

# Real Estate Matters

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For our latest thinking on what matters to you in real estate, please visit [www.highassociates.com](http://www.highassociates.com).

## Thaddeus Stevens College Grows in Greenfield



Thaddeus Stevens College Transportation Center opened in 2021 at 400 Ben Franklin Boulevard in Greenfield.

**T**haddeus Stevens College of Technology is a leader in providing highly qualified workers for Pennsylvania businesses. Founded in Lancaster in 1905 with 15 students, Thaddeus Stevens College has grown to nearly 1,200 students and 24 high-skill, high-wage technical programs. Its mission is to educate Pennsylvania's economically and socially disadvantaged as well as other qualified students for skilled employment in a diverse, ever-changing workforce and for full effective participation as citizens. The growing

school has established and expanded several of its competitive programs in [Greenfield](#).

"Our Greenfield campus offers state-of-the-art facilities, proximity, and amenities our students appreciate," said Laurie Grove, the College's Director of Career Services. "This customized learning environment makes our College even more attractive to students as they train for today's technically advanced jobs that are in great demand."

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## Donor-Advised Fund Transforms Lancaster County Community Foundation

### *High Foundation Fund Is Largest Single Gift in the Nonprofit's History*

**T**he Lancaster County Community Foundation announced the creation of the High Foundation Fund, a \$65 million donor-advised fund that is part of the 501(c)(3) organization's Forever Lancaster initiative. Contributed by [High Foundation](#), which is also a 501(c)(3) nonprofit, the new fund cements a local philanthropic partnership with a focus on grant-making in Lancaster County to build the community's philanthropic legacy.

"I like being mindful about what we as a community can become, rather than just drift into the future," said S. Dale High,

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### S. Dale High

Chair Emeritus of the High companies and Chair of the Board of High Foundation



## President's Message

Looking back over 2021, we have so much to be grateful for. We have had the successful opening and lease-up of our new residential property, [Infinity260](#), in Charlotte, and the groundbreaking of our latest multi-family residential community, Founder's Yard in South Carolina. Closer to home, our hotel business is slowly recovering from the devastating shock the Coronavirus dealt to the industry. And our commercial properties continue to be occupied at unprecedented levels. But at the top of the list is our work with and support of like-minded organizations in our community.



A great example is our partnership with Thaddeus Stevens College of Technology.

High and other businesses take an active role in helping this venerable institution as it works with the [Lancaster STEM Alliance](#) and others to build the workforce Central Pennsylvania needs for a vibrant economy. Through the years we have worked together to facilitate their growth here in Greenfield, on Thaddeus Stevens' main campus, providing financial support for Greiner Advanced Manufacturing Center, and other locations around Lancaster. Thaddeus Stevens College produces high-caliber students who secure family-sustaining jobs, with many graduates working at one of the High companies.

On the philanthropic side, High Foundation's new level of cooperation with the Lancaster County Community Foundation is a game-changer that clears the way for positive systemic change in Lancaster County. It sets an example for giving back by empowering

people to find their own way to a sustainable future.

We're fortunate that our co-workers find alignment with our values in their own lives and choose to join High not just to earn a good living, but to help make life better for others. We're grateful that as an organization and as individuals, we are able to pursue [The High Philosophy](#) and contribute to a world of beauty, prosperity, and peace in a place we love.

From all of us at High Real Estate Group, thank you for the opportunity to serve you. We wish you a successful and prosperous 2022.

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## Donor-Advised Fund Transforms Lancaster County Community Foundation

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Chair Emeritus of the High companies and Chair of the Board of High Foundation. "[This important gift](#) represents my life's earnings and being invested in many companies and other investments. I feel blessed that we're able to give at this level."

High Foundation and the Community Foundation have long collaborated on community projects. High Foundation is a Presenting Sponsor of the Community Foundation's Extraordinary Give and provides matching funds for the annual fall one-day

giving event. Now in its 10th year, the Extraordinary Give raised \$15.8 million in 2021. Dale High served on the Community Foundation's board from 1985



to 2005, and was board chair from 2002 through 2006, guiding the organization to a leadership role in the community and helping to establish expertise that will support High Foundation's [focus on strategic giving](#) meant to inspire long-term change.

