

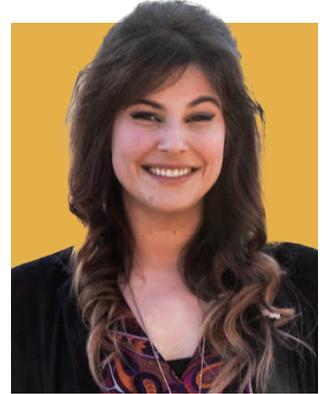
PITTSBURGH BUSINESS TIMES

HEALTH CARE

Health systems prep to comply with mandate

With the Supreme Court upholding an order for health care workers at organizations receiving federal funding to get vaccinated, UPMC, others say they'll comply.

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PERSONALITIES

Sharpsburg's new mayor takes the helm

Brittany Reno is the first woman and youngest person to serve as mayor of the river town. Read about her plans for the community.

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MONEY

Mixed bag for local tech investment

The region finished the year with fewer investment deals and dollars than 2020, but 4Q was stronger and local tech firms went public.

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RETAIL

Primanti Bros. gets equity investment

Iconic restaurant chain has a new ownership partner in Garnett Station Partners.

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B P t W BEST PLACES TO WORK

Meet the Pittsburgh companies
where employees say
they love to work.

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BRIDGE 2 BIZ

A look at the week in Pittsburgh-area business news

AMERICAN EAGLE FOCUSES ON FLEXIBILITY

After almost \$5B in annual sales, retailer continues to thrive

When the executive leadership of American Eagle Outfitters spoke recently about revising up their financial targets for the years to come, there was one word Chief Operations Officer Michael Rempell used repeatedly: flexibility.

"Flexibility is the key word," said Rempell during an ICR Fireside Chat in which he was joined by American Eagle CEO Jay Schottenstein and Global Brand President - Aerie and Chief Creative Director Jennifer Foyle.

Recently, American Eagle released that it was revising its fiscal 2023 targets upward because it was achieving its revenue targets ahead of schedule, but, as Rempell explained, flexibility is key.

"We do believe we will close stores over time," he added.

He tabulated that the company has 35%-40% of its stores coming up on lease decisions, with more than 200 stores it expects to be able to close.

The retailer can do so with an omnichannel strategy that it can keep stoking sales through its e-commerce platform.

He added stores that remain open often will do so on leases of only a year.

It's a less-is-more approach for the South Side clothing retailer as it closes in on generating \$5 billion in annual sales for the first time. It's also targeting an estimated \$5.8 billion and operating income of \$800 million for fiscal

2023, which it detailed in its target revision announcement.

American Eagle is doing so with strong demand at both its traditional American Eagle stores as well as with its Aerie stores.

But the company's recent investments into logistics, including 2021 corporate buys of Quiet Logistics and AirTerra, come with the expectations that what have been real and often unpredictable delivery expenses now could become sources of profit for American Eagle.

"At the end of the day, you have to win in logistics," Schottenstein said.

Through Quiet Logistics, a third-party provider it had already been using, American Eagle expects to continue to improve upon the delivery of its own product while the subsidiary also provides its robotically

The headquarters of American Eagle Outfitters, located at the SouthSide Works in Pittsburgh.

enabled services to other retailers as well.

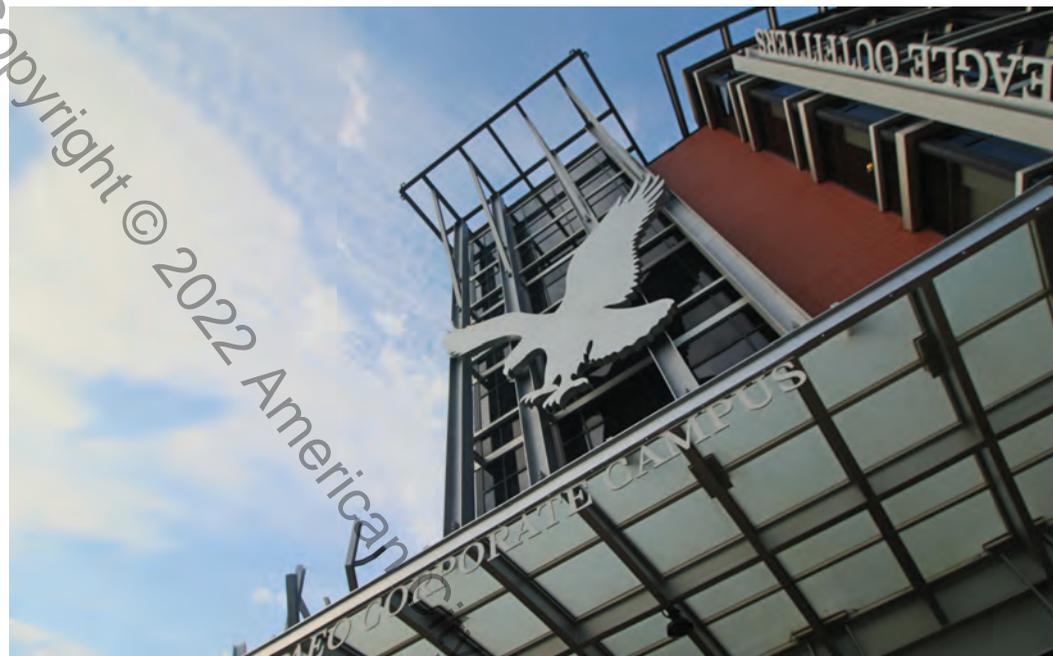
Schottenstein expects American Eagle's new investment into logistics will now enable it to compete with retailers that might seem well outside its weight class.

"We think at the end of the day, this will give us the ability to go against the Amazons of the world and the Targets, and to go against the Walmarts," he said.

He noted how much the retail challenges have changed from the days when the business came down to just stocking a store.

"Today, not only do you have to have the merchandise on the floor, but you have to have store pick-ups, you have to handle the customers, you have to give curbside service, you have to be able to do delivery to the customer online," he said.

-Tim Schooley



NATE DOUGHTY/PBT

EXECUTIVE MOVERS

DIANE HUPP

PRESIDENT, UPMC CHILDREN'S HOSPITAL OF PITTSBURGH



Diane Hupp has been named president of UPMC Children's Hospital of Pittsburgh, replacing Mark Sevco, who last year became president of the UPMC hospital

system.

Hupp joined UPMC Children's in 1985, first as a volunteer and later as a bedside nurse before going into administration.

STEVE KENNER

CHIEF PRODUCT AND SAFETY OFFICER, LOCOMATION



Autonomous vehicle company Locomotion Inc. announced the promotion of Steve Kenner to the newly created role of chief product and safety officer. Kenner, who has

more than three decades of experience in the automotive engineering industry, previously served as the Pittsburgh-based company's vice president of safety.

DR. JING MARANTZ

CHIEF BUSINESS OFFICER, KRystal BIOTECH INC.



Pittsburgh-based gene therapy company Krystal Biotech Inc. announced it has appointed a new member to its executive leadership team. Dr. Jing

Marantz will serve as the company's chief business officer, stepping down from her role on the company's board of directors.

Marantz recently served as senior vice president, head of medical affairs at Acceleron Pharma before it was acquired by Merck & Co. Inc.

CORRECTIONS

Fair and accurate coverage is at the heart of our mission. We will promptly print corrections of substantive errors. If you believe incorrect or unfair information has appeared in the Pittsburgh Business Times, please contact Editor Jennifer Beahm.

INDUSTRIAL REAL ESTATE

REPORT: AMAZON EXPECTED TO BE THE TENANT OF DEVELOPMENT IN NEW STANTON

Amazon.com Inc. is expected to be the tenant in a new distribution facility that was presented to New Stanton Borough last year, according to Newmark's new industrial report for the region for the fourth quarter of 2021.

It's still a speculative project that Newmark said Amazon is "considering" for a site near the intersection of Interstate 70 and Interstate 76. In its report, Newmark expects "this facility will be like the company's existing million-square-foot (facility) in Chapman

Westport" along the Parkway West.

Amazon's Chapman Westport facility was developed by Texas-based Hillwood Development Co., which also is moving forward with a 2.9-million-square-foot Amazon distribution center redevelopment in Churchill.

In a prepared statement, Amazon would only say: "Amazon is constantly exploring new locations and weighing a variety of factors when deciding where to develop sites to best serve customers, however, we

have a policy not to provide information on our future roadmap."

Matt Virgin, a senior vice president for SunCap Property Group based in Pittsburgh, declined to comment on any potential tenant for the New Stanton development but did acknowledge the proposal is ongoing.

"We're hopeful that we'll break ground in 2022," he said of the proposal, for which SunCap is still working to get approvals from the borough.

-Tim Schooley



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For JAA, leadership transition will help chart future

Group announces shake up at the top, as longtime CEO moves into new role

The upcoming CEO transition at the Jewish Association on Aging comes at a time when senior living is coming to a crossroads, one where some will choose congregate living arrangements and others will decide to age at home. And outgoing CEO Deborah Winn-Horvitz said the transition will help JAA navigate this future.

JAA announced Jan. 18 that Winn-Horvitz, who has been CEO for a decade, will be stepping down from that role and becoming chief strategy officer in May. She'll be succeeded by COO Mary Anne Foley, who has more than 35 years' experience in health care and has been with JAA for more than five years.

The organization said Foley will take over the day-to-day running of JAA, which includes senior living including the Harry and Jeannette Weinberg Ter-



Mary Anne Foley



Deborah Winn-Horvitz

race personal care community, The Residence at Weinberg Village assisted living and Ahava Memory Care center, as well as adult day memory care and home health services. Winn-Horvitz will focus on the future strategy for JAA, which she said will likely look different than the traditional nursing home model.

"This (transition) provides for us an opportunity to rethink how and where we are delivering care and (have) more of an individualized approach, as opposed to the historical institutional approach," she said.

JAA's already well down that path already, with both residential and home and community-based services. But Winn-Horvitz and Foley said there are likely further changes ahead and an evolution of care to building a model of care in the home that people would receive in the nursing home: home health services, private duty caregiving, therapies and other services.

"It's taking all the things that are at hand for older adults and trying to bring them together in a more cohesive, comprehensive way," Winn-Horvitz said.

Foley said JAA will be working in the next several months and years to identify gaps in services that make the most sense for JAA to fill. She said it's premature to talk right now about the potential specific directions JAA may go, other than there will home and community-based components.

