

# DEVELOPING FOR THE FUTURE

A PUBLICATION OF KDC | WINTER 2010



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SMART MOVE | REFLECTING ON RELOCATION | LESSONS IN LEADERSHIP





# KDC

## is constantly monitoring



the evolving needs of Corporate America, including the increased demand for mission-critical data centers. The company's most recent business alliance with Digital Realty Trust (NYSE: DLR), the world's largest wholesale data center provider, meets this need head-on.

Digital Realty Trust knows data centers in the same way that KDC knows real estate development. "It is a natural move for both companies to combine their experience and develop build-to-suit data centers from

the ground up," KDC CEO Steve Van Amburgh said. "KDC will take the project from site selection to shell completion, while Digital Realty handles the data center installation, financing and operations."

KDC and Digital Realty Trust are pursuing several data center build-to-suit projects together.

"In this economic climate, companies want the security of working with a partner that offers best-in-class data center expertise and the ability to finance the entire data center project," said Chris Crosby, senior vice president of Digital Realty Trust. "Our business alliance with KDC allows both companies to combine to do what they do best, and deliver single source comprehensive data center solutions to our customers."



For more information on the data center program,  
contact KDC Senior Vice President Ab Atkins at 214.696.7852 or [ab.atkins@kdc.com](mailto:ab.atkins@kdc.com).



# A LETTER TO OUR READERS

As we welcome the new year, your friends and business associates at KDC are sending well wishes your way. There is no doubt that 2009 was a tough year, but we are feeling optimistic on many fronts about 2010.



Steve Van Amburgh

KDC is starting the new year well capitalized, fully staffed and with five major projects completed (details in Newswire section). Most recently, we completed the Dallas-Fort Worth area's largest build-to-suit project since the mid-1980s — the 1 million-square-foot headquarters for Blue Cross and Blue Shield of Texas. As this publication hits your desk, we are excited to say the 3,900 employees will be moving into their new Richardson, Texas, facility.

Blue Cross and Blue Shield isn't the only company moving into a new home. Our friends at Manhattan Construction Company served as general contractor for the Dallas Cowboys' new \$1.15 billion stadium in Arlington, Texas. Veteran reporter Jeff Miller interviewed Manhattan about the new stadium's more notable architectural features. The project is truly spectacular.

Other interesting stories in this issue include: the importance of integrating real estate needs into the strategic business objectives of Corporate America; a few lessons in leadership from Dallas Mayor Tom Leppert; the positives of relocating a corporate headquarters as seen by Fluor CEO Alan Boeckmann; and what Tom Watson's British Open performance at the age of 59 meant to other golf pros and business executives. You also will find a story about AAA's location of a new regional operations center to Oklahoma City.

At KDC, we feel confident about the future. We are strategically making deals and expanding our portfolio. This confidence also extends to two guys who are former Navy SEALs and friends of KDC — Clint Bruce and Stephen Holley. We asked them to share key strategies learned from their SEAL experiences that business people can use in today's tough economy.

We may not all be Navy SEALs, but we can tackle 2010 with the same mindset and goals as Clint and Stephen. At KDC, we believe the glass is half-full, and if we all work together and work smart, we can achieve positive results in 2010. Off we go....

Steve Van Amburgh  
Chief Executive Officer  
KDC

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Cover Photo: AAA – Simon Hurst Photography

## Perot Systems HQ Completed Ahead of Schedule and Under Budget

**Lincoln, Neb.** – The LEED-certified building was not only completed ahead of schedule but also under budget. The new 150,000-square-foot, two-story facility fea-



tures a number of green attributes, including raised access flooring and under-floor air distribution. Located on 21 acres at the University of Nebraska Technology Park, it is one of the largest private LEED-certified buildings in the state. More than 1,000 employees will occupy the building.

"We are excited that this LEED-certified building will accommodate Perot Systems' technology service delivery center, our expanding IT infrastructure solutions unit and our insurance solutions team," said Mike Kerrey, executive vice president, Insurance Solutions. "It is the first time in 20 years that all our Lincoln-based employees will be in the same building, and we are already seeing the benefits of the move, including greater efficiencies."

## KDC Completes "Green" Operations Center for AAA

**Oklahoma City** – The 147,000-square-foot regional operations center will house more than 825 employees who will service 4 million members in a 10-state region. AAA will mark the completion with a grand opening celebration in March 2010. The new facility is KDC's first build-to-suit



project featuring "green" design elements of KDC's national speculative *Intellicenter* program.

"We launched *Intellicenter* more than four years ago with a vision of developing

green speculative buildings across the country to meet the needs of Corporate America," said Jake Ragusa, senior vice president of KDC. "To have a national company such as AAA request design elements of the *Intellicenter* design means our original vision was right on target."

## Blue Cross and Blue Shield of Texas (BCBSTX) Headquarters Completed

**Richardson, Texas** – KDC has completed the area's largest build-to-suit development project since the mid-1980s. The 1 million-square-foot headquarters will house approximately 4,000 BCBSTX employees, who will start their move into the new facility in January 2010. As BCBSTX continues to grow, KDC has land available and entitlements in place to develop the headquarters to a total of 2.3 million square feet with room to house 8,000 employees.



"Working with both Blue Cross and Blue Shield of Texas and KDC was a great experi-

ence for our entire team," said Chuck Armstrong, principal of Corgan Associates, Inc. "They both challenged us to do our best work, and we did so in an atmosphere of trust and respect. As a result, the process ran smoothly from start to finish, a rare feat for a project of this scale."

## 901 S. Central (Former Blue Cross and Blue Shield of Texas Home) Ready for Tenant

**Richardson, Texas** – The former headquarters of BCBSTX, located at 901 S. Central Expressway, is an office facility that is ready for a new tenant. The 535,000-square-foot building is ideally located at the intersection of U.S. Highway 75 and Spring Valley Road.

Under the care of former tenant BCBSTX, the facility has been meticulously maintained and offers unique features such as dual-feed power and large, efficient floorplates, along with a cafeteria, an auditorium and plenty of covered parking. The facility is adjacent to the DART Rail's Spring Valley Station, providing easy access for a labor force.

"This is a great option for tenants needing a large block of quality space in this prominent location," says John Brownlee, senior vice president at KDC. "It is competitively priced with sought-after amenities



in an already existing space. There is also flexibility to expand the space to 1.5 million square feet."

### **The Campus at Legacy Welcomes Bear, PepsiCo and New Amenities**

**Plano, Texas** – Leasing momentum continues at The Campus at Legacy. The 1.2 million-square-foot campus welcomes two new tenants to the 5340 Legacy Drive building. PepsiCo, Inc. is occupying 94,000 square feet, and Bear Transportation Services L.P. is occupying 81,000 square feet in an adjacent wing of the building.

Including the above, The Campus at Legacy has leased more than 340,000 square feet in the last 14 months to top businesses, including St. Jude Medical and Dr Pepper Snapple Group.

In the fall, KDC also completed a new fitness center and café, both of which overlook a picturesque courtyard with a water wall feature. A new conference center, with a serving area and seating for 65 guests, was also completed.

"All of the tenants were highly sought after and ultimately selected The Campus due to the unique environment and the convenient on-site amenity package



that serves all of the campus tenants," said John Brownlee, senior vice president of KDC. "We are

excited that the extensive re-development of The Campus has produced such positive results."