"We are honored to be able to amplify the generosity, vision, and [legacy of S. Dale High](#) and continue to support the High Family

**"I like being mindful about what we as a community can become, rather than just drift into the future. This important gift represents my life's earnings and being invested in many companies and other investments. I feel blessed that we're able to give at this level."**

**S. Dale High**

legacy," said Community Foundation CEO Sam Bressi. "This new connection creates a transformational opportunity for Lancaster County and will stand as an enduring example of long-term commitment to our community for generations."

The High Family established High Foundation in 1980 to help improve the lives of individuals who live and work in Lancaster City, County, and other communities in which High does business. It is funded by members of the High Family, owners of [the High companies](#) including High Industries Inc., High Real Estate Group LLC, and their affiliates. High Foundation will continue to operate as a grant-making organization on its own while working in partnership with the Community Foundation.

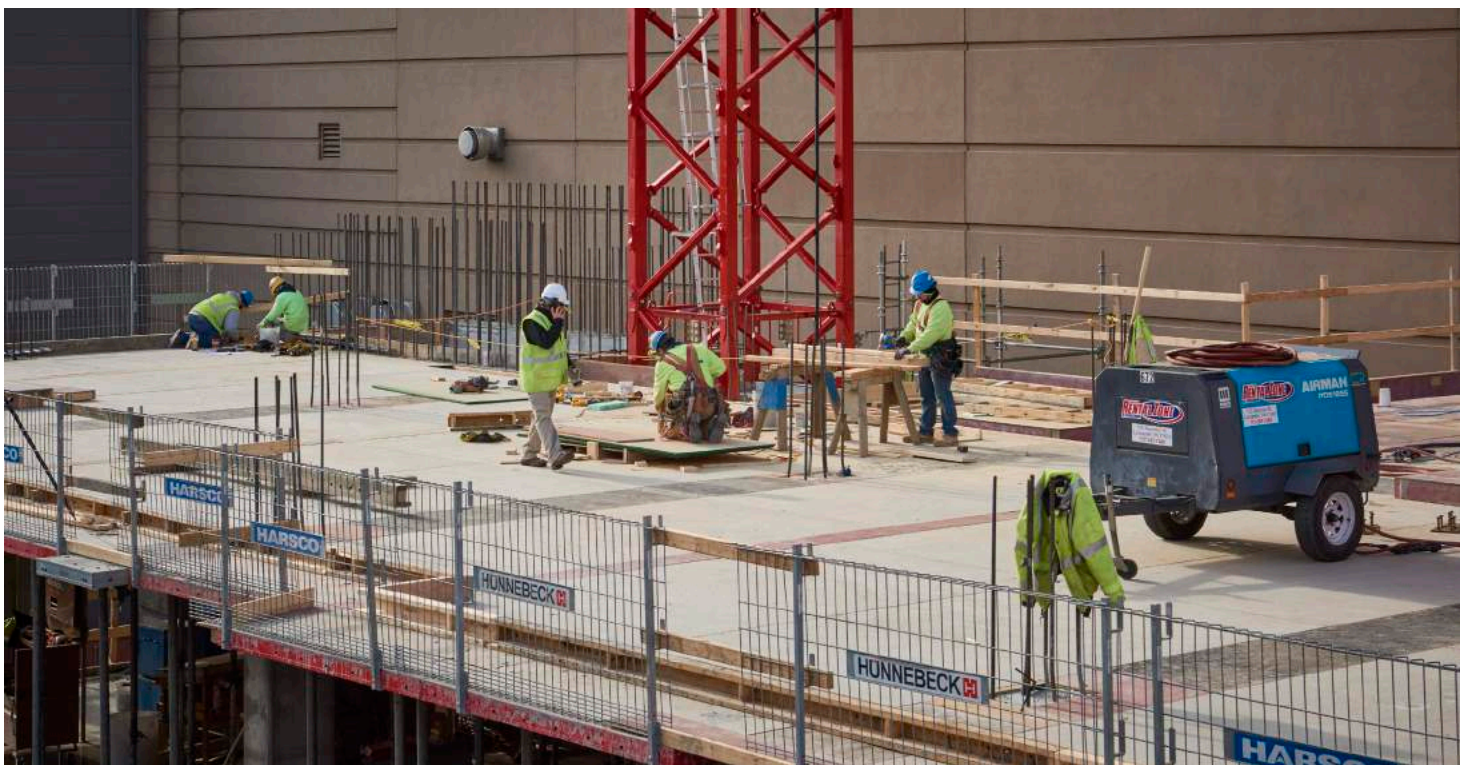
# Three Tips for Code Compliance

By Jan Mandros, Interior Designer, Construction Services Division, High Associates Ltd.