"Over a period of time things are going to continue to evolve ... whether it be within the walls of our campus or outside in the community," Foley said.

Things have already changed at JAA. A lack of funding, which has struck all of the nursing home industry with no increase in reimbursements, led in 2020 to the closing of the Charles Morris Nursing and Rehabilitation Center. Foley said that was a sad time that led to JAA looking at ways to provide nursing home care without the nursing home. That included a pilot called Charles Morris at Home, which sought to keep some of the same types of services in the home setting.

"We're going to continue to focus on where do we have those gaps and what do we need to do differently," Foley said.
-Paul J. Gough

2022

ECONOMIC OUTLOOK

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AVERY SHENFELD

Managing Director and Chief Economist, CIBC

PANELISTS



ANNIE WESTBROOK

Managing Director, CIBC



ANITA DRESSEL

Chief Financial and Operating Officer, TeleTracking



MICHAEL ZHONG

Director, 3 Rivers Capital

Please join the Pittsburgh Business Times and CIBC for an expert look at the critical factors impacting the economy as we enter 2022. During the event, we'll share some results from an exclusive research survey recently completed among Pittsburgh Business Times readers and business executives in our region, highlighting their thoughts and economic concerns. This unique view from the area's leading business minds, available only in this discussion, will help translate economic trends into competitive intelligence to grow your business and overcome current challenges.

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RESIDENTIAL D.C. DEVELOPER EYES APARTMENT REDEVELOPMENT

Washington, D.C.-based Douglas Development Corp. took another step toward making its first major investment in a Pittsburgh redevelopment project, presenting its plan to renovate the long-vacated structure at 642 Fort Duquesne Blvd. into a new apartment building.

The company and the project's architecture firm, downtown-based Strada, made a presentation during a Zoom development activities meeting of the Pittsburgh Downtown Partnership on Jan. 13.

"This is one of (our) first acquisitions in the City of Pittsburgh," said Phil Gardiner, a development manager for Douglas Development, on the Zoom call. "We're super excited about what Pittsburgh has to offer."

While there has been no formal indication the company has closed on buying the property, Douglas Development Principal Norman Jemal told the Business Times in late October that the company had 642 Fort Duquesne Blvd. under agreement.

The building was originally built by the Pittsburgh Plate Glass Co., a predecessor of PPG, in 1917. The structure totals nine floors and 162,000 square feet. Kevan Rutledge, an architect for Strada, said the plan calls for building out 137 apartments, along with space for various amenities, including a 2,700-square-foot structure to be added to the roof along with a 5,000-square-foot rooftop deck.

If the project gets approvals in the spring, Douglas is aiming to start construction by this summer.

Gardiner estimated the project can be built on a construction schedule of 19 to 21 months and be completed in the first quarter of 2024.

PRIMANTI BROS. GETS EQUITY INVESTMENT

Garnett Station Partners joins ownership group

Primanti Bros., the beloved local restaurant institution known for its slaw-and-french-fry-stacked sandwiches that has been expanding its "almost famous" restaurant brand beyond the region, starts the year with a new ownership partner.

New York-based Garnett Station Partners, which describes itself as "entrepreneur investors," has made an equity investment in the company, joining established owner L. Catterton.

Adam Golomb, president and chief marketing officer of Primanti Bros., said Garnett's two founding partners had been "admirers from a distance," with Managing Partner and Co-founder Matt Perelman familiar with the local restaurant chain.

"We're excited to have them on board," said Golomb of Garnett Station, noting a strong record by the company of investing in food and beverage.

He expects the firm to support Primanti Bros.' established operations. The company will continue to be led by David Head as its CEO.

"Their strength comes in supporting the existing management team to achieve their goals," Golomb said.

Golomb didn't provide specifics as to how much of an ownership stake Garnett Station now has



JOE WOJCIK/PBT

in Primanti Bros., and he declined to answer if Garnett is a minority owner. Garnett Station did not respond directly to inquiries on its new investment. L. Catterton didn't respond, either; however, L. Catterton no longer lists Primanti Bros. among the companies in which it currently owns a majority ownership stake on its website.

Garnett Station includes Primanti Bros. as one of its many portfolio companies on its website, listing them among its "equity investments" along with mostly other restaurants and some retailers such as Popeyes Louisiana Kitchen, Mambo Seafood and Twin Peaks Restaurants, among others.

The company's origins are in

The Primanti Bros. restaurant on 18th Street in the Strip District is the local chain's original location.

food service after buying and turning around a struggling Burger King franchise in North Carolina.

It has been a challenging time for Primanti Bros., along with all restaurants working their way through a pandemic that continues to make demand and operations unpredictable.

The company closed down four restaurants in Indianapolis, the last closing in the early days of the pandemic in June 2020. It now has about 38 restaurants.

"It has been a roller coaster, but we've been very fortunate both from our employee standpoint and more importantly our fans who have continued to support the company to really come out of Covid," Golomb said.



TIM SCHOOLEY/PBT

RETAIL

OWNER REBOOTS SALES EFFORT FOR FOOD MARKET IN BLOOMFIELD

Russ Donatelli remembers stocking shelves when he was 8 years old in his family's Italian market in Bloomfield.

Fifty years later, a stew of memories and relationships blend with the ingredients for the marinara sauces and ravioli that have made Donatelli's Italian Food Center an anchor of the Bloomfield business district.

After an early effort to market the business on his own, Donatelli is now working with Colliers International to market the business and the Bloomfield property for

sale while continuing to operate it.

A sales price for the offering was not disclosed.

Don't expect any closing, emphasized Donatelli.

"This place is going to be running and staying open until we close" on a sale, he said.

It's a package offering, said Gregg Broujos, who is representing the business and the property for sale along with colleague Ralph Egerman.

The listing includes a grocery with 90 years of history along with a 4,500-square-foot retail space and two apartments at 4711 and 4713 Liberty Ave.

"What we're trying to do is get a family that wants to take it into the next 90 years," Broujos said. "It's an institution in Bloomfield."

Sales for the business have remained stable through the pandemic.

"It's just amazing how people know the product and how good it is," Donatelli said.



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CEO,
Pennsylvania Turnpike
Commission



BRIAN TEMPLE

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BANKING

2022 FORECAST: 'BLUE SKIES ON THE OTHER SIDE'

The U.S. economy is "knocking on the door of full employment," the chair of the American Bankers Association's Economic Advisory Committee said Jan. 13, anticipating the present unemployment rate of 3.9% declining to 3.5% by year-end.

EAC also expects inflation to slow and business investment to increase and believes supply chain issues are peaking.

That's not to suggest 2022 will magically be a return to pre-pandemic conditions.

"We do see blue skies on the other side of it (omicron) with job gains, higher wages at households and consumers in a fairly good position," said EOC Chair Ellen Zentner, managing director and chief U.S. economist at Morgan Stanley.

But she acknowledged that health concerns are the main reason keeping folks in the hard-hit service sector out of the labor market.

"It's going to take time," Zentner said.

The committee, made up of 16 chief economists from some of North America's largest banks, including Gus Faucher, chief economist at PNC Financial Services Group Inc., presented its annual consensus forecast via a virtual press conference.

The bank economists believe economic growth will slow relative to 2021's robust pace but remain above long-run potential, dropping from an inflation-adjusted 5.5% rate last year to 3.3% in 2022 and 2.3% in 2023.

Business investment is the strongest component of the current rebound, according to the committee, whose consensus forecast is for capital spending to grow about 5% in 2022, following an almost 7% increase last year. Higher wages, along with low-cost financing, spurred investment in technology and increased efficiency.

She said a late 2021 increase in auto production would suggest various parts made overseas were becoming more readily available. But she also noted that bottlenecks are not "easing quickly" and that supply chains probably won't be back to normal into 2023.

Still, the committee expects a big swing in inventory accumulation, from down nearly \$70 billion last year to up around \$90 billion this year and next. The easing of supply chain issues should allow for inflation to slow substantially from its 6.7% increase in 2021 to a still-elevated 3.0% this year and 2.4% in 2023.

4Q BOOSTS INVESTMENT IN LOCAL TECH FIRMS

Tech sector finishes year with an investment bang

Pittsburgh's tech sector finished 2021 with the year's biggest quarter by investment dollars as \$121.2 million was raised by 15 companies.

Half came from the \$67.4 million plugged into Watt Fuel Cell Corp., a Mt. Pleasant-based clean tech firm, at the end of December. It was the largest local round of the year, according to data supplied by the PitchBook-NVCA Venture Monitor, released on Friday. NVCA is short for National Venture Capital Association.

The Pittsburgh region saw \$349.36 million invested in 88 companies over the 12 months, according to PitchBook. That's down from 2020 by both deals and dollars as 101 companies raised \$648.73 million.

And the local totals didn't mesh with the national picture, as a record \$329.9 billion was invested in 17,054 deals, almost doubling the prior dollar high set in 2020. During the fourth quarter, \$88.2 billion was pumped into 4,591 tech firms, PitchBook said.

But a deeper dive shows that Pittsburgh during 2021 dovetailed with other national trends. The region saw tech companies go public – Duolingo in July and Aurora Innovation Inc. in November, as well as Cognition Therapeutics Inc., whose executive offices are now in New York but with operations on the South Side – after a decades-long drought of local tech IPOs. Nationally, PitchBook said about \$681 billion was realized through public listings.



JOEY KING

Zach Malone of Magarac Venture Partners, says, 'it's good to see companies at all stages and sectors raising capital.'

And several new Pittsburgh-based funds were raising capital. PitchBook said country-wide VC fundraising activity for 2021 was \$128.3 billion across 730 funds, topping \$100 billion for the first time and a 47.5% year-over-year increase.

"By all metrics, 2021 was a banner year for the U.S. VC ecosystem," said John Gabbert, founder and CEO of Seattle-based PitchBook. "A fair portion of the new investment records can be attributed to the record levels of capital washing through the system. VC dry powder at an all-time high and a rapidly growing number of cross-over investors are participating in, or even leading, VC deals. With VC returns outpacing every other private capital asset class, we expect (investors) to continue to allocate capital toward venture at unpre-

cedented rates in the coming year."

Almost all of the local funds have footprints beyond southwestern Pennsylvania, while outside investors have been pumping millions into startups here, so Pittsburgh firms stand to benefit.

Activity in Pittsburgh last year was not dominated by a particular industry sector.