### **Intellicenter-Riverside Gets the Gold**

**Riverside, Calif.** – KDC's *Intellicenter-Riverside*, Western Riverside County's first green office building, achieved Gold certification from the U.S. Green Building Council's Leadership and Energy Design (LEED) program. To receive LEED Gold certification, the *Intellicenter-Riverside* office building was evaluated in six areas: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality and innovation and design process.



"We are proud to announce that KDC's *Intellicenter-Riverside* has

been recognized as the first and only LEED Gold-Certified building in Riverside County," said Mark Cashman, senior vice president of KDC. "*Intellicenter-Riverside*'s green attributes will provide future tenants with a flexible, healthier and more efficient work environment and result in lower operating costs."

### **Intellicenter-Tampa Goes Silver**

**Tampa, Fla.** – KDC's 150,000-square-foot *Intellicenter-Tampa* achieved Silver certification from the U.S. Green Building Council's LEED program. Located in Telecom Park, *Intellicenter-Tampa* is the first LEED Silver-certified office building in Tampa.



"As the first LEED Silver-certified speculative office building in the area, *Intellicenter-*

*Tampa* stands ready to meet the needs of Corporate America," said Larry Wilson, division president-southeast of KDC. "We are proud to deliver a product that reduces occupancy costs and increases employee productivity and wellness."

### **Houston's Ellington Industrial Site Reaches Shell Completion**

**Houston, Texas** – In February 2008, KDC broke ground on its first industrial site near



Ellington Field in Houston. The Phase I development of the 50-acre site is shell complete and includes three buildings

totaling more than 513,000 square feet.

The Phase II development will include two buildings totaling 320,000 square feet.

"With Ellington Trade Center shell complete, leasing activity is really picking up," said Randy Touchstone, vice president of KDC and director of the industrial program. "Based on the product and the location, KDC is fulfilling a need that was very apparent prior to commencing the deal."

### **Austin's Northpointe Trade Center Ready for Tenant**

**Austin, Texas** – KDC has reached shell completion of the three-building 440,550-square-foot Northpointe Trade Center in Austin, Texas. This is KDC's first "green" industrial development and the second industrial development for KDC and HMC since launching their multi-million-dollar national industrial development program.



"This is an exciting time at Northpointe Trade Center with the completion of the shell," said

Brian Liverman, vice president and director of leasing for Live Oak Gottesman. "This is the only LEED core-and-shell certified industrial project in Austin, and prospective tenants view this as a very desirable amenity. The project looks great, it shows well, and it is ready for a lead tenant."



ong belief in the value of insurance. And I have no question as to who we want insuring





us. It's AAA."

# Smart Move

## AAA Northern California, Nevada and Utah Opens Regional Operations in Oklahoma City

When the economy is weak and companies are fighting for every dollar of profit, smart corporations look for ways to decrease expenses. Relocating key operations to areas that offer a low-cost business environment and incentives for growing businesses is one of the most effective ways to cut costs.

And that’s exactly what AAA Northern California, Nevada and Utah (AAA NCNU) did. The company decided to open a new regional operations center servicing several AAA clubs in Oklahoma City, a location that offered a low-cost business environment, a good quality of life and a deep, skilled employment pool.

KDC recently completed development of the new 147,000-square-foot AAA regional operations center, which is expected to house more than 825 employees who will provide membership, travel, insurance and emergency road services to more than 4 million AAA members in

a 10-state region, including California, Nevada, Utah, Arizona, South Dakota and Oklahoma.

Located in the Quail Springs Business Park, the regional center is designed to achieve Silver Certification by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) program.

“We felt Oklahoma City provided the most favorable business solution for us,” says Tony Durante, vice president of administrative services for AAA Northern California, Nevada and Utah.

**Favorable Business Climate**

Opening key business operations requires plenty of collaboration between companies and local municipalities, especially economic development corporations. The relationship and interaction between the two parties can have a huge influence on the final decision, Durante notes.

“Oklahoma City has been great to work with,” Durante says, pointing out that the Greater Oklahoma City Chamber of Commerce created a single point of contact for AAA so the company didn’t have to deal with multiple people within the city and state. “Finding a place where you receive personal attention can really make a huge difference. The city has helped to make this a win-win situation.”

Working with Tom Maloney of Jones Lang LaSalle, AAA NCNU began analyzing different locations across the nation, focusing on a variety of factors including the labor market and wage rates, Durante says. The company was looking for a locale with a surplus labor pool — markets where there is more skilled labor than demand.

The search also included other criteria such as: transportation availability, including public transportation and proximity to an airport; overall cost of living, including housing; crime rate; diversity; and overall business climate. The company evaluated several states before narrowing down its choices and beginning dialogues with the respective economic development groups.

Oklahoma City was keen to bring the AAA regional operations center to the area because of the job growth potential and wages, according to Robin Roberts-Krieger, executive vice president of economic development for the Greater Oklahoma City Chamber of Commerce, which handles economic development efforts for the region.

“The AAA operations center was a project we really wanted here in Oklahoma City,” she says. “We fought hard to bring AAA here because we felt confident we had the best workforce and the best business climate. We felt we would be competitive.”

The selection of Oklahoma City for the operations center was one of several large





corporate relocations and expansions the city has experienced over the past two years.

### Plentiful Workforce

Roberts-Krieger says Oklahoma City focuses on helping both small business and large corporations grow and prosper. And, while the rest of the nation is still trying to overcome millions of job losses and an unemployment rate of nearly 10 percent, Oklahoma City stands out as one of the strongest markets in the country.

Oklahoma City boasts the lowest jobless rate in the entire nation — just 5.9 percent — and *Forbes* magazine recently named Oklahoma City as America's Most Recession-Proof City, pointing to its low unemployment, strong housing market and robust growth in agriculture, energy and manufacturing.

Greater Oklahoma City's best asset is undoubtedly its workforce. With more than 650,000 workers and nearly 120,000 individuals attending area colleges and universities, the region is ready to fulfill the needs of any company, Roberts-Krieger points out.

The AAA operations center is already benefiting from the region's enthusiastic and plentiful workforce. The company recently held two job fairs for its new operations center and a whopping 650 people showed up, dressed in suits with résumés in hand. "The response has been overwhelming," Durante says enthusiastically.

AAA's new facility might have something to do with the overwhelming interest from job seekers. The building was the first build-to-suit that incorporated elements of KDC's successful *Intellicer* concept, including green design elements such as underfloor air distribution, raised access flooring and large, efficient floor plates. *Intellicer*s also offer a higher parking ratio of 5.5 spaces per 1,000 square feet.

Durante says KDC's *Intellicer* concept allows AAA to provide its employees with an efficient and environmentally-friendly work space. He expects the design also will result in lower operating costs and increased productivity.

# Smart



### Robust Incentives

Beyond its skilled workforce, Oklahoma City boasts one of the lowest overall tax burdens in the United States. It has low property taxes and average sales tax. And, earlier this year, the state's personal income tax was reduced to 5.25 percent. Moreover, the state recently passed workers compensation reform and tort reform that is favorable to employers.

Economic development incentives were equally important, Durante says. AAA received three different incentives for its relocation to Oklahoma City, according to Roberts-Krieger. The first incentive, funded by the state's Quality Job Program, is tied to the number of jobs and wages the company will bring to the state and refunds up to 5 percent of the payroll on a quarterly basis for up to 10 years.