The [International Building Code](#) (IBC) sets rules and minimum standards of safety for design, construction, and maintenance throughout the United States. Established by the [International Code Council](#) (ICC), the code establishes consistent regulations to safeguard structures during events such as natural disasters, fire, and electrical malfunctions. It also protects employees from a variety of hazards and facilitate safe evacuation if the need arises.

The ICC uses a public vetting process to develop, approve, and publish the code, which is updated every three years. The 2018 IBC code is currently in force and will be evaluated for possible replacement by the 2021 code sometime in the next year.

1. When considering a building project or renovation, it is best to hire a [professional architect](#), engineer, or designer who is familiar with the codes.
2. Allow enough time in your plan for the drawings, permit process, and construction. Start looking for space at least six to eight months prior to the targeted move-in date to avoid feeling rushed.
3. One item I hear complaints about is the requirement for a drinking fountain for any space with more than 15 occupants—though you might disagree, the code must be followed.



Most U.S. communities use some portion of the IBC to establish basic standards for their public and private buildings. [Pennsylvania's current construction code](#) is based on the IBC and is applied in Pennsylvania communities including Lancaster County.

New buildings, major renovations, and additions require drawings and permits to be submitted to the local municipality. During the construction process, a building inspector will visit the building site to ensure the construction activity is following the code. Following the code can be intimidating, requiring compliance with massive amounts of information that ensures safety in all aspects of a building. Follow these tips to ensure that your project is successful:

Jan Mandros is an interior designer with High Associates' [Construction Services Group](#), providing space planning and interior design services as well as the comprehensive package from planning through construction, including architectural drawings, submission for permits, and building the space for the tenant to occupy.



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Thaddeus Stevens College Grows in Greenfield continued from page 1



In August, Thaddeus Stevens College opened its new [Transportation Center](#) located at 400 Ben Franklin Boulevard. In total, about 86 students are enrolled in the automotive technology, collision repair technology, and the new diesel technology programs in the facility in its inaugural year. The 86,000-square-foot building has the capacity to educate up to 200 students across the three programs. Greenfield Architects Ltd. designed the building. The general contractor was High Construction Company.

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**Thaddeus Stevens College in Greenfield**

Year	Square Footage	Description	Students In Greenfield	Total TSCT Enrollment
2015	25,000	Permanent space for programs including the Greiner Welding School at 1812 Colonial Village Lane; remodeled by High Associates' Construction Services	0	978
2017	50,000	Programs consume all the available space at 1812 Colonial Village Lane	99	1142
2021	136,000	New 86,000-square-foot Transportation Center opened at 400 Ben Franklin Boulevard in August 2021	245	1199



# Give HVAC the Attention It Deserves

By Michael J. Lorelli, CPM, CCIM, Senior Vice President – Commercial Asset Management, High Associates Ltd.

Whether you lease or own your facility, it's important to have a full understanding of exactly what level of preventive maintenance is included in your lease or vendor contract, and what's not included. This is particularly true of HVAC systems.

The efficient operation of your HVAC system, and the effect it has on the comfort and productivity of your building's occupants, longevity of the equipment and potential health concerns, is of real importance. As asset manager for a large [commercial/industrial portfolio](#) I can tell you, first-hand, that HVAC-related matters are the single most common issue addressed by our [property maintenance](#) team.

A preventive maintenance contract, or lease provision, typically includes a quarterly inspection of filters, belts, fans, refrigerant pressures and recording of electrical voltages and amp draws. Filter changes may be required more frequently based on the building's occupancy. However, what's most often not included in preventive maintenance programs are the service charges and parts costs for HVAC repair and replacement items that fall outside the scope of program coverage.

Most commercial or industrial leases are structured as either "gross" or "triple-net." In a gross-lease arrangement, the quoted rent typically includes all other building operating expenses, including HVAC maintenance and repairs. In a triple-net lease arrangement, like the gross lease, there's a set monthly or annual base rent, but unlike the gross lease, the lessee is responsible for 100 percent of the facility's operating expenses. Although less common single- and double-net leases are used, there is no uniformity to what lessors provide so prospective tenants should investigate them fully.