"I think it bodes well for the entire local tech community," said Zach Malone, a partner at Magarac Venture Partners, which is raising a \$150 million fund, of the 2021 deals. "It's good to see companies at all stages and sectors raising capital. There's clearly a lot of momentum, and I see no reason why it won't continue."

It's clear 2022 is off to a strong start. In early January, RoadRunner Recycling Inc. closed on \$70 million.

THE COMPANIES

According to PitchBook, 10 Pittsburgh companies raised \$1 million or more during the fourth quarter, with five raising at least \$4 million. They were:

- ▶ **Watt Fuel Cell,** \$67M
- ▶ **ForAllSecure,** \$19M
- ▶ **Rimsys,** \$16M
- ▶ **Four Growers,** \$7M
- ▶ **Forest Devices,** \$4M

During full-year 2021, 10 local companies raised \$10 million or more, according to PitchBook:

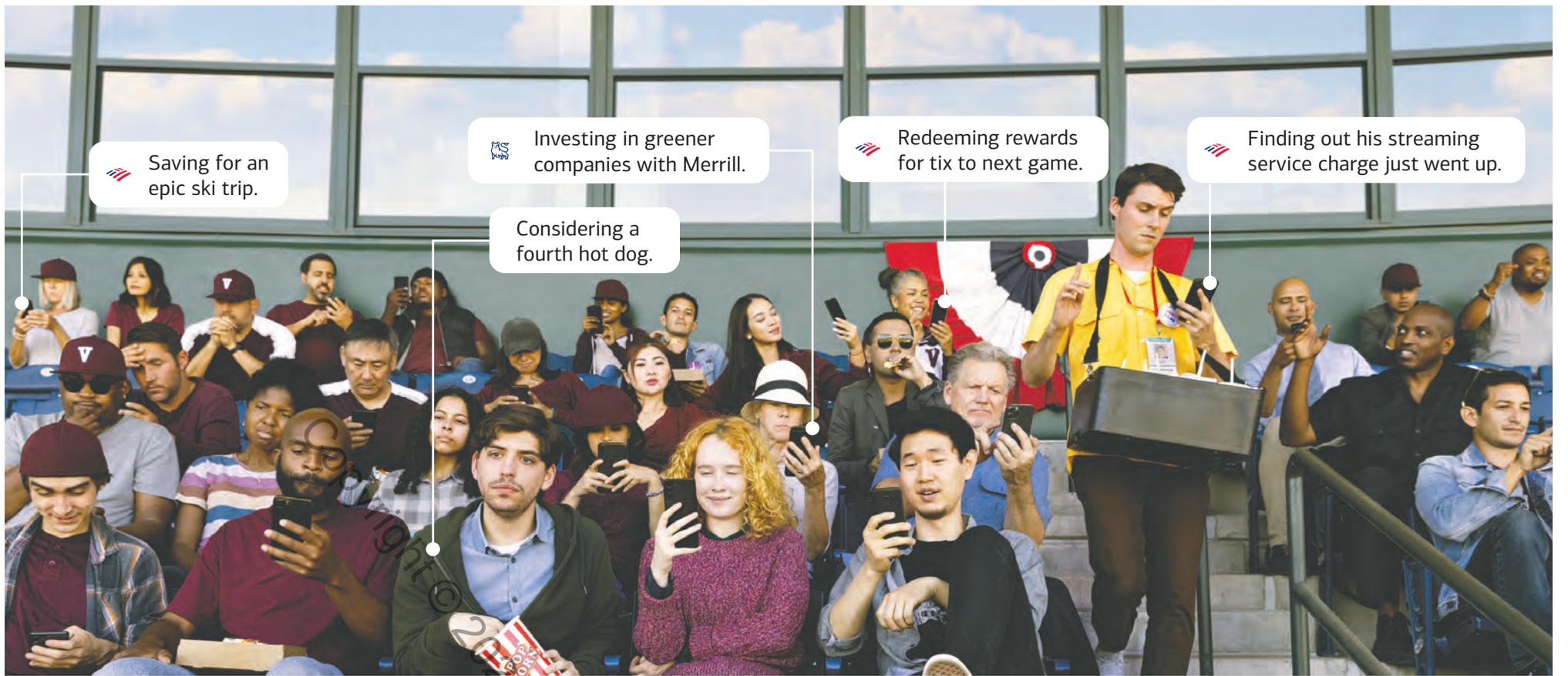
- ▶ **Watt Fuel Cell,** \$67M
- ▶ **Idelic,** \$20M
- ▶ **Novasenta,** \$20M
- ▶ **ForAllSecure,** \$19M
- ▶ **Rimsys,** \$16M
- ▶ **CivicScience,** \$15M
- ▶ **Edge Case Research,** \$12M
- ▶ **Diamond Kinetics,** \$12M
- ▶ **Carmell Therapeutics,** \$11M
- ▶ **Agot.AI,** \$10M

THE BIG NUMBER

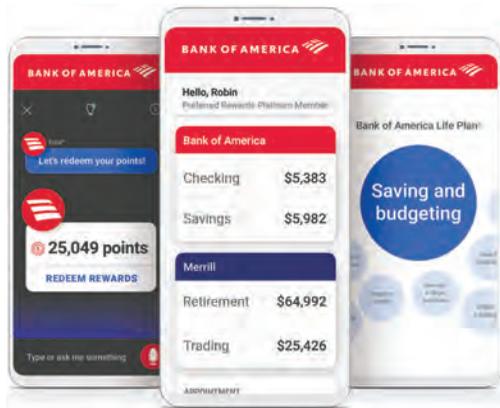
\$940M

Managing Partner Jack Glover said in a prepared statement. Incline employs about 50, mostly in Pittsburgh. Based downtown, it invests in manufacturing, distribution and business services companies with enterprise values of \$25 million to \$450 million. Its flagship fund, \$1.165 billion Incline Equity Partners V LP, closed in January 2020.

Incline Equity Partners, Pittsburgh's biggest private equity firm, on Jan. 13 said it has raised close to \$1 billion in capital commitments between two funds – Incline Elevate Fund II and Incline Ascent Fund LP. That breaks into \$630 million to Elevate II and \$310 million to Ascent. "Elevate II and Ascent closed in just under four months of marketing with significant excess demand driven by strong interest from existing and new investors," Incline



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VACCINE

UPMC SAYS IT WILL COMPLY WITH ORDER

With the U.S. Supreme Court's upholding of a federal mandate that requires all health care workers to be fully vaccinated against Covid-19, hospitals and health care systems that had waited for the ruling say they'll be fully complying. That includes UPMC and St. Clair Health, which had encouraged but not required the Covid vaccinations previously.

The Supreme Court voted 5-4 to uphold a Centers for Medicare and Medicaid Services requirement for health care workers at organizations receiving federal funding to be vaccinated or exempted for religious or health reasons. While not as big a flash point as another Biden administration ruling for large employers that was struck down, some health care facilities had struggled to convince all workers to comply.

UPMC, the largest nongovernmental employer in Pennsylvania with more than three dozen hospitals across the state, had instead favored an educational approach. But it also said it would comply if the CMS ruling had been upheld in court, which it was on Jan. 13.

Dr. Don Yealy, chief medical officer of UPMC, said the health system has always believed in the safety and effectiveness of the vaccine, but it wasn't the only tool to keep people safe.

"Obviously if any government has a mandate that requires us to have a different implementation of our vaccine approaches, we will comply with it," Yealy said. "We were preparing to comply when the CMS mandate was initially announced, and we've continued even as that was under review."

UPMC has 87% of its employees who are either fully vaccinated or exempted, and Yealy said the numbers of vaccinated employees have increased in recent weeks and months.

UPMC, which has hospitals, facilities or a small amount of workers in two states and a jurisdiction where there already was a vaccine mandate for health care workers — New York, Maryland and Philadelphia — had already complied with the requirements there.

St. Clair Health had also taken a wait-and-see attitude and waited for the ruling while at the same time encouraged its staff to be vaccinated.

"More than 96% of our workforce already meets the federal vaccination requirement, and St. Clair Health expects to soon be fully compliant with the mandate," said Erin Carlin, a spokeswoman for St. Clair Health.

TELETRACKING CEO TALKS ABOUT PANDEMIC

Company wins \$22M renewal of federal contract

When TeleTracking Technologies Inc. reached a deal in early 2020 with the U.S. Department of Health and Human Services to put into place a countrywide system to monitor the nation's hospital capacity during the Covid-19 pandemic, it built on the Pittsburgh-based company's deep knowledge and success doing the same thing at a smaller scale for hospitals and health systems.

Since then, it has become a vital tool in the federal government's fight against Covid-19, connecting disparate hospitals and computer systems through the further development of TeleTracking's commercially developed platform. The first two years were funded at about \$20 million each and, for 2022, TeleTracking won a \$22 million contract to do the same thing.

CEO Chris Johnson said he has been struck by how important the work, no matter who did it, has been and will be in the future for the United States.

"One of the lessons learned is we never want to be in a position where we don't have the visibility in our health care system, like what literally happened before 2020," Johnson said. "To me, the work that we're doing is reflective of that recognition, and it should be."

And, he said, it's far from just a pandemic-only system.



JIM HARRIS/PBT

"We have to think about this as an all-hazards platform," Johnson said. That's because there's always a potential problem beyond the current pandemic, whether it's the next pandemic or threats from bioterrorism or natural disasters and earthquakes that could stress the health care system, either nationally or regionally.

HHS and TeleTracking was buffeted in 2020 by controversy over the awarding of the initial contract, with some Democrats saying that it wasn't necessary. But TeleTracking kept its focus and kept working, and the contract has been renewed by HHS in both the Trump and Biden administrations. Johnson credits the TeleTracking staff and others involved for keeping their eyes on the ball in the middle of

Chris Johnson, president and co-CEO of TeleTracking Technologies Inc.

what sometimes was a maelstrom of controversy.

"We were focused on getting the job done. We stayed out of the debate, so to speak, and focused on the work. ... I believe we let our outcomes speak for themselves," Johnson said.

Last year saw the founding of a new wholly owned subsidiary, TeleTracking Government Services, a standalone unit that handles the HHS work. The other two business units are the U.S. commercial business and its international business.

"TeleTracking in 2021 had the best year in our history from a business standpoint, across all three segments," Johnson said. As a privately held company, TeleTracking doesn't release specific revenue.

THEY SAID IT

"When they graduate, it's not the first time they will be getting their feet wet on the front lines. They will be in communities, working with communities, either from a research or a practice perspective. While they are learning in class, they are learning in the field."