The second incentive, Training for Industry Program (TIP), also is funded through the state and provides customized training and resources to qualifying new and expanding Oklahoma companies at no cost to the company.

The third incentive from Oklahoma City's Strategic Investment Program, or SIP, is funded through a \$75 million bond package. The program supplements state incentives and is based on the number of jobs created and wage levels. Companies receive cash that can be used for land acquisition, construction costs and build out.

"Incentives can play a pivotal role in the decision-making process," Durante says, noting that Oklahoma City offered a very robust incentive package. "We look at all those dollars that are on the table and see how they affect our bottom line."

The opening of the AAA operations center is evidence that Oklahoma City's economic development efforts to bring new business to the region are successful. "AAA will bring a lot to this city," Roberts-Krieger says. "We expect it to be a major corporate presence."



# CONNECTED

## AT THE HIP

Smart Companies Include Real Estate in Their Strategic Planning



**S**egregated or “siloed” real estate strategies in today’s marketplace will ultimately fail because the key issues and concerns in real estate are shared across the organization. Executives need to expand their strategic planning efforts to include real estate and should integrate their future real estate needs with their future business objectives.

Executives must embrace the idea that real estate is a strategic asset, says Don Mills, executive vice president of KDC. “If you’re trying to implement a facility without thinking through how it connects with your overall business objectives, you’re probably going to make bad decisions, because you won’t address the idea that your business can change significantly,” he points out.

### Linking Real Estate Initiatives with Business Objectives

In many companies today, a battle rages over real estate’s role within an organization: Is it simply a tool to help the company produce its core products and/or services or does it create value in the larger strategic plan of the organization?



CoreNet Global’s annual 2009 State of the Industry Report finds the commercial real estate (CRE) industry is responding to global economic turbulence by continuing to strategically align the CRE function to the greater, overall corporate business plan.

“CRE is now playing the role of both value protector as well as value creator,” says CoreNet Global CEO Prentice Knight. “It is about delivering solutions for the overall business, directly linking real estate initiatives with the core business strategy and measuring success in terms of organizational outcomes.”

The report also contends that “the next new” for managing corporate real estate is going beyond protecting and managing value by aligning with corporate imperatives and business needs. Any companies thinking about relocating, expanding or building a new facility need to think about the amount of space and the kind of space they’ll need to help the company achieve its business objectives.

“Many people treat real estate as something that they have to have after they’ve already made their business decisions,” says Andrew J. Pini, vice president of corporate real estate and development for Health Care Service Corporation (HCSC). “Also, if you don’t truly understand the core business needs, you can’t really help.”

Pini, who reports to HCSC’s chief financial officer, has been with HCSC for about 32 years. The Chicago-based organization operates the Blue Cross and Blue Shield plans of Illinois, New Mexico, Oklahoma and Texas.





Blue Cross and Blue Shield of Texas (BCBSTX) recently completed a new 1 million-square-foot headquarters campus in the Dallas suburb of Richardson. Developed by KDC, the new facility will consolidate approximately 3,600 employees and accommodate the company's future growth.

"When it comes to real estate, you must be forward-thinking and strategic instead of reactive," Pini says. "As a leader in the build-to-suit industry, the KDC team develops with the future in mind."

### Seeing Real Estate as a Strategic Asset

Many companies don't integrate real estate into strategic planning because they see it as a cost and not as a benefit. In fact, for most companies, real estate costs are second only to human resources, according to CoreNet Global.

Some companies, like HCSC, have realized that *where* they do business is an integral determinant of *how* they do business. They view real estate as infrastructure necessary to support a company's business and choose to leverage real estate as a strategic asset.

"Real estate can impact every single part of an organization, from HR issues like recruiting and retention to information technology to finance and accounting," Mills says. "There is no department in an organization that real estate doesn't touch in some way, yet many of these departments have no interaction with the real estate group."

That's certainly not the case at HCSC, Pini notes. "We work hand in hand with all the different areas," he says, adding

that the company brings together business leaders from all parts of the business to discuss their business objectives and what they hope to achieve in both the short and long-term. "Being involved in the early stages and working as a team allows us to create real estate strategies that can support our business objectives."

Pini notes: "It's the burden of a real estate executive to be proactive and push through the various levels of the organization to team up with them. You've got to open doors, invite yourself to participate in meetings, and when you get to those meetings, actually participate and help them think through things and ask questions and get interactive."

This collaboration helps Pini and his group to craft real estate strategies that are flexible and appropriate for the company's business. In Chicago, for example, HCSC recently completed a vertical expansion on its downtown headquarters facility. The company added 24 stories to its existing 33-story building.

"We designed the building to be expanded at a later time," Pini explains. "You could never add stories to a project of this size and scope as an afterthought."

Moreover, HCSC designed the high-rise to be able to accommodate multiple tenants if it needed to lease out any of its space — something the company is doing today. "The key is to try to make real estate as flexible as possible," Pini says. "And another way of making things flexible is to not think about real estate as a cost center but as a revenue-producer." For example, the company is co-generating electricity with its electricity provider for one of its data centers.

### Planning for Ultimate Flexibility

The new headquarters for BCBSTX, designed by Dallas-based Corgan Architects, Inc. and Chicago-based zpd+a, also can accommodate future growth while maintaining flexibility.

Situated on 34 acres, the initial facility will be able to house 4,000 employees in two towers — a seven-story building and a 15-story building that share a common lobby, along with a full-service cafeteria, a fitness center and a 400-seat auditorium. The campus also includes a multi-level parking structure.

As BCBSTX grows, KDC has land available and entitlements in place to expand the headquarters to a total of 2.3 million square feet, which would be able to house up to 6,000 employees. The second phase would include another tower and an expansion of the parking garage.

BCBSTX will move into its new headquarters in early 2010. "It's a very flexible real estate solution that can move and change with our needs because you have to be ready for things to go in any direction," Pini says.

Pini concludes: "A lot of times people think of real estate as an indirect partner, but real estate needs to be a direct partner with a key seat at the table."

Images by dvdesigngroup,inc.





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# COWBOYS STADIUM: A SHINING STAR

by Jeff Miller

Francis Rooney, majority owner of Manhattan Construction Company, spent three years as U.S. ambassador to the Vatican beginning in 2005. That assignment afforded him the opportunity to personally admire some of the most dynamic examples of architecture and construction developed by the Roman Empire.



"They were such great stonemasons," Rooney said. "There are still connections in the stones, the load-bearing members, the columns, the arches in the Colosseum, that have been there unchanged since the third century B.C."

Rooney's company, Manhattan Construction, served as the general contractor for construction of the Dallas Cowboys' \$1.15 billion stadium in suburban Arlington, Texas. On a Sunday night in mid-September, Rooney was part of the Manhattan contingent that took in the team's highly-anticipated regular-season NFL opener at Cowboys Stadium.

Among a gathering tallied at 105,121, he looked up at the \$40 million HD video board before kickoff and saw a sequence of photos (also shown on the live NBC telecast) comparing Cowboys Stadium to the Colosseum, the Taj Mahal, the Great Wall of China, the Parthenon and the pyramids of Egypt.

Talk about tough acts to follow.

"Let's hope our stadium stands the test of time like that," Rooney said.

While the Cowboys allowed their lead over the visiting New York Giants that night to slip away on the last play of the game, Cowboys Stadium provided a jaw-dropping experience from start to finish. It is the world's largest domed structure when its sophisticated two-panel roof is closed high above midfield. It features the largest movable glass walls at the ends of the stadium that face the end zones. And there is the center-hung video board, with two main parallel panels that extend from 20-yard line to 20-yard line.