When [comparing leases](#) among several facilities, make it a priority to know all the costs of occupancy, especially HVAC provisions. If leasing under a triple-net model, be sure to establish and budget for a preventive maintenance program of your own. If you own your facility, a proactive approach to preventive maintenance is just as important. I recommend the following:

1. Know if you currently have a preventive maintenance program for your HVAC system, either contracted directly or as part of your lease. If you do not have one, establish one directly



or address it as part of lease negotiations.

2. If you do have a preventive maintenance program, understand it fully, making sure it satisfies the needs of your business. Lease language and contracts from service providers differ. Know what's covered and what's not and the frequency of when maintenance activities are performed.
3. Providing a comfortable working environment pays significant dividends—a happier, more comfortable workforce, enhanced productivity and reduced HVAC-related service calls and expenditures. An efficient, well-maintained HVAC system plays a key role in doing so. Give it the attention it deserves.

Mike Lorelli manages High's [commercial/industrial portfolio](#) totaling more than six million square feet. He oversees High Associates' property management operations, property services, grounds, facility and renovation services, and the [Executive Offices at Greenfield](#) (Lancaster) and at [Rossmoyne Business Center](#) (Mechanicsburg).



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# How to Prevent Mold Growth at Home

By Lisa Bolin, BS, CIH, CSP, CIAQ, Manager of Environmental Health and Hygiene, High Environmental Health & Safety Consulting Ltd.

Mold spores are everywhere, both outdoors and indoors. The amount depends on the geographic region and time of year. Because of this variability, regulatory and advisory organizations such as EPA, WHO, ASHRAE, and others, have set no limits for mold spores in indoor air.

Health impacts from [mold exposure](#) can vary significantly from person to person and should be taken seriously. [Susceptible people](#) may have allergy-related responses including itching skin, runny nose, watery eyes, and other symptoms.



To [protect against mold](#), the best strategy is to stop growth before it starts. If there is adequate moisture and organic material, there is a potential for mold. Controlling moisture indoors is therefore the primary way to prevent mold growth.

The following are potential sources of moisture indoors and ways to control them:

1. Water intrusion through roof leaks, windows, and the building foundations
  - a. Ensure the roof is intact, and windows and door thresholds are sealed.
  - b. Keep downspouts and gutters are free of debris/clogs and directing rainwater away from the building foundation.
  - c. Slope landscaping away from the building foundation at an angle of more than five degrees.
2. Water impact from plumbing leaks and/or condensation
  - a. Examine all plumbing including faucets, toilet supply lines, tub/shower drains, mechanical system condensate drain lines, refrigerator water lines, and washer drain lines to be sure they are not leaking.
  - b. Properly insulate cold water pipes and air conditioning

ducts to prevent condensation.

- c. Ensure that windows have good insulation properties to prevent condensation.
3. High humidity conditions indoors
  - a. In warm weather, set the cooling system to allow dehumidification. Generally, indoor relative humidity should be less than 60 percent relative humidity, and ideally between 30 and 50 percent, to prevent potential mold growth.
    - b. Close the windows during high outdoor humidity conditions. Windows left open allow outdoor humidity along with mold spores, pollen, odors, and other outdoor pollutants to be entrained indoors.
4. Inadequate ventilation
  - a. Ensure that mechanical ventilation systems are operationally effective in removing humidity and particulates.
  - b. Use air filters with a Minimum Reporting Value of 8 or better are recommended.
  - c. In below-grade areas such as basements that do not have mechanical ventilation systems, run dehumidifiers throughout the spring and summer seasons. Musty odors are an indicator of mold growth.

In most cases, if water impact is found and dried within 24 hours, microbial growth is unlikely. If mold is discovered in amounts under 10 square feet, it can be removed by damp wiping. However, the source of moisture must be corrected, or the mold will return.

*Lisa Bolin is the Manager of Environmental Health and Hygiene with High Environmental Health & Safety Consulting Ltd. Formerly a registered respiratory therapist, her work focuses on the prevention of respiratory disease and has specialized training in Indoor Air Quality and mold exposure assessments. She is a member of the American Industrial Hygiene Association (AIHA) and the American Society of Safety Professionals (ASSP).*



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# Building Trustworthy Relationships

*An Interview with Tony Seitz, Vice President of Development & Government Relations, High Associates Ltd.*

**REM:** Tell us about your background.

**Tony:** I was born in Haiti to American parents and lived there for 18 years. My dad owned a small hotel which had a successful run in the capital Port-au-Prince for almost 20 years. My mother volunteered at an American hospital. My two brothers and I were privileged to have a great childhood in a very interesting place. In addition to English, I speak French and Creole, which is the dialect spoken in Haiti.