DR. MAUREN LICHTVELD, dean of the Graduate School of Public Health at the University of Pittsburgh, on Pitt's Graduate School of Public Health's pending undergraduate degree program. Pitt has a top-ranked school in public health and is among the academic research institutions with the highest amount of funding from the National Institutes of Health. But it has also traditionally been a graduate school, offering master's and doctoral degrees in the field that includes people who work in public health as clinicians or administrators, researchers, professors or other fields. The undergraduate program begins in the fall, and it will include courses taught by graduate faculty along with a requirement that each student complete 120 service hours to learn about public health on the ground level.



As energy demand continues to grow, complex risks and opportunities come together to create one of history's biggest puzzles. In real time, we're challenged to find the right pieces that will fit together and create the most affordable, healthy, reliable, clean and resilient ways to power our world. This puzzle is truly special: we're designing and producing it while we assemble it.



Carbon Capture And Storage/Utilization

A range of technologies are being advanced to actively manage carbon emissions — including chemical and direct separation — for storage or commercial applications. These include use in products from fertilizers that feed the world to chemicals and building materials. Carbon that's captured from natural gas power generation also can be recycled back into the system to further reduce emissions and make additional electric power.



Innovation And Technology Drive To Advances

Beyond the discussion of "clean vs. dirty" energy, innovation is bringing our economic and environmental needs into alignment. Significant investments in research are yielding commercial applications of continuously cleaner power system solutions.

Fuel Cells Launch Era Of Combustion-Free Power

Fuel Cells use hydrogen from various sources — natural gas, propane, bio-gas or simply hydrogen fuel — for an electrochemical reaction that yields electricity and significantly reduced emissions of carbon and elimination of all other criteria pollutants. Today, fuel cells provide power to thousands of sites across the country in a range of applications — homes, businesses, institutions, government installations and more. According to the Fuel Cell and Hydrogen Energy Association there are fuel cells now operating in more than 40 states.



Advanced Batteries are expected to replace today's dominant lithium-ion batteries. One potential solution is an inexpensive battery that can discharge power for days using one of the most common elements on Earth: iron. It could be a utility-scale breakthrough that helps solve a chief obstacle facing wind and solar power: supplying the grid when the sun isn't shining, and the wind isn't blowing.



Nuclear SMRs Advancing

One technology based on existing clean energy is the Small Modular Reactor (SMR), which is in the process of receiving a final full design certification. SMR is an advanced, factory-built light-water power plant capable of generating 60 megawatts of electricity, with plants housing multiple units. SMRs show promise to expand our use of zero-emissions nuclear power with reduced risks — the unique design allows the reactor to passively cool itself without water or added electric power — and a footprint that's about one third the size of existing plants.

Micro-Grids Combine New Energy Technologies

Increasingly, power is generated on site with micro-grids that weave together a range of advanced technologies, including natural gas CHP, fuel cells, solar, hydro and geo-thermal energy. Pittsburgh's International Airport recently flipped the switch on a combined CHP and solar power plant that makes it economically and environmentally advantaged and energy secure — the first of its kind in the world.



The Path Isn't Puzzling: Technology and Innovation Are The Way Forward

Like the pain, pleasure and reward of working a jigsaw puzzle, assembling our energy future will involve lots of trial and error, anticipation and disappointment, wins and losses. It will never be complete, but it will be continuously cleaner, more affordable, reliable and resilient as we explore and develop the highest and best use of the full range of available resources and technologies — including those yet to be discovered!

ENERGY INSIGHTS: 4 OF 4

OUR ENERGY JIGSAW PUZZLE: HOW TO SOLVE IT?

Peoples-Gas.com/power



▶ MEET NATE

Nate Doughty is the PBT's Inno reporter who covers innovation and startups in Pittsburgh. Follow along on twitter @NateDoughty

VIRTUAL REALITY

ARM TO DEVELOP PROTOTYPE TO UPSKILL WORKERS

The Advanced Robotics for Manufacturing (ARM) Institute announced it has formed a new project team with partnering organizations to create a virtual reality prototype aimed at assessing and credentialing advanced manufacturing workers for Industry 4.0 jobs, which tend to feature increased levels of robotics and automation.

By teaming up with SimInsights Inc., APT Manufacturing Solutions Inc. and IBL Education, Pittsburgh-based ARM Institute hopes to offer a prototype by fall 2022 that will give incumbent manufacturing workers the ability to earn knowledge, skill and ability-based credentials via VR immersion.

According to Linda Wood, ARM Institute's senior certification manager, these assessments tend to occur on the site of manufacturing or other heavy industry-type of environments. However, Wood said there's no real way to show on a resume that these workers have these skills, and she is hoping the assessments made for her VR prototype will be able to provide that.



SIMINSIGHTS INC.

the
Beat

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Interested in authoritative, insightful and interesting articles on the Pittsburgh area's tech, startup and innovation scenes? Sign up for Inno's twice-weekly newsletter the Beat at pittsburghinno.com.

STARTUP STUDIO TO LAUNCH IN PITTSBURGH

Venture-based studio looks to help scale and launch startups

A new venture-based studio is launching in Pittsburgh to help scale and launch local startup companies focused on providing software, AI and other technology-related innovations.

Hooman, the studio's working name, will be led initially by a trio of those immersed in Pittsburgh's startup ecosystem, though it'll look to add additional founding members in the coming weeks and months to further build out its expertise and offerings.

Leading those efforts is Lysie Campbell — startup czar at the Pittsburgh Regional Alliance, founder of ShowClix and LaneSpotter and a founding general partner of The Fund Midwest. She'll be joined by Nathaniel Minto, the former vice president of product from ShowClix before it was acquired as well as the founder of health care regulations startup New Ambit. Alejandra Rovirosa, an investor with The Fund Midwest as well as Illuminate Ventures, 99 Tartans and Ernst & Young, will also help.

According to Campbell, the studio is looking to offer a more hands-on approach for founders than a traditional accelerator program, with the studio's organizers acting as co-founders to the startups that enroll in the studio. In return, the startups will receive help with initial market analysis, revenue modeling, marketing and branding and the building out of their go-to-market strategy up until the startup is ready to raise its first seed-stage fund.

"We'll take them through our process of trying to figure out is there a market for this, is there a customer for this and do we think we have the skills to make this successful with you," Campbell said.

Campbell said founders can embark on the studio route with just an idea formed following some initial research in which Hooman will then pair them with one of its co-founders who can help to take the concept to reality. The



LYSIE CAMPBELL

Lysie Campbell, founding general partner, The Fund Midwest

studio might also identify ideas of its own to build out and will tap into the ecosystem's pool of founders to help spearhead such an initiative.

"Really, the core of this is all people, it's finding the best founders, the best mentors, building really for the customer and the consumer and keeping in mind that at the other end of your software is people, and, ultimately, we have to be solving a problem and doing something good for people," Campbell said. "I think really building that into the culture of the studio and every company we spin out as being really a positive impact in some way, shape or form."

Campbell said she hopes the studio will be able to spin out at least one company a year but potentially could launch as many as four depending on funding and resources, both of which are still being secured. It's partnering with the Global Startup Studio Network to help with that, partaking in its eight-week boot camp with others who have been successful at running studios around the country to better refine Hooman's playbook and to decide what makes the most sense to offer the

region and its founders.

"We're going to hustle, we're going to move as fast as we can," Campbell said. "I think there's a big opportunity to do something in Pittsburgh right now. I think the region is hungry for it, I think the founders are hungry for it and I'm excited to really expand the offering of early stage in Pittsburgh and continue to establish us as a tech hub and a place where you can really start and grow a startup, you don't have to leave, you can do it here."

Each spun-out company, Campbell estimated, could see anywhere between \$250,000 to \$500,000 in funding while in the studio before the startup goes on to the seed-stage level of funding. The studio's website offers scant details for now, but Campbell teased there's plenty of new information to come soon.

Building on that momentum, Campbell also announced the close of funding for The Fund Midwest and said she plans to announce the first six investments the fund has made since its close soon, none of which are in Pittsburgh, but that could change in the near future, Campbell said.

STARTUPS

NOMINATIONS OPEN FOR INNO MADNESS

Pittsburgh Inno is gearing up for its inaugural Inno Madness bracket-style competition, which is set to debut this March as part of an effort to build up awareness, enthusiasm and support for the region's budding startup scene.

We're looking for nominations featuring Pittsburgh-area startups or small private businesses that have a focus on tech or innovation.

These free nominations can be submitted until Feb. 6. You can

nominate your own company or one you'd like to see compete in the tournament. Visit www.bizjournals.com/pittsburgh/nomination to learn more and to submit an entry.

Good luck!

