives and create the results they want. To find out about her book and other resources, visit [www.caterinar.com](http://www.caterinar.com). Caterina can be reached at 800.966.3603 or by e-mail at [cpr@caterinar.com](mailto:cpr@caterinar.com).*



# Golfers Hitting





# the Gym

## Before Hitting the Links

by Steve Fall



Two decades ago, you'd never catch a football player and a golfer in the same weight room. Now times have changed.

"We're pushing them like football players," said Steve Heller, the fitness director for the Westin Kierland Resort & Spa in Scottsdale, Arizona. Their FORE-MAX training program puts golfers through a series of grueling workouts, treating them like football and basketball players in many respects.

Why go through all that? Both the pros and casual golfers now realize that it leads to more distance off the tee.

"You're able to get so much more distance from your body once you start working out," Heller said. "It pays off for golfers that are doing it right."

Lee Brandon, who became the NFL's first female strength coach when she joined the New York Jets in 1990, has observed the change up close. Instead of training 300-pound linemen, she now works with golfers, other athletes and celebrities.

"There's been a trend in every sport that generates circumferential speed," said Brandon, a certified strength and conditioning specialist based in Santa Monica, California. "In the past, baseball players and boxers avoided weightlifting because they thought big muscles made you slow. That whole trend has changed with the advances in sports medicine and exercise physiology research. Basically, a stronger core foundation has the predisposition to generate more potential speed."

On the golf course, greater speed translates to more distance. Heller explained how the trainers focus on core development by strengthening abs, backs and hips. While the trainers may push their FORE-MAX participants like football players, the workouts themselves are customized for golfers. And not everything they do involves heavy barbells or expensive, modern equipment. They've recently modified the program to include more time in the swimming pool, of all places.

"We're getting clubs in the water and doing different things that get them to use the water's resistance through their golf swing," Heller said. "The 40- or 50-year-old guys with bad backs have

just exploded with their flexibility and strength gains. When that happens, their distance comes back."

Golf's fitness movement continues to gather momentum. Heller estimates that more than 80 percent of golfers on the PGA tour now participate in some type of exercise program. Jeff Quinney, who finished in the top 10 in three of his first four 2007 PGA tournaments, has worked out with Heller for the past four years.

Fitness also helps golfers avoid and, in some cases, recover from injuries. That's a huge benefit for players of all levels, since weekend golfers get the same aches and pains as the professionals.

"Golf is a one-sided sport that sets up one-sided imbalances. You have to hit the weights hard to undo the imbalances that the golf game creates," said Brandon, who has had many golfers come to her with compromised spines.

Brandon, the 2003 Women's World Long Drive Invitational champion, believes in personalizing programs for individuals, not just by sport. There's no perfect "golf workout" that fits all players. Brandon assesses golfers based on their age, spinal stability and core strength.








[www.ecfp.com](http://www.ecfp.com)

ISO 9001  
Certified

East Coast  
Fire Protection, Inc.


540.378.6160  
800.207.4350  
540.378.6171 fax

1407 Mill Race Drive  
Salem, VA 24153



## ARE YOU SHOWERING WITH AN ENERGY HOG?

Smart actions like installing low-flow showerheads, insulating water pipes and limiting shower times to 5 minutes can significantly reduce your energy bill. Learn more simple ways to save money and energy and get a Federal Tax Credit at [www.energyhog.org](http://www.energyhog.org). Because nobody likes an Energy Hog. Not even a clean one.

Ad Council  ALLIANCE TO SAVE ENERGY



*Plecker  
Construction Co.*

EXCAVATING AND  
GRADING CONTRACTORS

(540) 885-8964

172 PARKERSBURG TURNPIKE  
STAUNTON, VIRGINIA 24401  
(540) 885-8712 FAX  
(540) 292-3648 MOBILE  
[plecker.construction@gmail.com](mailto:plecker.construction@gmail.com)

## WAITING FOR THE ECONOMY TO CHANGE?

While you're waiting, your competitors are changing their economy. They're targeting Nielsen Builders clients who make purchasing decisions in this multi-billion-dollar industry. And these clients actively read this magazine like you're doing right now.