The stadium's exterior of steel and canted glass is designed to minimize glare in the bright Texas sun and maximize the visual appeal at night. Two massive arches support the structure overall and also serve as the rails for movement of the roof panels.

In size and scope, Cowboys Stadium looks like something that has landed from another planet. Mike Rosamond, an executive vice president for KDC, called Cowboys Stadium the new jewel of the Dallas-Fort Worth area.

"From an engineering standpoint, it's pretty amazing," Rosamond said. "Architecturally, you sort of reflect: what are some of the most outstanding accomplishments that mankind has built? This really reaches all the way back to the flying buttresses of the cathedrals in medieval days. It has almost a religious connotation."

The crowd on Sept. 20 was the largest ever to watch a regular-season NFL game live. The seating capacity is officially 80,000, and two plaza areas located above each end zone entrance can accommodate thousands of standing-room customers, as was the case for the game against the Giants.

Now that north Texas has an all-weather stadium, it has joined the national fraternity of metropolitan areas that can host the Super Bowl (already booked for 2011), college basketball's Final Four (2014) and other highly-sought national and international events. Cowboys Stadium puts the Dallas area in position to join the rotation of stadiums that host college football's national championship game when that group is opened again to new members early in the next decade.

Rooney couldn't allow himself to simply watch the opening night game as a recreational spectator, even though eight previously scheduled events scheduled during the

It's ironic that the building of Cowboys Stadium has brought the evolution of the big-league sports stadium back to Texas. The first of two major developments in stadium design and construction, each focusing on better handling Mother Nature, occurred in the Lone Star State in 1965 with the opening of Houston's Astro-dome — dubbed the "eighth wonder of the world" at the time. The second was the debut of Toronto's SkyDome in 1989, which ushered in the era of the retractable roof.

When the Cowboys moved from the Cotton Bowl into Texas Stadium in nearby Irving in 1971, they eschewed a dome. They wanted protection for their fans from precipitation and wind while allowing the elements to affect play. So Texas Stadium was designed with a hole in the top of the roof, above the center of the football field. The overhead view down on the hole in the roof became one of the iconic images for both the Cowboys' franchise, which was becoming one of the most popular in the NFL, and the Dallas area. In fact, it was Cow-



*The seating capacity is officially 80,000, and two plaza areas located above each end zone entrance can accommodate thousands of standing-room customers, as was the case for the game against the Giants.*



summer (including two Cowboys preseason games) had offered Manhattan and its associates the opportunities to work out any kinks.

boys linebacker D.D. Lewis who first stated the hole allowed God to watch His favorite team play.

"At Manhattan, we're never relaxed until we know everything works well and the client is happy," he said. "Until everything was safely shut down for the evening, we were on high alert."

When current Cowboys owner Jerry Jones began to look for a replacement for Texas Stadium almost 10 years ago, he considered a dome or retractable roof a necessity. But he didn't want to abandon the look that became part of the Cowboys' worldwide identity.

"It was great. The roof opened and closed like it was supposed to. The sliding doors worked like they were supposed to. It was an exceptional evening."

"You can look at just about any stadium in the United States and say, 'Is that Cleveland? Cincinnati?' " Dixon said. "But if you look at Texas Stadium, what do you say? 'Cowboys. Dallas Cowboys.'"

John Dixon, president of Manhattan's Dallas division, said company employees were on site to oversee operations beginning at noon, more than seven hours before kickoff.

Dixon and Championship Stadium Group began working with Jones on the preliminary planning on the project, which preceded Manhattan's formal selection as general contractor in January 2006.

"Operation of the doors and the retractable roof are very complex, and the timing on them had to work with TV, the fireworks, the video," Dixon said. "It was practiced and re-practiced."



Dixon said he was impressed by Jones’ attention to detail and the overall commitment to the project by the entire Jones family, including wife Gene, sons Stephen and Jerry Jr. and daughter Charlotte.

“Stephen once asked me, ‘How do these other teams build stadiums and continue to run their football teams?’” Dixon said. “I told him, ‘Most owners don’t get as involved as you and your family.’”

While Jones wasn’t afraid to spend more than he anticipated to fulfill his vision, Dixon noted he was also a savvy buyer of materials.

“The finishes are so incredible,” he said. “The marble. The granite. The aluminum surfaces. It’s just an extremely high quality facility. The materials in that stadium are above any kind of standard we’ve ever seen in a stadium.”

KDC’s Rosamond said of Manhattan: “They’re a real class outfit in terms of their thoroughness, their commitment to schedule and budget and helping the owner in a real proactive way.”

Manhattan came on board with previous experience working with the Cowboys on a more limited basis and a history of big-league

Manhattan also has built the Oklahoma State Capitol, the George Bush Presidential Library on the campus of Texas A&M University and extensive projects for major universities across the country. But building a ballpark or a football stadium leads to national exposure and critical scrutiny of an entirely different nature. And the Cowboys’ worldwide brand arguably stands near the top of the big-time sports list with that of the New York Yankees and Notre Dame football.

“It’s a lot easier to motivate a group of iron workers or concrete finishers on a high-profile project than it is a tilt-up warehouse,” Dixon said. Added Rooney: “Then, when you’re working for a guy like Mr. Jones, that excitement is heightened because he is so stimulating, so excited himself. It’s infectious.”

Dixon was part of the Manhattan group that attended most of the stadium events before the Cowboys’ regular-season opener to see firsthand that everything was in good order.

“Just to be sure the elevators, escalators, kitchen hoods were functioning properly,” he said. “We helped deal with directing people. In a new stadium, they have to get adjusted to getting from the parking lot to where they’re going.”

“He and I watched the steel market for three years,” Dixon said. “We noticed there was a dip in the spring every year. We actually bought the steel in March 2006 — really at an all-time low. Even during the downturn, steel didn’t get below the price that we purchased it for.”

Rooney spoke to the high-quality of detail work throughout the stadium.

stadium construction in Texas. It constructed Texas Stadium’s Crown Two level of luxury suites and built Rangers Ballpark in Arlington in the early 1990s and Houston’s Reliant Stadium a decade later.

At 1.9 million square feet, Reliant Stadium makes the now-obsolete Astrodome next door look like a one-car garage. Cowboys Stadium encompasses 3 million square feet.

Only at the first event, the June concert headlined by country music star George Strait, did Dixon actually attend as a “civillian.”

“To live with a stadium for three and a half years, it’s concrete and steel and a lot of hard hats,” Dixon said. “All of a sudden that night, I realized we had 70,000 people. And none of them had on hard hats. It made the building come alive.”



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Significant construction achievements as listed by John Dixon, president of Manhattan Construction Company’s Dallas division:

- The massive excavation and unique retention system
- Exceeding the schedule on the concrete frame, allowing other trades to get an early start
- Foundation of the arch trusses
- Erection of the arch trusses
- Keeping the project in budget over a five-year period and completing it on time

- Assembling a team of sub-contractors, suppliers and management team of individuals that had all the talents to work together and complete the stadium as such a high-quality and quick project
- Erecting the world’s largest center-hung video board
- Erecting the world’s largest retractable doors
- Erecting the first and largest rack-and-pinion retractable roof
- The completion of more than 500,000 square feet of high-finish clubs, suites and retail areas in a nine-month period



# EPA PROJECT SETS GREEN PATH FOR KDC

It has been a decade. A 10-year *green* progression of sorts. And it has been a journey of learning, modifying and ultimately becoming an expert in green development



The journey started in 1996 with KDC's first green client, none other than the Environmental Protection Agency (EPA). The EPA needed a regional headquarters in Kansas City, Kan., and the outcome was an environmentally-friendly, cost-effective and attractive work space. The project was cited for its excellent pollution prevention, recycling, acquisition of green products and use of Environmental Management Systems. The project also won the Presidential Closing the Circle Award, a prestigious award for "green" building development.