FOUNDING PARTNERS



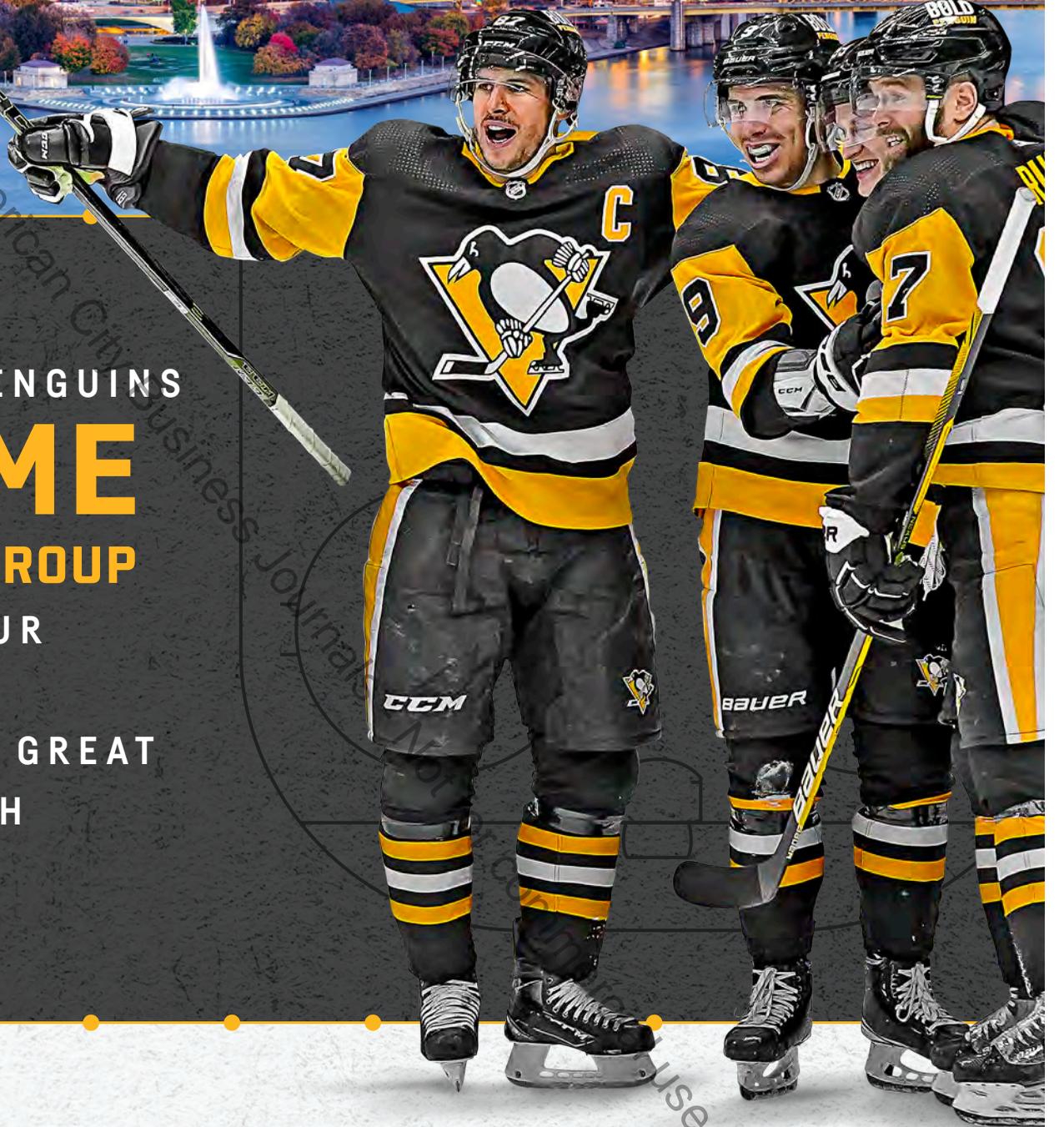


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Partnership with Google Cloud Platform

Highmark Health selected Google Cloud to build and maintain the engine of our revolutionary Living Health Dynamic Platform – which empowers members with a proactive, holistic, and personalized digital experience.



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Highmark Health partners with major cloud vendors covering a wide-range of market demands, and our dedicated IT teams bring varying expertise to world-class IT management in order to help our customers stay competitive in their marketplace.



Security

We stay future-ready for our customers by adopting leading and emerging technology to mitigate risk and ensure our Platform is built around a safe, comprehensive, and resilient cybersecurity infrastructure.



Architecture

From cloud architecture, data streaming, and big data, our customer-centric solution bridges the gap between business strategy and the successful execution of that strategy to position our customers today to meet the demands of tomorrow.



Digital Print

Our organization is comprised of multiple technology functions that collaborate harmoniously to meet the needs of our health plan customers, including an omni-channel distribution via a cloud-based Platform with a 100% digital print shop.



Project Management

Leveraging both Agile and waterfall methodologies, our Project Management Organization (PMO) is accountable for the scheduled delivery of over 350 on time, on scope, and on schedule projects for the larger Highmark Health organization.

Connect With Us



We want new ideas, unique experiences, and fresh perspectives. **We want you.**

At HMHS, we want everyone at the table. We boast a diverse group of employees whose skill, passion, and commitment to health care technology is unmatched.

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BEST PLACES TO WORK

Meet the 2021 Best Places to Work in Pittsburgh and find out their secrets to success.

STORIES BY RICHARD CERILLI

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METHODOLOGY

Employees of nominated companies with at least 10 employees in western Pennsylvania were surveyed by Omaha, Nebraska-based Quantum Workplace. All employees were given the opportunity to take a confidential survey online, and Quantum issued each company a score based on employees' answers. The number of surveys required from each company was based on a sliding scale applied to the total number of employees the company has in the region — the higher the number of employees, the lower the percentage of employee surveys required to qualify. Employees evaluated their companies in areas such as goals and leadership, communication and support, advancement opportunity and skill development, recognition and compensation, tolerance and flexibility, and embracing innovation and ideas. Companies received scores up to 100, and the Pittsburgh Business Times, upon receiving the rankings from Quantum, decided a cutoff for the winners in each of four categories based on company size: small (10-24 employees), medium (25-49), large (50-149) and extra-large (150 and up).

Registrations for the 2022 Best Places to Work in Pittsburgh are now open. To register, go to bizjournals.com/pittsburgh/nomination. The deadline for registration is Aug. 26, 2022. Employee surveys will be administered between Aug. 29, 2022 and Sept. 30, 2022. Winners will be honored in print, online and at an event in January 2023.

SPONSORED BY



WE ASKED LEADERS OF THE COMPANIES AND NONPROFITS THAT WON THIS YEAR'S BEST PLACES TO WORK AWARD:

WHAT'S ONE THING YOUR COMPANY DOES TO ENGAGE EMPLOYEES THAT SETS YOU APART FROM OTHER COMPANIES IN THE REGION?



At Architectural Innovations, we truly care about our employees and treat them as family with the ability to be flexible with hours and schedules as we are a family and the employee's actual families matter.

Jan Brimmeier, president, Architectural Innovations LLC

Although we have been working remotely for the better part of two years now due to the pandemic, we have never lost our passion for our mission, which is to grow and strengthen U.S. manufacturing through innovations in robotics and workforce development. As a nonprofit, our mission is national in scope, and our employees regularly engage with thought leaders in many different industries, as well as with the government at all levels. This access provides unparalleled growth and career development opportunities for our team.

Ira Moskowitz, CEO, Advanced Robotics for Manufacturing (ARM) Institute

Aspirant engages employees by fostering an open, close and collaborative team environment across the organization's nine integrated practice areas and internal departments. The leadership team models comradery and supports holistic experience where everyone is working closely together for the common goal of client success. This collaboration extends into the community through our Connection of Hope campaign, which raises awareness of and helps prevent domestic violence. This commitment is deeply embedded in the organization, and during the year, we have volunteering opportunities at Women's Center & Shelter of Greater Pittsburgh, give employees the chance to donate through payroll deductions, sponsor various events that employees attend and even will feature shelters on our companywide meetings. We also use our employees' abilities in areas such as strategic planning, app development

and operational improvements to positively impact these organizations and individuals.

Mike McClaine, CEO, Aspirant

What sets CityLife apart in terms of employee engagement is that we truly believe in helping employees actualize their personal and professional goals, whether it's learning new skills, becoming an investor or property owner themselves, advancing their career or even focusing on their physical health. CityLife leadership puts the full force of their support behind each member of the team and leverages their knowledge, abilities and even time to help us all meet our full potential. CityLife sees the true value in people as whole people with lives and hopes and interests, not just as work outputs or costs toward the bottom line.

Brian Kirchner, owner, CityLife Realty Group

Colliers|Pittsburgh is driven by a collaborative culture that encourages its teams to create meaningful relationships in order to exceed expectations. Our teams stress the importance of unity and coming together to be a driving force for not only our clients, but the fast-paced industry of commercial real estate.

John Bilyak, market leader, Colliers International Pittsburgh

DBR & Co. puts a great deal of effort into a formal mentoring program for our entire team, including advisory, client services and operations. For young advisors and associates, for example, we have developed client teams that are built on pairing a young aspiring assistant with an experienced mentor. The mentor works with them to map out goals and timetables to move from an assistant to an advisor or associate advisor. Throughout the organization, we have created a culture of Socratic teaching and training, similar to that employed in the health care industry with young physicians. Employees are given hands-on responsibilities to learn the technical aspect of the business in great detail and have access to leading-edge research and technology. But, most importantly, they learn about and contribute to the culture of the firm that has been carefully built over more than 27 years.

David Root, CEO, DBR & Co.

Fun is one of our core values.

Chip Desmone, CEO, Desmone Architects

We engage our team members through living our purpose, which is to create smiles. We do this through offering flexible scheduling, meeting each team

member's unique needs while creating a work environment that is rooted in team work and camaraderie, (and) taking the time to celebrate and recognize our team members for the work they do each and every day.

Jeff Broadhurst, president and CEO, Eat'n Park Hospitality Group Inc.

fivestar has embraced the working from home situation that has been put upon us this year with virtual breakfasts and happy hours, in-person small group lunches outside on the rooftop, bagels delivered to people's homes and even a virtual chili cook-off, all with no pressure to come back into the office until our team is fully ready.

Lou Camerlengo, president, fivestar

Fragasso Financial Advisors has been primarily working in remote status since March 2020. Maintaining the health and safety of our team and clients has been our top priority, but second to that has been keeping employees engaged and involved in preserving our firm's great culture. Fragasso has a firmwide meeting monthly to make sure employees are aware of company goals, progress and initiatives, and it also gives the team the opportunity to ask any questions and share any good personal news. We even had goats crash on camera during our August Zoom call to share a laugh together! In person, we would occasionally have happy hours, trivia games and an annual holiday party. We've managed to keep those traditions in a remote format with a virtual escape room, trivia games and with holiday games and contests. Our employees enjoy the flexibility and are finding more time to dedicate to their health, families and, of course, their pets.

Bob Fragasso, chairman and CEO, Fragasso Financial Advisors



Our company is more like a family, and we listen to our employees and learn from them to grow and become a better organization.

Robert Glimcher, president, Glimcher Group Inc.

The one thing that sets (our) company apart is how we treat people — our associates and clients and also our vendors. The depth and breadth of our employee engagement and services offered to clients differentiate us from other firms in the area. For example, (we) encourage associates for continued educational achievement, benefiting the associate in their career advancement while simultaneously enhancing (our) ability to service clients who often have complex financial issues.

Bob Hapanowicz, founder and president, Hapanowicz & Associates Wealth Management

Every year at the beginning of December, Hefren-Tillotson employees gather in-person to celebrate at the annual holiday breakfast. During the event, accomplishments of the company and individuals are recognized and celebrated. It is a time when people gather to enjoy longstanding relationships and also get to know others better. One of the highlights of the breakfast is the Willard J Tillotson Award of Excellence, which is given to a person who exemplifies what it means to work at Hefren-Tillotson and live out the company's mission, values and commitment to excellence. The breakfast is usually followed by the annual holiday party later in the week, which includes spouses and significant others. The holiday breakfast is one event of many at Hefren-Tillotson which reinforces our family-oriented culture.

