



INSIDE

NIELSEN™

A PUBLICATION OF NIELSEN BUILDERS WINTER 2021

BUILDING A CULTURE AT NIELSEN



**Construction for the
Full Scale of Our
Clients' Needs**

PG 6

**Virginia Construction
Outlook: Positive but
Lots of Uncertainty**

PG 8



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, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law. Nielsen Builders, Inc. conforms to the spirit as well as to the letter of all applicable laws and regulations.

This policy is applied to all terms and conditions of employment, including but not limited to, recruitment, employment, promotion, transfer, training, working conditions, wages and salary administration, employee benefits, and application of policies.

The policies and principles of EEO also apply to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies, and any other persons or firms doing business with or for Nielsen.

Nielsen Builders, Inc. is committed to the principles of 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.



LETTER FROM THE PRESIDENT



Every job is important, no matter the size. When you have a construction project, it means that you are investing in your business and planning for growth. We recognize that those projects are important to you, and therefore they are important to us. That is why we provide quality construction and superior service to all clients on a uniform basis, regardless of how big or small the project may be. All of our clients are valuable to us, so we strive to deliver results that go above and beyond expectations — we have been doing this for more than 100 years and it is the only way we know how to do business.

With our 20th edition of *Inside Nielsen*, we wanted to acquaint you with our Small Projects Division. Although many of you may have worked with Nielsen on a small project, many of you have not. The perception of many is that we only do large, high-dollar projects like schools and universities, but the little secret is that we do much more. Our Small Projects Division is designed to provide the same quality construction and management for clients with projects of all sizes.

We never want a client to feel as though their project is not large enough to catch the attention of Nielsen. As a construction company, we are here to serve your building needs. Although a project may be small in scope and dollars, it is very likely big to you, and very important to us. This is the reason we created a division specifically dedicated to the broad spectrum of scopes.

Tony E. Biller
President/CEO



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EDITOR

Jim DeLucas, Nielsen Builders

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NIELSEN BUILDERS – CONSTRUCTION FOR THE FULL SCALE OF OUR CLIENTS' NEEDS

by Rebekah B. Kuller, Senior Vice President of Finance



Throughout the Shenandoah Valley, Nielsen Builders is known for being the general contractor of choice for new construction or major renovations. I knew this even as a child growing up in Rockingham County. Nielsen Builders renovated my elementary school and added an addition to my middle school, which opened at the end of my sixth-grade school year. Nielsen Builders built my high school and added on to it just in time for me to have ninth grade science in the new wing. Nielsen Builders also constructed several buildings on my university campus. Many of us in the Shenandoah Valley have benefited from

the new construction and major renovations that Nielsen has managed over the years, from schools and churches to health care and government buildings, just to name a few.

What many of us may not realize is that rarely is a job too big or too small for Nielsen Builders. That's right — in order to be available for the full scale of clients' needs, Nielsen Builders has a Small Projects Division that can perform almost any construction-related job for new and existing commercial clients. These clients include K-12 education and higher education, health care,

manufacturing, local government, churches and other nonprofits and local businesses, including farmers. Over the past two years, Nielsen's Small Projects Division has performed more than 100 small projects ranging from a few hundred dollars to a few hundred thousand dollars.

At the heart of the Small Projects Division is customer service — being available to answer the phone, see the site and/or drawings, provide a quote and send a crew to do the approved work, all at lightning speeds rarely seen in the construction industry. The division is supported by all-in management at Nielsen Builders, and led specifically by Justin Smith. Justin's dedication to customer service shines through and was built during his time in residential construction and as a manager with Lowe's. A recent client summed it up by saying, "Please allow this email to emphasize



my appreciation and value that I find in Justin and his team for the commitment they have had with my projects ... Justin's sight and quick attention to make corrections [set] a high standard of customer service for the Nielsen team and likewise for [us] in receiving a project deliverable with a great end product."

A great end product for the client wouldn't be possible without the entire Small Projects team. Nielsen Builders has four two-person crews with a variety of strengths and skills that are hand-picked for the unique conditions of each job. This breadth and depth of experience allows for the right team to be sent to the right client at just the right time.