Based on research and wisdom gathered from the EPA project, KDC recognized a niche in reaching clients who desired the elements of a build-to-suit project combined with energy efficiency and green attributes. These clients required updated technology capabilities and a healthy work environment for its employees, but they did not have the time to go through the build-to-suit development.

As KDC greets the year 2010, 100 percent of the company's office and build-to-suit projects in development are green. And all of KDC's project managers are LEED-accredited professionals.





# REFLECTING ON RELOC

## Global Headquarters Move Benefits Fluor





Few people like to move. Even when there are plenty of good reasons to pick up and go, most of us dread moving — all the planning and packing, the uncertainties and unloading. But when that last box has been emptied, and everyone has settled in, most of us can look back and feel content with the decisions we've made. Even when it involves relocating a major corporation.

And that's exactly how Alan Boeckmann feels today, a little more than four years after making the decision to relocate Fluor Corporation's world headquarters from southern California to north Texas.

"Texas, and more specifically the DFW area, was a perfect fit for Fluor," says Boeckmann, who has served as chairman and CEO of the FORTUNE 500 company since 2002. "I would say that Fluor's move to Texas has been extremely beneficial. The best thing about being located in DFW is reflected by the significantly improved morale and attitude of our corporate headquarters staff. Everyone has a pleasant, can-do attitude."

With revenues of \$22.3 billion last year, Fluor is one of the largest engineering and construction companies in the world. Previously headquartered in Aliso Viejo, Calif., for nearly a century, Fluor announced its move to the Lone Star State in July 2005. The Fluor relocation helped push Texas past both New York and California as the state with the most FORTUNE 500 headquarters.

"One of the contributing factors to Fluor's decision to leave California was the challenging business environment created by the state and local governments," Boeckmann says. "The state of Texas has a much more business-friendly outlook, and I am happy that Texas is where our global headquarters is now located."

Today, Fluor's corporate home is a three-story, 136,000-square-foot building in Irving, Texas. Situated on 26.8 acres in the prestigious master-planned community of Las Colinas, the facility was developed by KDC on a "fast-track" schedule of only eight months.

The headquarters facility houses 180 of Fluor's executives and support staff members. The rest of Fluor's 42,000 employees are scattered across the globe on six continents, tackling some of the largest and most difficult engineering and construction projects in the world. These projects include building the \$1.8 billion, 500-megawatt offshore wind farm — the world's largest — off the coast of England; rebuilding the San Francisco Oakland Bay Bridge, which was damaged during the 1989 Loma Prieta earthquake; and supporting the U.S. armed forces in Afghanistan and Iraq.

## **Business-Friendly Environment**

Throughout his 35-year career with Fluor, Boeckmann spent several years running different parts of the company's business and has lived in Texas three different times. "I was familiar with and really enjoyed the Texas attitude, culture and way of life," he says.

Yet Texas locations — specifically Dallas-Fort Worth and Houston — were just two of many places Fluor evaluated for its new global

headquarters. Working with Cushman & Wakefield, the firm's short list also included Chicago; Washington, D.C.; and London, just to name a few.

"DFW won out for a number of reasons — the business-friendly environment of the state, no personal income tax, a world-class international airport nearby, affordable home prices, good weather and an educated and affordable workforce," Boeckmann says.

When Boeckmann first announced the relocation, he indicated that Fluor chose the DFW Metroplex because of its proximity to

During the relocation, Fluor lost some employees who elected to not move from California to Texas. However, Boeckmann contends the employees the company has been able to recruit and hire at its new headquarters have surpassed expectations.

"When we were evaluating all our options, being able to replace those employees was one of our biggest concerns," Boeckmann admits. "The other concern was how the move would impact our culture. Fluor was founded nearly a century ago and has deep roots in Orange County and Southern California. However, we feel we have been

## Spectacular Facility

Once Fluor committed to the move and KDC was selected to develop the new headquarters, the company had to decide what kind of new headquarters facility it wanted. While the company wanted a building that would reflect its culture, it also wanted to give its employees a first-class work environment.

Clad in natural Texas limestone with an all-glass atrium lobby that connects the office wings, Fluor's new headquarters facility is "spectacular," according to Boeckmann. In addition to a two-story, covered parking structure, the campus includes a commercial kitchen and dining area, an employee fitness center, a 100-seat auditorium, multiple meeting rooms and a "history walk" depicting Fluor's nearly 100-year past.

Under KDC's management, the building was completed on time and on budget.

"Our experience with KDC was already positive," Boeckmann says. "They made sure that the needed details were taken care of. Since Fluor also builds large, complex structures for our clients, we have a deep understanding for what is expected. Overall, I would give the team a ringing endorsement. It was a job well done."

Certified by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system, the facility features sustainable elements such as high-performance glass, windows sunscreens to provide shading and plenty of natural landscaping.

"I think the aspect that I like most is that while it's a state-of-the-art building that is LEED-certified, we have retained a great deal of the natural topography and native Texas landscape," Boeckmann says. "Just a few feet from our front door, you can feel like you are walking through part of the Texas wilderness. Also, the use of in-state stone and wood on the exterior and interior makes it truly special."

Now that Fluor has had time to settle into its new headquarters, Boeckmann has some counsel for other companies looking to relocate: "The sagest piece of advice I could give other executives would be to focus on where you can get the best pool of talent to fill the positions you need and work with a well-known quality developer to help execute your vision for a new corporate headquarters."



key clients and the region's central location and accessibility to international clients. "Being close to our clients, their offices and their projects is very important to us," he says. "We can literally be anywhere in the U.S. in a few hours and have access to more than 100 international destinations."

Today, more than 50 percent of the company's clients reside east of the Mississippi, and it continues to expand globally, with about 45 percent of new assignments in 2008 coming from projects outside the United States.

With the move, Fluor has been able to reduce travel times, improve its management of corporate functions and enhance its ability to interface with clients, Boeckmann points out. Moreover, the move has allowed Fluor's senior management to manage the company's employees more effectively, he explains.

"I do think a headquarters' location can impact a company's business in a very positive manner," Boeckmann says.

welcomed to the DFW business community with open arms."

Boeckmann says cities and local municipalities play an important role in attracting corporate headquarters and can influence decisions by being business-friendly and helpful to the relocation process. "Early on, the city of Irving and KDC made the effort to understand our needs and what our timeline was," he notes. "They were very helpful and made every effort to assist Fluor in getting the needed permits and inspections to stay on schedule."

Also, the city of Irving officials took it upon themselves to rename one of the adjacent streets Fluor Boulevard. "They surprised us with that presentation at a board meeting even before we moved into our new location," Boeckmann recalls. "It was a very generous and kind gesture."