Kim Tillotson Fleming, chairman and CEO, Hefren-Tillotson Inc.

In business, culture is incredibly important. At Hoffmann Murtaugh, we make it a priority to reserve an hour of our time bi-weekly to focus on improving and perfecting the culture within our

agency. During these meetings, we highlight our core values, including how they were developed and identified, how they were incorporated into our day-to-day operations and how we can continue to improve them in the years to come. We go over our own culture, but we also highlight other successful business cultures because it's important to bring in outside thinking from companies that have scaled to the level we strive to become. In these meetings, our employees are encouraged to bring their suggestions, examples, personal experiences and insights to the table. This fosters an environment where all our employees can feel safe, respected and valued.

Shea Murtaugh, president, Hoffmann Murtaugh

Everyone is welcome and encouraged to give their ideas on how to contribute to our company's growth and retention of employee team members and clients — no matter their position in our company. Further, and most importantly, they know they have a "safe zone" in which to do this. No bad ideas or egos to deal with.

Chet Rhoads, president and CEO, HUB International

Idelic does everything we can to maintain our unique, mission-driven culture while thriving in a remote environment. Not only do we sponsor outings chosen by each team, but we also have a formal system for encouraging cross-team engagement. To keep team members engaged, we not only have weekly check-ins between managers and employees, but we also promote virtual coffee chats for employees to share ideas, collaborate on initiatives and get to know each other as friends in our current virtual office. Additionally, Idelic gives employees volunteer time off and encourages individuals to donate their time together. We also have a system for sharing "high-fives" given from one team member to another that celebrates successes related to our core values of safety, innovation, passion, quality and collaboration. We strive to make at-home work feel as close, fun and collaborative as an in-person experience.

Nick Bartel, CEO, Idelic

At Infinity, we are a company that values our team members' opinions and ideas. We are constantly looking to improve our processes both to benefit our customers and employees. We work together to create a working environment that is supportive and rewarding.

Scott Blodgett, president, Infinity Custom Homes

Empowerment so that they feel self-sufficient and rewarded by their own efforts supplemented with teamwork so they don't feel stuck when challenges occur. Also, caring about their personal lives and their life outside of work.

Bill Peters, CEO, Jenlor Integrations LLC

McClintock & Associates truly is a "family first" firm that is committed to providing a healthy work-life balance to enable all employees to spend time outside of work with their families, friends or other loved ones. We seek the opinions of our staff on how we can improve our benefits, policies and other initiatives to help drive our company culture and make our firm one of the best places to work.

Dave McClintock, managing director, McClintock & Associates PC

Happy employees are the key to Panopto's success. We ensure that employees are getting rest and the opportunity to recharge throughout the year. With a generous three-week vacation policy, employees also get the full week between Christmas and New Year's off. We've recently launched Refresh Fridays, where all employees get a three-day weekend every month so that they can take time to do the things they enjoy most. We've also created Panopto's Field Guide for Maximizing Your Time Off as part of our commitment to folks truly being able to disconnect and take time away. Lastly, our

Healthiest You benefit provides unlimited free mental health visits to ensure they have access to support they may need.

Eric Burns, CEO, Panopto Inc.

The culture our team has created and continually nurtures at ProLink is what sets us apart from other companies in the region. At every level of the organization, our team treats those they serve — clients, talent and each other — as extensions of their own families. We have an incredible drive for growth, which allows us to constantly expand and improve upon the ways we serve the people we consider family. We are an exceptionally energetic and positive group of people, which allows us to rise to the occasion when it is time to overcome obstacles. We are smart starters, which is to say we take time to plan and constantly evolve to ensure we move smart, fast and, above all, forward. Finally, we calmly and confidently power on through all the challenges that come with being in a highly competitive business.

Tony Munafo, CEO, ProLink Staffing Services

At RareMed, we view all our employees as "rare" in their own ways. Each person brings to our team their own experiences and perspectives that make them who they are and allow them to add unique value to our collective mission of accelerating care to rare disease patients. Our culture is centered around encouraging collaboration amongst this diversity. From an employee's first day, when we share their "What Makes You Rare?" questionnaire, we encourage employees to get to know each other, work together, be transparent and spread positive energy to advocate for the rare disease patients we serve.

Gordon Vanscoy, CEO, RareMed Solutions





At RE2, we live by the philosophy that if we take care of our people, everything else will fall into place. We do this by embracing our guiding principles and core values. Our company's guiding principles shape everything we do, from hiring, benefits and professional development to project selection, partnerships and product management. ... These principles are built on a foundation of our core values of trust, respect, integrity and positivity. For example, we recognize that our employees have a life outside of RE2. So we use these principles and core values to establish a culture that embraces flexibility. We enable our employees to determine where they work, when they work, provide half-day Fridays throughout the year and Fridays off during the summers to ensure that our employees have a healthy work-life balance. We also use our core values for employee and peer recognition through our monthly core values award that is given each month to a member of the team that exemplifies one of our principles or values.

Jorgen Pedersen, president and CEO, RE2 Robotics

Every Friday during our team meeting, RedShift does "High Fives." Every person chooses one team member they feel has gone above and beyond for them or the team in any kind of way that week. Thus, giving them a high five. They then share which core value the good deed pertains to. We have four core values: relentless accountability, unwavering service, clarity of communication (and) commitment to innovation. Not only is this engaging, but also team building, which is so important in these times of working remotely. To emulate that "office comradery," we strive to create a company culture in which people feel open to collaborate with one another, supported by its leaders and coworkers, and rewarded for the wins achieved.

Jeff Lizik, CEO and president, RedShift

Rosedale Tech promotes autonomy at all levels of the organization so our

people can have more fun since they have control over their own professional development and work life.

Dennis Wilke, president, Rosedale Technical College

One thing our company does to engage employees is the creation and support of our internal "Joy Committee." Made up of team members across the organization, the Joy Committee hosts various events and activities throughout the year to keep our team members engaged. We support annual events such as the Saint Patrick's Day Happy Hour, a summertime company picnic, an outing to a Pirates game and a holiday party. Due to many of our team members working remotely over the past year, many events have transitioned to online activities such as Friday morning coffee klatches, monthly online trivia contests and Zoom happy hours. The Joy Committee even hosted surprise baby showers. At the office, we continue to celebrate "First Fridays" and have hosted a coffee truck, scooped ice cream and celebrated fall with apple cider and themed doughnuts. The activities of the Joy Committee are not limited to events. We have team members responsible for selecting wearable "Schmidt Schwag," building out a Halloween look-back book, creating a birthday box for team members filled with gift cards and surprising team members and clients with a "Touch of Joy," a small gift mailed to their homes letting them know we are thinking about them.

Kevin Srigley, president, Schmidt Market Research

Our CEO and leadership transparency set us apart. Every month, our CEO hosts a companywide "TeamTalk" zoom call where he provides updates on goals and initiatives, sharing recognitions and client accolades. But what makes this truly unique is that our CEO, joined by our leadership team, reserves 30 minutes of each call to answer questions from team members, and no question is off limits. Team members ask about pending acquisitions, share stories of a policy they

may be struggling with, seek guidance on how to move through the organization or share a suggestion for a new policy or benefit. Our CEO always listens, and if he doesn't know the answer, he will follow up in an email or in a future call.

Helen Lemmon, principal, client services, Ryan LLC

We conduct semiannual surveys of all staff for input and regular one-on-one meetings for all staff with their supervisors; employees are able to nominate other employees for recognition awards; and we have a strong focus in every staff related to self-care.

Matthew Perkins, CEO, Service Coordination Unlimited Inc.

Tri-State Office Furniture takes pride in our community and loves paying it forward. We support many NPOs and community organizations, giving a wide range of volunteerism for employees. These efforts create teamwork inside and outside of the workplace, as well as promoting a positive work culture.

Edward Meyer, CEO and principal, Tri-State Office Furniture

I don't like to think that we do anything special — we treat employees how they deserve to be treated. First and foremost, we compensate people well and have great benefits. We challenge ourselves to practice psychological safety and respect in everything that we do — the result is that we have a warm, welcoming and open workplace. As a data-driven company, we have the tools in place to measure employee sentiment, and we very regularly pulse the company on how we're doing and in what areas we can improve. The overarching theme is we are intentional about our culture — there's nothing accidental in what we do or how we do it at Visimo. Family is our #1 core value, and it's evident in everything that we do.

James Julius, president and CEO, Visimo

Wade Trim's culture is key. Initiatives like Wade Trim Cares; Women at Wade Trim; the Young Professionals Group; Leadership, Mentor and Job Rotation programs; and Wade Trim's learning management system provide staff with opportunities to learn, grow their careers and network with like-minded staff. Innovation is valued at Wade Trim, so we created a space, The Innovation Hub, for staff to share ideas and suggestions for innovative technologies or processes to

adopt that will provide value to clients or create efficiencies within Wade Trim. Staff are rewarded for their ideas through our Mini-vention Awards and recognized on The Hub, Wade Trim's intranet. Employees are encouraged to act as stewards of the environment and actively contribute to our professions as well as the communities in which we live and work. Office Stewardship Champions organize activities that are meaningful to staff, while having positive impact on their communities. Whether it is promoting STEM to students or presenting at a national conference, hiking to benefit Big Brothers Big Sisters of Greater Pittsburgh or local river cleanups, Wade Trim employees are always up for the opportunity.

Andy McCune, president and CEO, Wade Trim

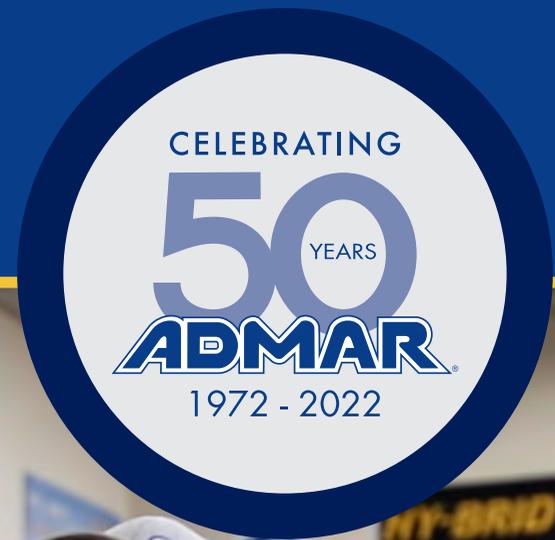
At Wilke & Associates, we create the opportunity for our professionals to have work-life balance. Each year, our professionals are asked to define their work schedule, including remote work, and select their work schedule and hours for the coming year, creating their own personal business plan. This planning tool allows our professionals to reflect on their personal priorities and set a plan that will allow for their own entrepreneurial spirit and personal fulfillment. We have found that when our professionals feel life balance, they are happy and naturally more productive. It's a win-win-win. Happy professionals, happy clients, happy partners.