Throughout 2020, the group was called upon by several clients to renovate and update spaces to accommodate social distancing and other COVID-19-related

“
Nielsen Builders has a Small Projects Division that can perform almost any construction-related job for new and existing commercial clients.

needs. So, if you need a conference room turned into offices, or offices turned into a conference room, this group can make it happen. If you need a new storage building or just a new look, this group can make it happen. Whether it's new carpet, new



paint or a new front entrance, this group can make it happen. The Nielsen Builders Small Projects Division has the management experience plus the subcontractor network for just about anything a client needs done at their location.

Virginia Construction Outlook: Positive but Lots of Uncertainty

by Kenneth D. Simonson, Chief Economist, Associated General Contractors of America

Construction is slowly recovering from a severe case of coronavirus. There are signs the industry will be healthier in 2022, but the experience of the past two years shows that progress is not uniform, or inevitable.

Like other industries, construction was hit hard when the pandemic first struck. Industry employment plunged by 15 percent, or 1.1 million workers, in the two months from February to April 2020 — half as many as the decline over the five years from 2006 to 2011. Residential construction bounced back quickly, surpassing the February 2020 employment total by November, and it has continued to grow steadily since then. In contrast, nonresidential construction employment stalled and even declined slightly from April through August 2021 before finally adding jobs again in September.

Virginia caught a milder case of the job-killing disease: Construction employment in the state declined less than 6 percent from February to April 2020. But, like “long-haul COVID,” the symptoms have lingered and reappeared; employment came within a few hundred jobs of the February 2020 peak by January 2021 but then slipped again. As of August, employment is down by a little more than 1 percent, slightly better than the national decline of 3 percent.

The results have varied around the state. In northern Virginia, construction employment in August 2021 was 5 percent higher than one year earlier and 2 percent above the August 2019 level. In the Richmond

metro area, employment increased 3 percent from August 2020 to August 2021, but that only matched the August 2019 total. Industry employment in the Virginia Beach-Norfolk-Newport News metro area topped the year-earlier figure by 3 percent and the August 2019 total by 4 percent. But employment in Roanoke lagged the August 2020 total by 2 percent and the August 2019 number by 3 percent.