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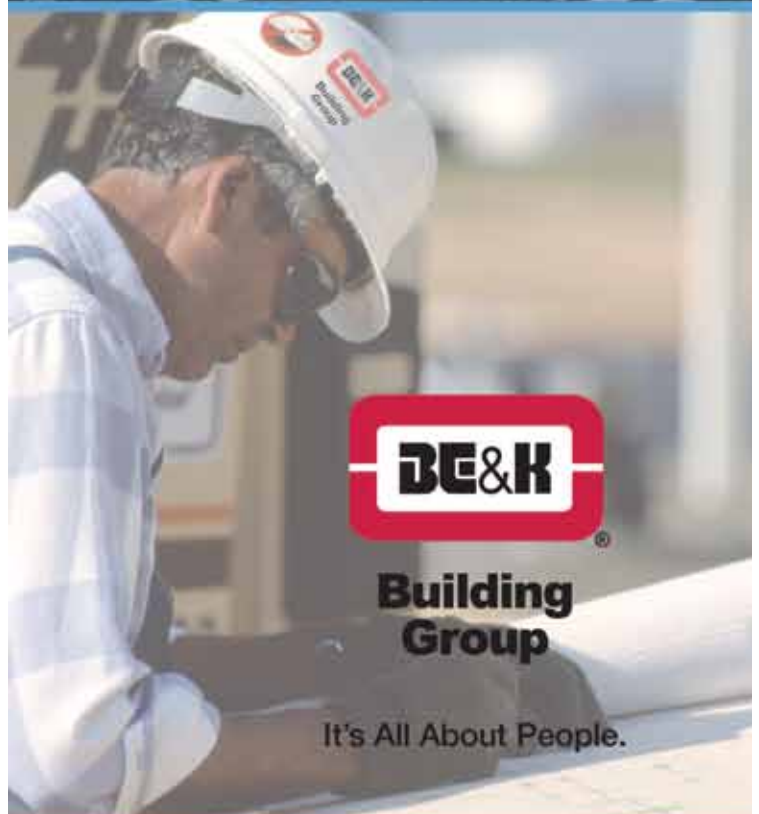
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# LESSONS IN LEADERSHIP

Dallas Mayor Tom Leppert and KDC Execs  
Discuss Management Styles





Tom Leppert has been called the first “strong” mayor in Dallas’ recent history, accomplishing tasks that many north Texans considered to be impossible.

Leppert took on the role of mayor after serving as chairman and CEO of Turner Corporation, the nation’s largest commercial builder. Under his direction, the company grew to \$8 billion in revenues and 6,000 employees.

“It’s refreshing to see the leadership of this city in the hands of an experienced CEO,” says Toby Grove, president of KDC. “It will help the north Texas region grow and prosper.”

Leppert was able to convince voters and the Dallas City Council to move forward with plans for a convention center hotel — something that other political leaders had failed to do. In September, the city of Dallas broke ground on the 23-story Omni Dallas Convention Center Hotel, backed by the sale of nearly \$500 million in revenue bonds. When the property opens in early 2012, Dallas will boast a luxurious, 1,000-room hotel with state-of-the-art features and a convenient skybridge access into one of the nation’s largest convention centers.

Since taking office in 2007, Leppert has pursued policies that have dramatically changed Dallas. The crime rate has been reduced; blue-chip corporations like AT&T have moved their headquarters to Dallas; and construction is underway on Main Street Garden, the Woodall Rogers Deck Park and the Calatrava-designed Margaret Hunt Hill Bridge over the Trinity River.

“We are very fortunate to have someone like Tom leading our city,” says Steve Van Amburgh, CEO of KDC.

Leppert approaches his mayoral responsibilities in much the same way he tackled challenges in the business world.

“Whether you’re on the private or public side, leadership is still pretty much the same,” he said while speaking at a recent leadership event at Texas Christian University. “You’re still working through and with people. If you’re an executive, that position can be used to influence people. But the idea of

power doesn’t really exist, because if you push people in ways they don’t want to go, they will leave you.”

During the same speech at TCU, Leppert outlined three key leadership lessons. As commercial real estate leaders and Leppert supporters, Van Amburgh and Grove share their thoughts on his leadership lessons:

**Leppert’s Leadership Lesson #1: Articulate what you want to accomplish, and make sure there is an alignment of interest.**



“People want to be part of something important, but they also want to advance their own agendas and know that their agendas are being heard,” Leppert says.

For example, when he first took office, he held a retreat for all City Council members and asked them about the most critical issue in their district. Because crime was the overwhelming issue for most of the City Council members, Leppert achieved an alignment of goals and communicated those goals to the police department — to simply decrease crime in any way possible.

Articulating that one simple goal has done more to decrease crime than anything else, Leppert says.

Van Amburgh contends that successful leaders must be able to communicate effectively with their teams and encourage a team mentality. “No person is an island, so how can any company properly service its clients if the team members don’t communicate and create a network of sharing?” he says. “A company is doomed if there is no collaboration.”

Grove agrees. “It’s paramount for everyone to understand what the goals of the company are and to have everyone focus on them. At the same time, it’s important to allow for individual expression and different personalities and, as long as there are checkpoints, to let people follow their own paths.”

**Leppert’s Leadership Lesson #2: Use your experiences to bring a different perspective.**

Unlike most Turner Construction employees, who had been in the industry for their entire careers, when Leppert took on the position of chairman and CEO, he had never worked in the construction industry.

However, Leppert had worked in many other industries (see sidebar) and brought those different experiences and varying perspectives to his new position. By approaching Turner’s business in a new way, he was able to help generate more revenue.

For example, the company became self-insured and provided “completion” bonds to minority-owned construction firms — essentially writing insurance for its own projects. During Leppert’s last year at Turner, the company wrote \$10 billion in construction-related insurance.

By the time Leppert left Turner, 60 percent of the company’s revenues were from business lines that had not existed prior to his tenure. Moreover, the company made more money in the six years he was there than in the previous 100 years.

Leppert pulls from his problem-solving experiences in his position as mayor. He

came up with a plan to give residential alleys to the homeowners, something that city attorneys originally said was impossible.

"People get locked in the status quo, and it's too easy to keep doing things the exact same way," Grove says. "New and different perspectives are very valuable. Everyone has experiences dealing with people who have led you and mentored you, and you should draw on those when you're leading."

**Leppert's Leadership Lesson #3: Think about not only where you are today but where you want to be in the future.**

A well-known Greek proverb says: "A civilization flourishes when people plant trees under whose shade they will never sit."

Leppert notes that smart leaders always are thinking about the future and are willing to make the necessary sacrifices and investments to build a better world. If they don't, they've not only failed themselves, but they've also failed everyone who comes after them, he contends.

Leppert points to Dallas' founding fathers who saw the value of establishing the Federal Reserve Bank and building Dallas-Fort Worth International Airport. "These were big

risks and big investments that have served many generations and made Dallas the city it is today," he says.

Leppert sees a parallel between these efforts and his work on the Omni Dallas Convention Center Hotel, which had drawn opposition for more than 20 years. He notes that the lack of the hotel prevented Dallas from securing convention business and contributed to the loss of tax dollars. He says the project never passed because decision-makers only focused on the cost of building the hotel. No one considered what it would cost the Dallas area to not have the hotel. "No one wanted to make an investment in the future," he says.

Leppert admits that the hotel won't benefit anyone for five years, but it will make a big difference to the city and its residents 10 years from now.

Leaders must be proactive and think ahead, Van Amburgh contends. "Short-sighted people are not good leaders," he says. "But smart leaders also recognize that there has to be a balance between focusing on the present and preparing for the future."