David Wilke, managing partner, Wilke & Associates CPA & Business Advisors

Beginning in the summer of 2021, we instituted a hybrid office model at Wolf Consulting. We surveyed our employees and met as a leadership team and concluded that we would shift to a hybrid work schedule. This would allow employees to work remotely three days per week and work in our office two days per week with their team. We agreed that this would allow face-to-face interaction and promote collaboration and learning opportunities between team members while in the office, while allowing for better work/life balance and no commuting time on days when employees worked from their home offices. (This arrangement works for most of our team; however, it is dependent by role so doesn't permit everyone to be able to work from home. We do offer flexible starting and ending times to accommodate those who are working in the office.)

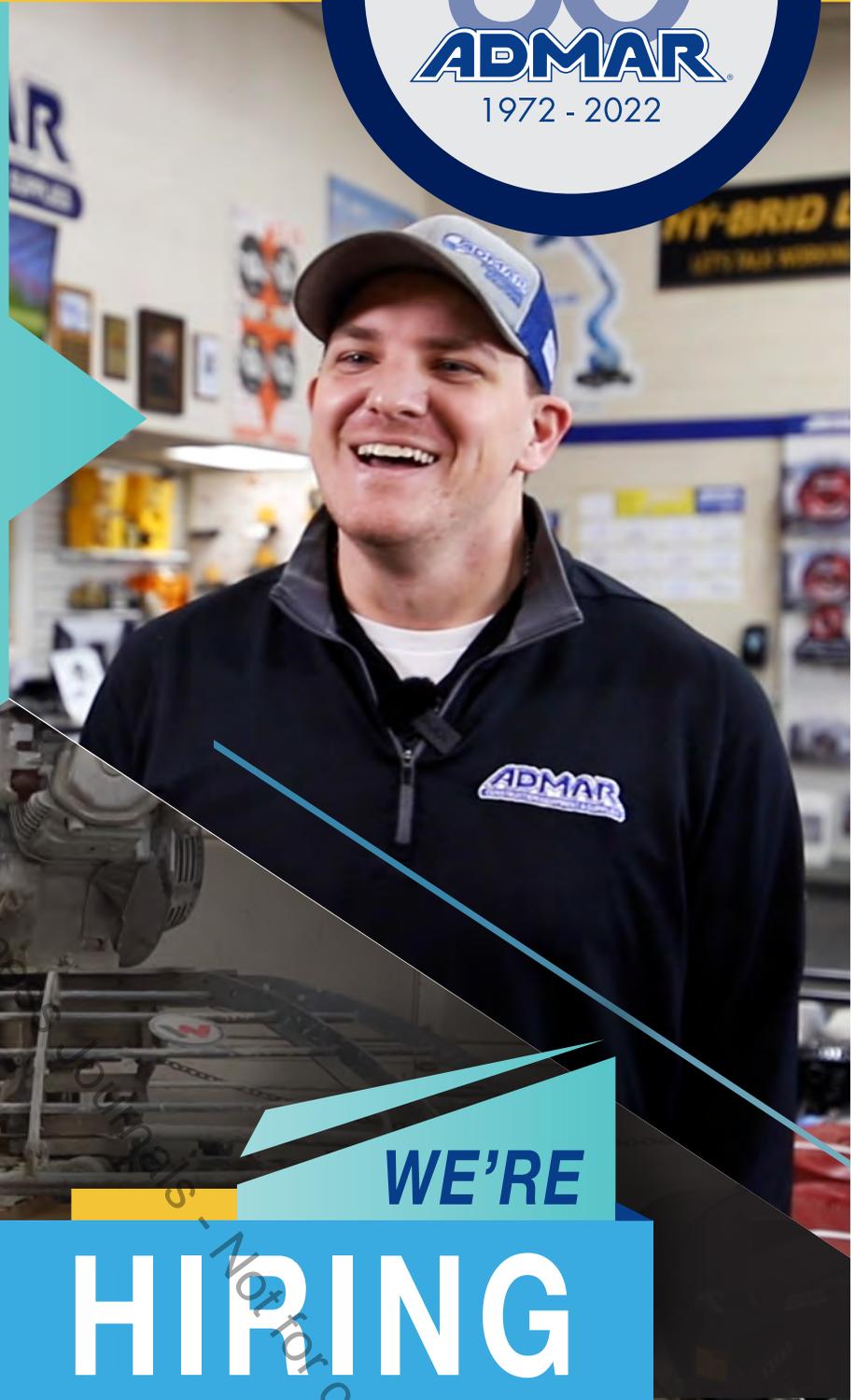
Elliott Hyman, CEO, Wolf Consulting LLC

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Clockwise from top left: Allen + Shariff Corp. employees; Advanced Robotics for Manufacturing Institute staff picnic; CityLife Realty Group's Joe Pasquino with the company's favorite dog; Golden Oak Lending employees; employees at Hoffmann Murtaugh; Telephonix Inc. employees at a paintball competition; Sisters Place Inc. employees prepare for an open house; Homebuyers of Pittsburgh employees.



PHOTO CREDITS FROM TOP LEFT: Allen + Shariff; Advanced Robotics for Manufacturing Institute; CityLife Realty Group; Golden Oak Lending; Hoffmann Murtaugh; Telephonix Inc.; Sisters Place Inc.; Homebuyers of Pittsburgh



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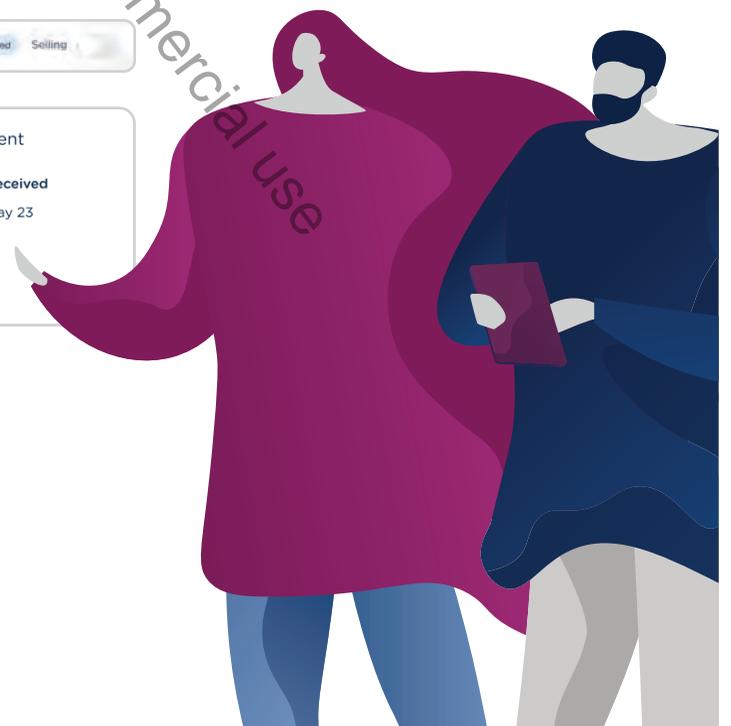
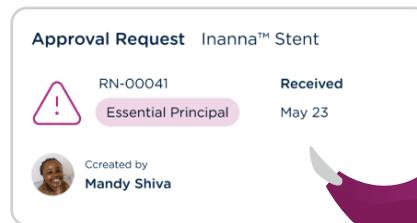
PITTSBURGH BUSINESS TIMES



2021 BEST PLACES TO WORK

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**Eric Hays
at Epic
Insurance.**

JIM HARRIS/PBT

#1 EPIC INSURANCE BROKERS & CONSULTANTS

T

here may not be any pinball machines in the breakroom or keg parties in the kitchen, but employees at Epic Insurance Brokers & Consultants are clearly happy with the workplace culture at the

company's Pittsburgh office since the San Francisco-based company first set up shop here in 2017.

For the past three years, Epic Insurance, an insurance brokerage, has ranked at or near the top of the small company category (between 10 and 24 employees) for the Best Places to Work awards. It's the winner in 2021, as it was in 2019, and it ranked fourth in 2020. Rankings are based on feedback from employee surveys administered by Quantum Workplace last summer. At the time of the survey, the company employed 16, and it now has 18 employees in Pittsburgh.

For Eric Hays, who joined Epic as regional director of employee benefits four years ago, the key to creating a successful workplace culture is making sure employees are in roles they enjoy, providing above-average compensation and allowing employees to decide how they can best get their jobs done.

"Our company is focused on the core value of people first," he said. "Normally people say the customer comes first, but when we talk about people first, we're talking about our employees, having them do jobs that they enjoy for compensation that is above market rates and treating them exceptionally well in terms of work-life balance."

Hays understands there has been a lot of attention paid to companies that have created "fun" workplaces, including amenities such as Ping Pong tables and pinball machines, but he doesn't think those amenities have much to do with creating a workplace employees really appreciate.

"People don't just work at tech companies to play pinball machines," he said. "They work there because they like working in technology. For our focus on brokerage and consulting, our employees really enjoy and get a sense of accomplishment helping our clients manage some pretty significant risk that's associated with running a business. The fun has to be found first in what you do for a living, that sense of purpose and accomplishment that you get from doing it."

About 75% of Epic's employees have worked remotely since the pandemic started in 2020. When the lockdown orders were lifted, some

employees decided to return to the office, but most chose to work from home.

That flexibility — letting employees decide what work environment works best for them — is a core principal of the company's management approach, Hays said.

"We allow people to work in a manner that suits them," he said. "If they need the flexibility to be able to work from home, especially in the pandemic environment, nobody has to go out of their way to justify it. Nobody has to explain themselves to anybody and hope for the good graces of management. It's just accepted that you have that flexibility without any questions asked."

And Hays has more proof that this approach is paying off for employees and for the bottom line. Since the pandemic began, Epic has retained more than 90% of its clients and has had no staff turnover.

The company's perspective on the potential of remote work has changed during the pandemic, Hays said.

"I don't know that we're ever going to go back to the notion that the only way to get work done is from 8 to 5, Monday through Friday, in an office," he said. "That's antiquated and done now."