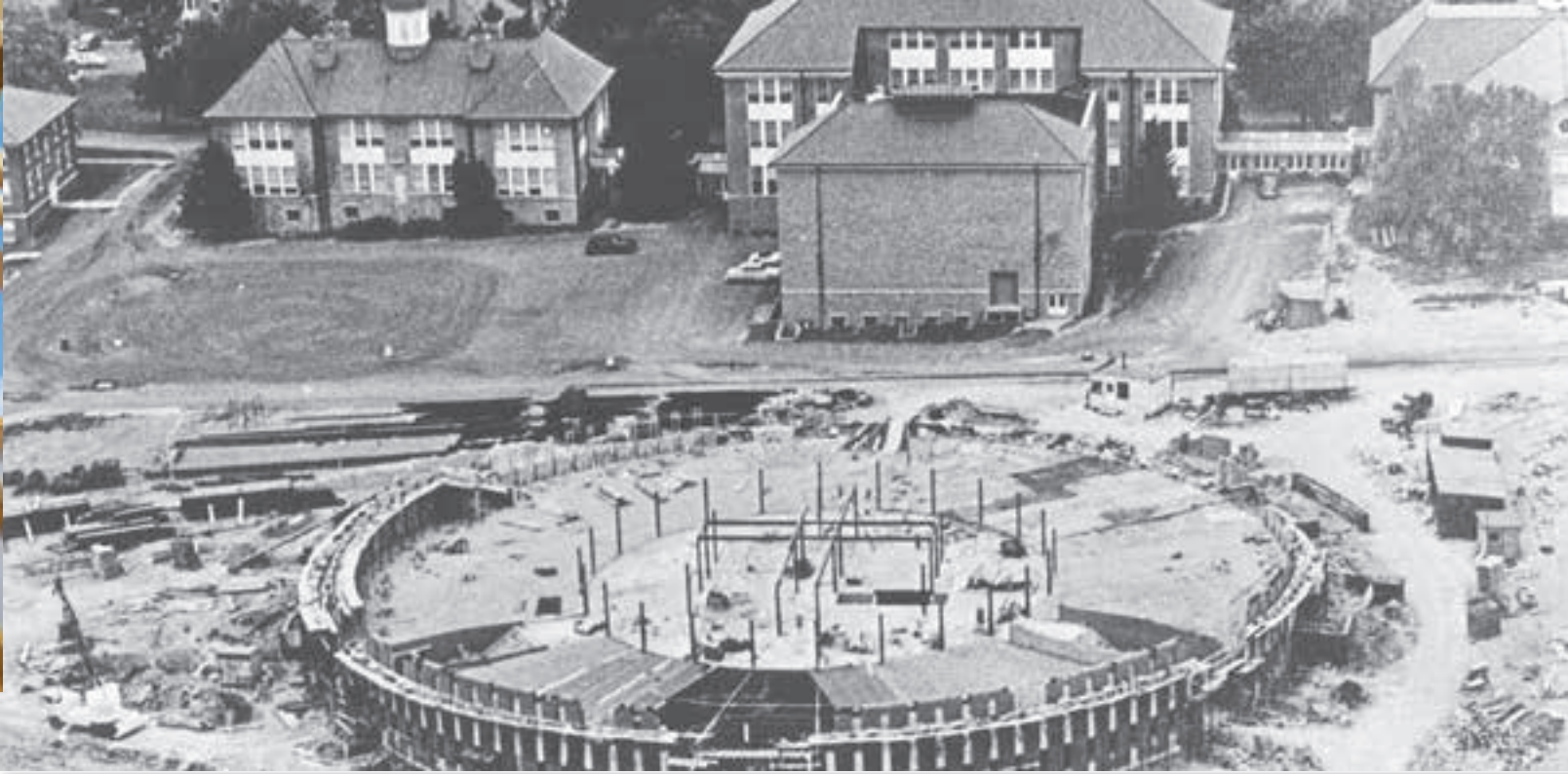
The industry has been buoyed by continuing demand for data centers, especially in and around Loudoun County; distribution facilities ranging from giant warehouses around transportation corridors to “last mile” structures near residential customers; the ongoing buildup of Amazon’s “HQ2” and surrounding business and residential buildings in Arlington and Alexandria; and highway, bridge and tunnel projects in various parts of the state. All of these activities are likely to contribute further to construction demand in 2022. They may be augmented by assorted manufacturing projects and the beginning of a potentially huge offshore wind business.

Contractors generally are very optimistic about their prospects, and even more so in Virginia. In a workforce survey that the Associated General Contractors of America released in September, 74 percent of respondents nationally and 80 percent of respondents from Virginia reported that they expected to increase their head count over the next 12 months.

However, there are risks to this sunny outlook. First is the pandemic. As occurred in the summer of 2021, a new outbreak could slow economic growth and cause businesses, investors, institutions such as universities and government agencies to postpone or cancel projects. Even if demand does not shrink, contractors may have a hard time finding enough workers who are eligible to work on sites where everyone must be vaccinated. An ongoing survey of Facebook users conducted by researchers at Carnegie Mellon University found that as of late September, only 54 percent of construction workers reported that they had been vaccinated, compared to 81 percent of other occupations. Conversely, 42 percent of construction workers were “vaccine hesitant,” versus just 17 percent of other workers.

The other major risk is from soaring material costs and supply-chain bottlenecks. These conditions may force some firms out of business and could cause some owners to delay or cancel projects.

Nevertheless, there is reason to expect construction demand to grow over the course of the year ahead. The economy has staged a strong recovery and continues to add jobs. Households, businesses and governments all have more money to spend than a year ago. Some of that will go directly into construction and some will stimulate demand for new services and manufacturing that in turn will require new structures. Virginia can expect to share in the bounty.



Create a LEGACY

Our culture begins with each and every Nielsen employee. Often, we remind ourselves why we are in business and why we serve our clients with *quality* and *integrity*.





*QUALITY is a
Reflection of You*

*Take PRIDE in
Your Work*



MEET THE MANAGEMENT TEAM



TONY BILLER

CEO and President/Board Member

Mr. Biller earned a Bachelor of Science degree in mechanical engineering technology from Old Dominion University in Norfolk, Virginia. He has worked with Nielsen since 1989. Mr. Biller serves as head of all general contracting and construction management projects. He facilitates planning,

project management, value analysis, cost estimating, construction management and contract administration for each project to have successful results. He oversees day-to-day program management, preconstruction, construction management, general contracting, design/build and consulting services.