My undergraduate degree is in Political Science from Penn State. I also took a lot of business courses because I always wanted to work at the intersection of business and government. My interests led to a staff position in the Pennsylvania House of Representatives, which was an important stepping-stone for my career.

After that, I joined Delta Development Group, which was a consultant to High on economic development and government relations. I did a lot of work on permits, public funding, working with local government and agencies on development projects. While there, I earned an MBA from Temple University. A few years later I went to Widener to earn my law degree at night and then became an attorney.

The great thing in life is you never stop learning.

**REM:** Why did you join High?

**Tony:** It was the challenge and opportunity to lead and support the incredible, transformative projects that we undertake that got me really excited about joining High. And that means leading these projects through development and the construction phase, ultimately handing them over to operations, but always with a watchful eye on how they do afterward. I only had a piece of this role in my previous position.

I'm honored to play a role in supporting the High organization. I feel I've been entrusted to help advance the legacy that Dale High and his family and Cal High and others have created. That means a lot to me, and it's very fulfilling.

**REM:** What is your role at High?

**Tony:** I'm on the Development team working with Ken Hornbeck, our Senior Vice President of Development. We're a five-person team, relatively small but with a really big reach. We take projects from an idea to proving them out and ultimately developing them, which means a whole myriad of approvals within and external to High.

We get involved in financing, all aspects of design, taking the project through all entitlement approvals from start to finish, hiring and managing the consultants, including architects, engineers, and attorneys, all to get to the desired outcome within budget and schedule constraints. In addition to my



role on the Development team, I also lead government relations at High. This includes working on policy, funding, and government approvals at the local, state, and federal levels. Nothing in this arena is more important than trust and the relationships that come from having trust. At High, I'm privileged to benefit from the relationships and knowledge forged by Dale High over many, many decades. The legacy of respect and trust he established, which is really unique for a company like ours, definitely opens doors and promotes effective collaboration at all levels of government.

**REM:** You described the intersection of business and government. How does the community fit in?

**Tony:** When you roll out a major project like, for example, the Walnut Street extension, the community has multiple opportunities to weigh in. I've always felt reaching out and talking to folks and kind of giving your side and being a good listener, listening to what they have to say, can make or break how your project is going to be received by the public.

Because of its location, the Walnut Street project had public issues we needed to address. We made a point to reach out to as many constituencies as we could and as many as were willing to talk to us. We had many constructive discussions. People really appreciated the fact that we reached out, had a dialogue, and in most cases, they felt Walnut Street was something they could support. It's really important to engage

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## Building Trustworthy Relationships continued from page 7

the community collaboratively with our local government leaders. And the stakeholders on this project, especially East Lampeter Township, have been great to partner with at every step of the journey.

Walnut Street means connectivity on a whole bunch of levels. It connects Route 30 to Greenfield Road, which is huge. It's going to run from across Greenfield Road to Ben Franklin Boulevard and then connect to new development at Greenfield North. It will provide a direct connection between the Greenfield campus and downtown Lancaster, which is a major benefit to the Pennsylvania College of Health Sciences and the Thaddeus Stevens Transportation Center, to name a few. It will provide direct relief for Greenfield Road and its intersection with Route 30. The minute that Walnut Street opens, it'll be like turning on a switch that relieves Greenfield Road during peak hours. The project also includes completion of a stretch of the Greater Lancaster Heritage Pathway, which will provide bike/ped connectivity within a larger, regional trail network, making Walnut Street extension a truly multimodal project. The target completion for the road and trail is late 2023. And it's critically important that the project be open and constructed before the U.S. Women's Open comes back to the Lancaster Country Club.

### REM: What is your business philosophy?

**Tony:** I just love to drive toward objectives. Honestly I like to make people happy and to work collaboratively with people. When we work together as a team and navigate challenges and take advantage of opportunities, then we're really firing on all cylinders. And I think this is a fabulous environment to do that.