## WANT TO INFLUENCE THEIR BUYING DECISIONS?

Then contact Bob Sales  
at 502.423.7272 or  
[bsales@ipipub.com](mailto:bsales@ipipub.com) immediately!

innovativepublishingink  
[www.ipipub.com](http://www.ipipub.com)

# Bohling Steel, Inc.

dba Cavalier Steel – Established 1981

Mark A. Bohling  
President

3410 Forest Brook Road  
Lynchburg, Virginia 24501

(434) 385-5175 ext. 101  
(434) 385-5179 fax  
www.bohlingsteel.com

**Structural Steel. Steel Joist.  
Metal Deck. Ornamental Metal.  
Erection & Installation Services.**



**Excavating • Utilities • Paving • Decorative Paving**

**540.433.1475**

PO Box 2098 • Harrisonburg, VA 22801  
www.Partners-Excavating.com  
Operations@Partners-Excavating.com



**Partners  
Excavating  
Company**

**StreetPrint**  
Licensed Applicator

## BLACK BROTHERS PAINTING

**Specializing In:**  
Industrial Maintenance Coatings and  
Coatings for Precast Concrete Buildings  
**Pratt & Lambert Paints**

*Over 75 Years Of Experience*

- Caulking
- Wallcoverings
- Pressure Washers
- Deck Cleaning
- Sikkens Wood Finishes
- Residential
- Commercial
- Deck Reconditioning
- LEAD SAFE Certified
- SWAM Certified

**(540) 574-3311**

904 S. High Street, # C  
Harrisonburg, VA 22801  
blackbrotherspainting@hotmail.com  
Fax: (540) 574-3942  
Mobile: (540) 820-7258



**VALLEY**  
**BUILDING SUPPLY, INC.**

**"FROM FOUNDATION TO FINISH"**

124 CENTER STREET  
MOUNT JACKSON, VA 22842  
**PHONE 540-477-3155**  
FAX 540-477-9729

210 STONE SPRING ROAD  
HARRISONBURG, VA 22801  
**PHONE 540-434-6725**  
FAX 540-434-6514

703 RICHMOND AVE  
STAUNTON, VA 24402  
**PHONE 540-886-3990**  
FAX 540-885-7304

LIGHTWEIGHT CONCRETE MASONRY UNITS  
RETAINING WALLS AND PAVERS BY EAGLE BAY  
BRICKS, SAND, MORTAR  
FIREPLACE MATERIALS  
ANDERSEN CIRCLE OF EXCELLENCE DEALER  
SILVERLINE, KOLBE, & WEST WINDOWS  
THERMA TRU & MASONITE EXTERIOR DOORS  
INTERIOR DOORS AND TRIMS  
MODERN MOULDING & MILLWORK SHOPS  
FRAMING & FINISH LUMBER AND PLYWOODS  
PRESSURE TREATED & COMPOSITE DECKING PRODUCTS  
NAILS, HARDWARE & TOOLS  
VINYL RAILING SYSTEMS  
TAMKO ROOFING PRODUCTS

Nielsen Builders, Inc.  
3588 Early Road  
Harrisonburg, VA 22801

PRSR STD  
U.S. POSTAGE  
PAID  
PONTIAC, IL  
PERMIT NO. 592



THAT'S A PROJECT YOU CAN BE PROUD OF



...So is this.

From start to finish, a publication like this is our project. We'll help you make it happen.  
To find out how your business can have its own quality publication,  
contact Aran Jackson at 502.423.7272 or [ajackson@ipipub.com](mailto:ajackson@ipipub.com).

innovativepublishingink

[www.ipipub.com](http://www.ipipub.com)