THOMAS MOOMAW

Chief Operations Officer/Board Member

Mr. Moomaw earned his Bachelor of Science degree in engineering technology from Oklahoma State University in Stillwater, Oklahoma. He has worked for Nielsen since 1992. His responsibilities include involvement with project budget development and value engineer-

ing analysis, determining and managing resource allocation, analyzing self-performed work versus contracted services, establishing and monitoring workforce levels and construction schedules and controlling costs to meet budget expectations.



JIM DELUCAS

Chief Development Officer/Chairman of the Board/Board Member

Mr. DeLucas earned a Bachelor of Science degree in business administration from Bridgewater College in Bridgewater, Virginia. He has been with Nielsen since 1988. As chief development officer, Mr. DeLucas is responsible for the coordination of all preconstruction

activities, including budget and initial Guaranteed Maximum Prices (GMP), solicitation of all major subcontractors, coordination of all estimating activities and establishing final GMPs. Also, Mr. DeLucas ensures that transitions are seamless throughout the entire project, from preconstruction to construction.



REBEKAH KULLER

Senior Vice President of Finance/Board Member

Ms. Kuller has a bachelor's degree in business administration from the University of Mary Washington and a master's degree in accounting from Liberty University. She is also a Certified Public Accountant (CPA) and Certified Construction Industry Financial Professional

(CCIFP). She joined Nielsen in 2019 and is responsible for all financial aspects of the corporation. Although she grew up in the Shenandoah Valley, prior to working for Nielsen she lived in San Diego, where she held financial leadership positions with several large general contractors and subcontractors.



DAN HYLTON

*Vice President Business Development/
Board Secretary/Board Member*

Mr. Hylton earned a Bachelor of Science degree in horticulture from Virginia Polytechnic Institute and State University in Blacksburg, Virginia. He has worked with Nielsen since 2002. Mr. Hylton serves as vice president of business development, reviewing potential project opportunities and overseeing bids and pricing proposals. He facilitates pre-construction, budgeting, value management, cost estimating, proposal preparation and subcontractor contract review. He maintains procurement databases and keeps track of current market conditions.



JEAN HIEBER

*Vice President of Human Resources/
Board Member*

Ms. Hieber attended Eastern Mennonite University in Harrisonburg, Virginia, and earned a B.S. in management and organizational development. She has worked with Nielsen since 1992. Ms. Hieber serves as vice president of human resources and manages all human resources functions including recruiting, employee benefits, personnel management, compensation, employee development and legal compliance.



PAM ROSEN

*Vice President of Finance/
Board Member*

Ms. Rosen received her Bachelor of Business Administration degree in accounting from James Madison University in Harrisonburg, Virginia. She has worked for Nielsen since 1996. As vice president of finance, Ms. Rosen is responsible for contract billings, modifications to subcontractor and supplier contracts and working with the Operations team to review costs to meet budget expectations.



JACOB HULL

*Vice President of Operations/
Board Member*

Mr. Hull earned a Bachelor of Science degree in sport management from Lynchburg College in Lynchburg, Virginia. He has worked for Nielsen since 2006, first as a project manager before becoming vice president of operations. Mr. Hull is responsible for the day-to-day coordination and scheduling of projects as well as controlling costs to meet budget expectations.

Jeff Kestner

Nielsen Employee Spotlight



As one of Nielsen's longest tenured employees, Jeff Kestner celebrated his 30th anniversary with the company this year. As a superintendent with Nielsen, Kestner is responsible for overseeing the entire site operation. Kestner is responsible for leading his crew, supervising all subcontractors, maintaining the project schedule and scheduling manpower to complete jobs on time and

within budget. He helps mentor his crew on problem-solving as well.

Kestner started working at a young age with his father, helping to build houses. He then moved to Virginia and spent five years doing odd jobs. After doing odd jobs, Kestner's uncle helped him get a job as a laborer for a construction company at the Wintergreen Resort in Nellysford, Virginia. He learned the skills quickly and moved up to carpenter. A year and a half later, he moved up to lead carpenter, and

later, eventually became foreman. As his job at Wintergreen was coming to an end, he was offered a job by one of Nielsen's superintendents. He had to think about the opportunity for several weeks before he decided to accept, but he eventually did. The rest is history.