Making good long-term decisions is the true mark of a good leader, Grove notes.



However, leaders must also encourage the people around them to make decisions and to learn from those choices.

"There's an inherent fear of failure, and our job as leaders is to encourage people to make decisions and to support them regardless of the outcome. We need to let them know it's okay to fail; there is no blame," Grove says. "We'll live with the decision and if it's not right, we'll work through it."

## The Life and Times of Tom Leppert

Like most public servants, Tom Leppert didn't begin his life with dreams of being mayor of Dallas. In fact, he grew up in Phoenix, attending overcrowded schools and was unsure of what he wanted to do with his life.

Leppert eventually made his way to Southern California and graduated cum laude from Claremont McKenna College. He then attended Harvard University and obtained an M.B.A. with distinction.

After graduate school, Leppert began his professional career at McKinsey & Co., one of the world's most prestigious consulting firms. In 1984, he was appointed by President Reagan as a White House fellow.

Leppert was assigned both to the Department of the Treasury and the White House staff, focusing primarily on banking, finance and international trade issues. As a fellow, he traveled throughout Europe and the Eastern Bloc countries of the Soviet Union, Poland and Hungary.

Leppert first moved to Dallas in 1986, when he joined Trammell Crow Co., but he moved to Hawaii in 1989 to take on a variety of leadership roles at Castle & Cooke Inc., a real estate development subsidiary of Dole Food Co. Inc. He served as president and CEO of Castle & Cooke Hawaii until 1996, when he became vice chair of Pacific Century Corp., whose subsidiary includes the Bank of Hawaii.

Two years later, Leppert became trustee of the James Campbell Trust, a \$2 billion Hawaiian land trust. And, in 1999, he was named chairman and CEO of Turner Corporation. Shortly thereafter, he spearheaded the company's corporate headquarters relocation to Dallas from New York City.

Leppert and his wife, Laura, live in Dallas. Their son, Christian, and their twins, Catherine and Ryan, are all in college.





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# SEAL Strategies

## Former Navy SEALs Offer Business Survival Tips

During difficult economic times, it's easy to become discouraged, disheartened and dispirited — call it the “Three Ds of the Downturn.” The current recession, with its frozen capital markets and job losses, has been especially painful for the commercial real estate sector and the professionals who work in the industry.

Too many people are focused simply on surviving this challenging environment, not realizing that they can thrive in any situation as long as they possess a potent mix of mental strength and tenacity. And there are few people in the world who boast more mental strength and tenacity than U.S. Navy SEALs — a rare breed of military men who willingly enter into dangerous and difficult situations where success is measured by lives instead of dollars.

Two former SEALs and friends of KDC — Clint Bruce and Stephen Holley — are willing to share their experiences from Navy SEAL training and numerous deployments

around the world and the valuable knowledge they learned from those experiences.

Bruce and Holley have been friends since 1996 after meeting during a football recruiting trip to the U.S. Naval Academy in Annapolis, Md. They played football together at the Academy before serving together on SEAL Team Five, which was based out of Coronado, Calif. During their time as SEALs, both men were deployed on missions that took them to Iraq, Korea and the Philippines.

In 2006, after completing their service to the Navy, Bruce and Holley launched

Trident Response Group LLC, a Dallas-based risk management firm. Bruce continues to serve as president of Trident, while Holley now works as a commercial real estate broker in Jones Lang LaSalle's Dallas office.

Both Bruce and Holley have firsthand knowledge of how the current recession has impacted the business world, specifically the commercial real estate industry. Together, they've outlined five key strategies that business people can employ to help them thrive in today's tough economy.



## 1. Focus on Your Teammates

All Navy SEALs must go through BUD/S (Basic Underwater Demolition/SEAL) training — a six-month course held at the Naval Special Warfare Training Center in Coronado, Calif. The course kicks off with five weeks of indoctrination and pre-training and is followed by three phases of specialized training.

"On day one of BUD/S training, you learn that the team comes before the individual," Holley says. "Once you have a group that is willing to put others and their team needs first, and they truly care about the well being of those surrounding them, you have an organization that will be successful."

The first phase of BUD/S is the toughest. Consisting of eight weeks of basic conditioning, the first phase peaks with a grueling segment called "Hell Week" at the midway point. Hell Week is a test of physical endurance, mental tenacity and true teamwork, during which two-thirds of trainees will call it quits or "ring the bell."

SEAL candidates must endure a number of physical discomforts ranging from cold and wet conditions and physical pain to fatigue and sleep deprivation. Bruce says candidates must become very focused to get through Hell Week. Those who are able to focus on other people, instead of themselves, are the ones who succeed.

"If you're not focusing on yourself, you can endure much more, and the team can do much more," Bruce asserts. "You must subordinate yourself to the goals and the objectives of the team."

## 2. Keep Your Perspective

SEAL teams deploy all over the world, taking on missions that range from peace keeping efforts in Somalia to counterterrorism efforts in Afghanistan and Iraq. During each of these missions, SEALs have an opportunity to see how the rest of the world lives and the challenges they face.

From starvation to illness, the horrors experienced in other parts of the world can seem far away from our day-to-day lives, yet people around the globe suffer through these atrocities daily, Holley points out.

"It all comes down to your perspective and point of view — you can wake up in the morning and feel blessed, knowing that the majority of the people on this earth don't enjoy our standard of living, or you can wake up and feel sorry for yourself," Holley says.

## 3. Surround Yourself with Talented People

SEALs are considered the best of the best and can handle just about any challenge thrown their way. Even so, there are some missions and jobs that might require expertise above and beyond the skills that most SEALs possess.

*Too many people are focused simply on surviving this challenging environment, not realizing that they can thrive in any situation as long as they possess a potent mix of mental strength and tenacity.*

"Maybe the job requires someone to make a 1,000-yard shot. As the leader of a SEAL platoon, you have to find that guy," Bruce notes. "You have to understand that you can't do it alone and where your vulnerabilities lay. Then you must look for ways to shore up your vulnerabilities, and that means surrounding yourself with people of various strengths to get the job done. You have to find a way to make the team universally strong when you are not strong universally."

Like a SEAL platoon, the most successful business people are aware of their own limitations and surround themselves with talented people so they feel confident and comfortable delegating responsibilities.

## 4. Don't Let Pride and Ego Blind You

Pride is drummed into all branches of the military, but especially Navy SEALs. That pride can drive them to accomplish things they never thought possible and to continue on when the situation seems untenable.

But pride can be a double-edged sword, because it can also blind us. It can prevent us from admitting when we're wrong or that our best efforts have not achieved our

goals. Pride can prevent us from adapting our strategies and changing tactics.

"As a SEAL, when pride is measured against the success of the actual mission, the mission is paramount," Bruce says. "You need to be willing to accept when things aren't working and be willing to try a different way."

Bruce adds: "When you feel pride beginning to make your decisions, think about whether you are persisting to success or pushing through to failure. We've all seen egos that prevent people from making changes. You need to understand the difference between pride and arrogance."

Holley says that failure is an opportunity to reassess and to push the "reset button." "For SEALs, if you persist in doing the wrong thing, your actions could get someone killed," he says. "In the business world, if you persist in doing the wrong thing, the consequences are less dire but still damaging."