From the top down in this company, whether it's Mike Shirk, Mark Fitzgerald, or Ken Hornbeck, it's very collaborative and supportive, and I thrive in an environment like that. I've managed large teams and small teams, so I know how hard it is to create and facilitate collaborative culture and support it over time. And we do a great job of it here.

### REM: Is there a project or accomplishment you're most proud of?

**Tony:** To date, I think it would be my work on the Lancaster Marriott at Penn Square. I'm proud of what the team did to overcome challenges. The work was fabulous, and the product speaks for itself.

Having grown up in a hotel, I have a sense of what makes a great hotel, and you feel it when you walk in there. It was already a great property and it just got better and more varied with the delivery of the new East Tower guestrooms, the lobby and existing hotel renovation, and especially the new food and beverage outlets—Plough on the lobby level and The Exchange on the 12th floor overlooking the Lancaster skyline. The view and setting at The Exchange is just phenomenal.

I was a latecomer to that project, but I got to see it through



execution. And we see in the world all around us how important execution is at the end of the day. I'm proud of what I contributed, along with a lot of other people who left everything they had on the field to deliver it.

There are others, The Flats at Kennett, the Walnut Street Extension. As much as specific projects, though, I think it's advancing the work that Dale High has done and the relationships he's built over many years, that is really fulfilling.

### REM: Is there anything else we should know?

**Tony:** As developers, and High team members we care, and we want to get the job done right. It is part of [The High Philosophy](#). We get it done right the first time because we care. There are a lot of people in this building and in this company that care deeply and do a great job every day.

They are tremendous professionals and I'm proud to be a part of that team and hopefully I can continue to play a leadership role with the tools and opportunities I've been given. Honestly, I think that same commitment holds true for all the High co-workers I see every day in our projects. I guess that's what I want people to know.

*Tony Seitz is a member of High's [real estate development team](#), overseeing government and community affairs. He is an attorney with more than 20 years of experience in commercial and industrial, hospitality, multi-family, and retail projects nationally. He can be reached at 717.209.4092 or [tseitz@high.net](mailto:tseitz@high.net).*



Thaddeus Stevens College Grows in Greenfield continued from page 4



Thaddeus Stevens College's Colonial Village Lane facility offers Computer Software Engineering, Masonry Construction, and Welding Technology programs.

Thaddeus Stevens College also provides computer software engineering technology, masonry construction technology, and welding technology programs in a 50,000-square-foot facility at 1812 Colonial Village Lane, where 159 students

are enrolled.

A new road extending Walnut Street to Ben Franklin Boulevard will increase Greenfield connectivity with the Thaddeus

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## High and Thaddeus Stevens College of Technology

- High has hired 60 Thaddeus Stevens College graduates in the past four years.
- In the past five years, High has hired 21 graduates immediately upon their graduation.
- High hires students who complete short-term programs as part of our Workforce and Economic Development Center.
- Graduates occupy positions at many levels within High. A prominent example is [Kurt Engel](#) who leads High Associates' Construction Services Group.
- High Industries' President and COO Jeff Sterner serves on the Thaddeus Stevens College board of trustees and [led the search](#) for the school's new president, former Pennsylvania Secretary of Education Pedro Rivera.
- High leaders in Thaddeus Stevens College Industry Advisory Councils
  - Welding Technology – Ronnie Medlock, Vice President of Technical Services, and Rusty Wynegar, Vice President of Operations, High Steel Structures LLC
  - Diesel Technology – Dino Kondos, President, and Nathan Rhoads, Fleet Manager, High Transit LLC

**Thaddeus Stevens College Grows in Greenfield** continued from page 9

Stevens College main campus and Lancaster City. Depending on the time of day, the road will save five to eight minutes from what is today a 10- to 13-minute trip. Construction of the road will begin by summer 2022 with targeted completion in fall 2023.

Thaddeus Stevens College of Technology is one of four institutions of higher learning in Greenfield. [Central Penn College](#), [Eastern Mennonite University](#), and [Pennsylvania College of Health Sciences](#) also have teaching campuses on-site. Taken together, the total college population in Greenfield is more than 2,000.

**Celebrating 50 Years**

**Karen Edwards, Marketing Representative, High Associates Ltd.**

Congratulations to our co-worker, Karen Edwards, whose exemplary work ethic and dedication have made her an essential part of our success. We thank you for your contributions and accomplishments.



**RealEstateMatters**

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