Over the years, he has worked on many, many projects for Nielsen, including Wilson Middle School additions and renovations, the JMU Athletic Center and the Blue Ridge Area Food Bank. Kestner's favorite projects were the Stonewall Jackson High School additions and renovations, Stuarts Draft High School renovations, and nTelos buildings in Waynesboro, Virginia. Kestner enjoys working on school renovations and new buildings.

Kestner has two daughters, one son and a granddaughter. When he's not working, Kestner enjoys spending time in the woods hunting, fishing and taking long hikes with his dog. He has even taken his granddaughter out to hunt. Hunting season is the best season of the year, according to Kestner!

PROJECT PORTRAITS

WAREHOUSE FLEX SPACE

CLIENT: Green Hills Investments LLC
LOCATION: Staunton, Virginia
ARCHITECT: Schlosser Steel Buildings Inc.
CONTRACT: \$3.1 million
COMPLETED: May 2021



SPECIAL FEATURES

In order to provide a solution to the warehousing shortage and create an opportunity for business, Green Hills Investments contracted with Nielsen to design and build a 64,000-square-foot flex space, tilt-up, warehouse in Staunton, Virginia. The concrete wall panels stand 31 feet tall, 8 inches thick, and rest on a 2-by-2-foot spread footing. The interior concrete slab is 7 inches thick with steel fibers on a 6-inch, crushed stone pad. Internally, after the steel joists and roof deck were installed, the clear height transitioned from 27 to 24 feet for sloping purposes. Supporting the roof structure is an evenly spread matrix of columns every 50 feet.

Entry into the building flex space is available through four aluminum entrance doors, six 9-foot roll-up doors, and one 20-foot on-grade

roll-up door at the front of the building. Access at the rear of the building is through six roll-up dock doors, one 16-foot on-grade roll-up door, and four personal doors. Aluminum storefront windows accent the front of the building at the flex space entrances. Insulation for the building was established by attaching finished rigid foam insulation to the inside face of the concrete panels and 4.4-inch polyisocyanurate roof insulation. Three belt drive exhaust fans and eight 60-inch mounted paddle fans hang inside the warehouse to supplement the owner-furnished heating system. The majority of the building is open warehouse space, but a small, 12-by-34-foot office and bathroom area are included. Finishes are detailed as drywall and vinyl wall base, ACT flooring in the bathrooms, and paint. Construction of this facility took five months from the completion of design.

WESTERN STATE HOSPITAL EXPANSION

CLIENT: Department of Behavioral Health and Developmental Services
LOCATION: Staunton, Virginia
ARCHITECT: HDR Architecture
CONTRACT: \$25.6 million
COMPLETED: April 2021



SPECIAL FEATURES

Resting atop a hill visible from Interstate 81 near Staunton, Virginia, is the Western State Hospital. Operating at maximum capacity prior to construction, this project could not have come at a better time as the need for more beds has been growing rapidly. In total, 56 new beds and additional operational features were added to the facility in anticipation of high service rates not slowing down any time soon. Currently, Western State Hospital is one of only two treatment centers in the Shenandoah Valley with the ability to administer inpatient mental health services. Aside from the overwhelming demand for patient rooms, the facility also needed offices and other operational amenities such as consulting, exam and laundry rooms. A central Nurse Stations is located in the epicenter of each floor in the newly constructed

wing. Within the addition, the first and second floor layouts mimic one another and have the same architectural design. The new wing is comprised of 49,415 square feet. Included in this project, too, is a minor renovation needed to tie the new wing into the existing structure. Around 4,670 square feet of the existing facility underwent moderate change. The majority of the scope for renovations was creating hallways leading into the new wing and constructing smaller storage rooms around them. Security and safety were also major components of this project. Given the nature of the facility and the unique needs of each patient, constructions had to be performed keeping all of that in mind. Like other hospitals, technological aspects of key codes and door locks, surveillance cameras and alarms, and code compliant materials were imperative to successfully completing this project.