## 5. Operate with Emotional Authenticity

As Navy SEALs, Holley and Bruce worked daily in a high-stress environment, and they learned the importance of operating with emotional authenticity.

"When you are burying a friend, you need to acknowledge that you are burying a friend," Bruce says. "Arlington National Cemetery is a place to shed tears for the fallen."

Even though American culture frowns upon emotion in the workplace, Holley and Bruce both believe everyone should strive to make sure that the people around them know exactly how they feel about them. If the idea of loving your teammates makes you squirm, emotion can also take the form of trust, appreciation and respect.

A photograph of Tom Watson, a professional golfer, standing outdoors. He is wearing a red polo shirt with thin black horizontal stripes and a small black polo player logo on the left chest. He is also wearing black trousers with a black belt. He is holding a black baseball cap in his left hand, which has white text on it. He has a slight smile and is looking towards the camera.

# THE POWER OF POSITIVE THINKING

by Art Stricklin

Many executives like golf because it parallels business — you have to overcome a series of good and bad bounces.



Last summer, at the British Open, sports fans the world over saw how one man willed himself, despite age and the overwhelming odds, to the brink of victory, only to be disappointed by one bad bounce.

Tom Watson — competing at age 59 with world-class players half his age — may have lost the Open Championship, but he displayed such grace under pressure that he won the hearts of golfers and non-golfers alike.

It was Watson's unique combination of positive thinking, a never-say-die attitude, experience and consummate professionalism that allowed him to nearly pull off golf's most improbable major championship win. He led every step of the way before falling in a playoff to Stewart Cink on the very last hole.

Had he won, he would have been golf's oldest major champion ever.

But age did not stand in his way. He began the week with confidence. After all, he had won the 1977 Championship on the very same Turnberry Golf Resort course.

"On a [links] course like Turnberry, I always feel like I have a chance," Watson said. "I thought I was playing pretty well. I had some good practice rounds, and I was ready to go."

That much was clear in a text message he sent to good friend and business sponsor, Adams Golf CEO Chip Brewer, just two days before the first round of the championship.

"It's supposed to blow on Friday. I feel good. Can't wait."

That sprung into action an incredible series of events that captivated sports fans and golfers, all around the globe.

"The first day here, yeah, let the old geezer have his day in the sun, you know, 65," Watson said at Turnberry.

"The second day, you said, well, 'That's OK, that's OK.' Now you kind of perk up your ears and say, 'This old geezer might have a chance to win this tournament.'"

Watson entered the fourth and final round in the lead. As he approached the 18th tee, Watson held the lead, needing only a par-4 to claim victory.

The golfing celebration for the ages and the aged appeared ready to begin when he put his drive in the 18th fairway. Then fate, in the form of the dreaded bad bounce, intervened. His 8-iron was a tad heavy, and it bounced over the back of the green.

His difficult shot from behind the green left Watson with a tricky eight-footer for victory. As millions of fans held their breath, Watson's putt missed the hole. Ultimately, he lost the playoff.

While Watson said he was disappointed, he was gratified to have encouraged people everywhere in life not to give up on their dreams, golfing or otherwise.

"I'm very, very appreciative to see people's support," he said. "It means a lot to me. It's a Scottish summer I will always remember."

For his colleagues, Watson's performance was memorable. Not only did he prove that age can be meaningless when confronted with life's challenges, but that a competitive spirit, a positive attitude and grace under pressure can overcome a few bad bounces.

Here's what Watson's performance meant to them:

**Hunter Mahan, PGA Tour player:** "You know how cool golf is to be playing at any age, and you know how much it meant to him just by seeing the look on his face. You could see how much fun he was having just by looking at the smile on his face. He proved that you can still play at



Colt Knost



Lee Trevino



Joe Ogilvie



J.J. Henry

the highest level if you work hard, take care of yourself and never quit trying.

"We were all pulling for Tom so hard. For a long time, age was such a big defining hurdle out here. Look at Kenny Perry. He is playing some of the best golf ever at 48. He proved it; Tom proved it; if you take care of yourself and stay sharp, the golf ball doesn't know how old you are."

**Joe Ogilvie, PGA Tour player:** "I think it was the greatest story in sports — forget golf — in sports this decade to see him almost win the Open. There is not another sport I can think of, other than checkers, that you can play as well at 59 as you can at 28 or 38. I know a bunch of people my dad's age who were drawn and motivated by his display."

**Colt Knost, PGA/Nationwide Tour player:** "I was nervous myself watching him line up that putt on 18. I have also considered myself pretty self-motivated, but he proved what you can do in this sport at any age."

**Lee Trevino, Hall-of-Fame golfer:** "I'm 70 years old now, so I'm not sure what motivates me any more, but I sure as hell would be a lot more motivated if I was a golfer 58 or 59 right now. If you subconsciously think you have a chance to win every time you go out there, you will practice harder, play harder and work harder every day."

**J.J. Henry, PGA Tour player:** "There always is going to be the next greatest player coming out, but sometimes it takes a while to get going out here. Historically, you play your best golf in your 30s and 40s and now even into your 50s. I really think my best golf is ahead of me. That's what I took from watching Tom play."

**Chip Brewer, Adams Golf CEO:** "I've known Tom for a long time, and I'm fortunate to be his friend, but to see what he did at that age certainly inspired me. It showed that anything is possible when you never are willing to give up."

**D.A. Weibring, Champion Tour player:** "My dad played a big role for me early, then there was Arnold Palmer and Byron Nelson when I moved to Dallas, but to see what Tom did at the British this year was motivation enough for anybody. My goal in golf was always just to get better every day, every week and every year. I think I'm starting to get to the peak of that now, but it's always a balancing act with all we have in our lives. Tom doesn't play every week, but when he does, he plays well, and that's good for the game. When your passion and desire goes away, you're done. It still hasn't [gone] for Tom or a lot of us."

KDC CEO Steve Van Amburgh has his own assessment of what Watson's performance means to him and others in the commercial real estate industry.

"Even when we are in a recession and facing turbulent economic times, Watson has taught us all that anything is possible if you think positive, be persistent and work harder than ever. If we never quit and keep our eye on the ball, anything is possible."



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9. Your air-conditioner usage has altered penguin migration patterns.
8. So many lights on, your home can be seen from outer space.
7. Fireplace flue is just like a 7-Eleven® store; it never closes.
6. Space under front door is wide enough to admit small pets.
5. Windows were last caulked during the Roosevelt administration.
4. Your family thinks insulation is something for diabetics.
3. Your idea of energy conservation is a Saturday afternoon nap.
2. Local history museum has called dibs on your refrigerator.
1. Monthly energy bill larger than U.S. deficit.

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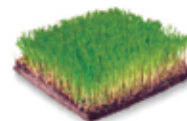
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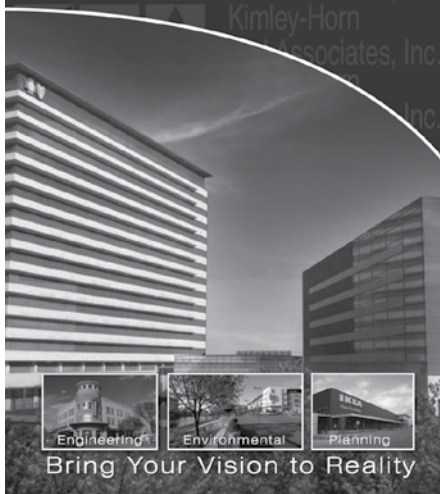


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