UVA HOSPITAL DOOR PACKAGE

CLIENT: Skanska Building USA
LOCATION: Charlottesville, Virginia
ARCHITECT: Perkins & Will
CONTRACT: \$5.375 million
COMPLETED: June 2021



SPECIAL FEATURES

Nielsen partnered with Skanska to perform all the necessary work with doors, frames and hardware for the 12-story addition to the University of Virginia Medical Center. With a schedule starting in 2017 and ending in 2020, nearly 1,500 doors and all applicable frames and hardware were installed.

Unlike the typical door frame and hardware installation, this job was a lot more elaborate. Due to the nature of the hospital and all of the requirements they have regarding safety and security, mostly all of the doors required card swipe readers, auto operators and other advanced means of accessibility. Some frames were even manufactured with lead strips to prevent the radiation emitted within the radioactive locations around the hospital from escaping the desired area.

For the Intensive Care Unit (ICU), we worked with a manufacturer to produce a custom door for all of the bathrooms within the

department. Each patient room in the ICU has a curved Acrovyn barn door that slides on a track to provide access and privacy to their individual bathrooms. By using Acrovyn Doors, sustainability is heightened due to the features of the material used; thus, these doors are perfect for the hospital.

Paying close attention to detail was essential for the successful completion of this project. With the large amount of doors that we had to install and strict guidelines on where each door was to be, it was imperative for us to understand the importance of location. As mentioned previously, each door served a specific function, and should that door not be in the correct spot, the functionality of that door would be erroneous. With that being said, we made absolutely sure each piece was properly positioned in its desired location before moving onto the next.

UNIVERSITY OF VIRGINIA HD SNYDER 9.4 T SMALL ANIMAL MRI

CLIENT: UVA Medical
LOCATION: Charlottesville, Virginia
ARCHITECT: Hord Coplan Macht Inc.
CONTRACT: \$640,507
COMPLETED: June 2021



SPECIAL FEATURES

Derived from the on-demand procurement method at the University of Virginia (UVA) Health Center, this 1,055-square-foot renovation project detailed as a shell space upfit to the Snyder Building located within UVA's Fontaine Research Park. The main objective of this project was to convert the basement of the building into an operational research facility. After the slab got poured back with new

concrete, we shifted toward outfitting the interior of the space according to the drawings, which created an equipment, MRI scanning, control and prep room for research. Finishes included acoustical wall panels and ceiling system, a mix of resinous poured, static dissipative resilient sheet and static dissipative tile flooring, fresh paint and rubber wall base. LED lighting was installed across the entire footprint.

UVA PHARMACY RENOVATIONS – PACKAGE 1

CLIENT: UVA Medical
LOCATION: Charlottesville, Virginia
ARCHITECT: Affiliated Engineers
CONTRACT: \$278,546
COMPLETED: June 2021



SPECIAL FEATURES

Nielsen Builders was selected for this project as part of UVA's Medical on-demand program. Nielsen provided infrastructure to support a prefabricated modular temporary pharmacy compounding area to sever inpatient compounding needs while the main pharmacy compounding facility was renovated.

WOODROW WILSON – ANDERSON PHASE II

CLIENT: Woodrow Wilson
Rehabilitation Center
LOCATION: Fishersville, Virginia
ARCHITECT: Spectrum Design
CONTRACT: \$14.6 million
COMPLETED: April 2021



SPECIAL FEATURES

The LEED Silver Certified Anderson Phase II project at Wilson Workforce and Rehabilitation Center (WWRC) was a modernization project with basically three scope components. The first component involved providing an additional 12,500 square feet of space in three separate building additions and integrating those into the new facility footprint. Included in the work was an elevator lobby/stair addition, a manufacturing technology lab, which included an adjacent exterior covered forklift training area, loading dock, and roof mounted solar array, and a walk-in refrigeration unit addition on the second floor.

Detailing the second component was a 57,327-square-foot level 3 renovation/alteration scope to the existing building. It involved providing nearly complete demolition of the existing facility's interior and removal of certain exterior elements, such as windows, walkway canopies, existing loading docks and plaza areas. Upon completion of demolition, all that remained was the existing structure and exterior walls. Replacement of everything removed during demolition began with upgrading the entire facility's interior with new insulation, updated restroom configurations, and completely revitalized MEP systems. On the exterior, new walkway canopies, lighting, drainage configurations, and a site plaza made up the third and final component of the project.



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NIELSEN

More Than 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.
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