BEST PLACES TO WORK IN WESTERN PA: SMALL COMPANIES

RANKED BY EMPLOYEE SATISFACTION SCORE, AS DETERMINED BY SURVEY OF COMPANY EMPLOYEES

Business name Website	Address Phone	Score	Employees ¹	Business description	Top executive(s)
1 Epic Insurance Brokers & Consultants epicbrokers.com	301 Grant St. #430, One Oxford Centre Pittsburgh, PA 15219 412-274-1750	99.1111	16	Insurance broker	Sean Andreas, sean.andreas@epicbrokers.com
2 NFP nfp.com	115 VIP Dr. #300 Wexford, PA 15090 724-940-9400	98.8889	12	Insurance broker and consulting firm	David Straight, dave.straight@nfp.com
3 Compassionate Certification Centers cccregister.com	355 5th Ave. #1502 Pittsburgh, PA 15222 888-316-9085	98.5078	24	Offers cannabis certifications, telemedicine services and preventative health care and sale of branded CBD products	Melonie Kotchey, mel@ccccenters.org
4 solutions4networks Inc. s4nets.com	1501 Reedsdale St. #2001 Pittsburgh, PA 15233 412-626-3519	98.0719	20	IT, technical and network infrastructure consulting	Michele McGough
5 GS National Insurance gsnational.com	300 Bilmar Dr. #200 Pittsburgh, PA 15205 412-921-6900	97.4183	17	National wholesale insurance marketing organization	Brian Breisinger, bbreisinger@gsnational.com
6 Hapanowicz & Associates Wealth Management hapanowicz-associates.com	One Oxford Centre 301 Grant St. #2550 Pittsburgh, PA 15219 412-261-5966	96.9753	10	Wealth management firm	Bob Hapanowicz
7 Rimsys Inc. rimsys.io	100 S. Commons #102 Pittsburgh, PA 15212 855-846-7269	96.9281	17	Provider of Regulatory Information Management (RIM) software for medical technology companies	James Gianoutsos; Brad Ryba
8 Resnick Roofing & Contracting resnickroof.com	5320 William Flynn Hwy. Gibsonia, PA 15044 412-212-7663	96.8254	23	Roofing contractor	Adam Resnick
9 Tri-State Office Furniture tristateofficefurniture.com	1 Sexton Rd. McKees Rocks, PA 15136 412-771-0760	96.7842	21	Office furniture sales, delivery, installation and reconfiguring	Ed Meyer
10 Sisters Place Inc. sistersplace.org	418 Mitchell Ave. Clairton, PA 15025 412-233-3903	96.6285	10	Helps families and individuals overcome poverty and homelessness	Melissa Ferraro
11 Cushman & Wakefield Grant Street Associates Inc. gsa-cw.com	The Grant Bldg. 310 Grant St. #1825 Pittsburgh, PA 15219 412-391-2600	96.583	17	Commercial real estate firm	Tim Goetz, tgoetz@gsa-cw.com; Robert Geiger, rgeiger@gsa-cw.com; Jack O'Donoghue, jodonoghue@gsa-cw.com
12 Higher Images higherimages.com	301 E. Main St. Carnegie, PA 15106 412-203-1996	96.2963	10	Full-service integrated multimedia marketing company	Bryan Thornberg, bryan@higherimages.com
13 Colliers International Pittsburgh www2.colliers.com	525 William Penn Pl. #3510 Pittsburgh, PA 15219 412-321-4200	96.1111	16	Commercial real estate company	John Bilyak, john.bilyak@colliers.com; Dick Cassetti, dick.cassetti@colliers.com
14 PGH Networks pghnetworks.com	400 Holiday Dr. #220 Pittsburgh, PA 15220 724-888-7007	95.9259	18	Managed service provider, offering telecommunications, IT, data security	Greg Pack; Bill Weisser
15 Glimcher Group Inc. glimchergroup.com	500 Grant St. #2000 Pittsburgh, PA 15219 412-765-3333	95.7183	16	Developer of retail shopping centers	Robert Glimcher, rglimcher@glimchergroup.com
16 Scarmazzi Homes scarmazzihomes.com	102 W. Pike St. #200 Houston, PA 15342 724-745-4250	95.3534	20	Developer and builder of lifestyle communities	Paul Scarmazzi, paul@scarmazzihomes.com; Chris Rusch, chris@scarmazzihomes.com
17 Gibson Capital LLC gibsoncapital.com	6600 Brooktree Ct. #2200 Wexford, PA 15090 724-934-3200	95.302	10	Wealth management firm	Christopher Sidoni, chris.s@gibsoncapital.com
18 Precision Copy Products precisioncopyproducts.com	600 State St. #100 Clairton, PA 15205 412-233-3000	94.9206	15	Office equipment sales and lease	Julie Bubanovich, julieb@precop.com
19 RedShift Digital Marketing redshiftdm.com	The Koppers Bldg. 436 7th Ave. #200 Pittsburgh, PA 15219 412-697-2800	94.8485	11	Creative services agency	Jeff Lizik, jeff@redshiftdm.com
20 ProLink Staffing Services prolinkstaff.com	381 Mansfield Ave. #301 Pittsburgh, PA 15220 513-489-5300	94.8148	10	Staffing and recruiting firm	Brent Wallace, bwallace@prolinkstaff.com
21 Telephonix Inc. telephonix.com	3 Forbes Rd. Trafford, PA 15085 724-519-4661	94.4444	19	Integrated telecom/security systems	Michael Bodine, mbodine@telephonix.com
22 Advanced Robotics for Manufacturing (ARM) Institute arminstitute.org	4501 Lytle St. Mill 19A #200 Pittsburgh, PA 15207 412-785-0444	93.9074	21	National public-private collaborative in robotics and workforce innovation funded by the federal government to accelerate manufacturing robotic technologies and workforce initiatives	Ira Moskowitz
23 HomeBuyers of Pittsburgh homebuyersofpittsburgh.com/about/meet-the-team	1080 Steuben St. Pittsburgh, PA 15220 724-512-8004	93.8889	13	Home buying company	Ryan Scialabba, Ryan@Urbanpgh.com
24 Hoffmann Murtaugh hoffmannmurtaugh.com	100 S. Commons #102 Pittsburgh, PA 15212 412-741-8618	93.8492	17	Integrated media planning and buying agency	Shea Murtaugh, shea@hoffmannmurtaugh.com
25 CityLife Realty Group cityliferealtypgh.com	1812 E Carson St. Pittsburgh, PA 15203 412-516-3508	93.8262	23	Real estate investment, construction, management, retail sales	Brian Kirchner, brian@remaxcitylifepgh.com; Casey Quinn, casey@cityliferealtypgh.com
26 Jenlor Integrations LLC jenlor.com	606 Washington Ave. Bridgeville, PA 15017 412-220-9330	93.7787	20	Provider of IT services	William Peters
27 Walker Benefits LLC² walker-benefits.com	5700 Corporate Dr. Pittsburgh, PA 15237 800-401-2001	93.6667	12	Retirement planning	Bill Nesbitt, bnesbitt@walker-benefits.com
28 Allen + Shariff Corp. allenshariff.com	Nova Tower 2 2 Allegheny Center #1001 Pittsburgh, PA 15212 412-322-9280	93.4568	18	Engineering firm	Zack Shariff, zshariff@allenshariff.com
29 VISIMO visimo.ai	400 Main St. Coraopolis, PA 15108 412-423-8324	93.3796	13	IT firm providing software design, AI and machine learning algorithms	James Julius
30 Direct Online Marketing directom.com	4117 Liberty Ave. Pittsburgh, PA 15224 800-979-3177	92.9601	18	Multimedia marketing firm	Justin Seibert, justin@directom.com
31 DBR & Co. dbroot.com	436 7th Ave. #2800 Pittsburgh, PA 15219 412-227-2800	92.8571	18	Investment advisor	David Root, d.rootjr@dbroot.com
32 Golden Oak Lending/JLB Corp. goldenoaklending.com	20206 Perry Hwy. #300 Cranberry, PA 16066 724-779-4653	92.8307	22	Mortgage services provider	James Hawkins
33 Architectural Innovations LLC aipgh.com	1003 McKnight Park Dr. Pittsburgh, PA 15237 412-364-4966	92.7558	11	Architectural, planning, interior design and consulting firm	Jan Brimmeier, jb@aipgh.com
34 Wade Trim wadetrim.com	Three Gateway Center 401 Liberty Ave. #1600 Pittsburgh, PA 15222 412-454-5566	92.7193	20	Engineering and construction consulting	Andrew McCune, amccune@wadetrim.com
35 DiNuzzo Wealth Management dinuzzo.com	1501 3rd St. Beaver, PA 15009 877-728-6564	92.4242	19	Wealth management firm	P.J. DiNuzzo, pjdinuzzo@dinuzzo.com

¹ Employee count as submitted as part of qualification process. Employment may have changed in the interim.

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ABOUT THE LIST

More than 150 area companies applied to participate in an online survey of employee engagement administered by Omaha, Nebraska-based Quantum Market Research. Online employee satisfaction surveys formed the basis of the final ranking scores used in this program. The number of surveys required from each company was based on a sliding scale applied to the total number of employees the company has in the region — the higher the number of employees, the lower the percentage of employee surveys required to qualify.

Category breakdown: Small: 10-24; medium: 25-49; large: 50-149; extra-large: 150 and above.



Clockwise from top left: Panopto Inc. employees; Fragasso Financial Advisors virtual meeting; Desmone Architects employees at a Pirates game; McClintock & Associates PC employees at a convention; Ryan LLC employees at Garfield Community Farm; Wolf Consulting LLC virtual meeting; Service Coordination Unlimited Inc. at an SCU longevity and service awards luncheon; Schmidt Market Research employees.



PHOTO CREDITS FROM TOP LEFT: Panopto Inc., Fragasso Financial Advisors, Desmone Architects, McClintock & Associates PC, Ryan LLC, Wolf Consulting LLC, Service Coordination Unlimited Inc., Schmidt Market Research



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Joel Reed, CEO at OpenArc in Wexford.

JIM HARRIS/PBT

#1 OPENARC

When the pandemic in 2020 forced employees to work remotely, the co-founders of OpenArc, CEO Joel Reed and President Bethany Simon, decided to take a three-pronged

approach to keep staff engaged and encourage collaboration.

That strategy included providing employees with performance-based feedback, a focus on both personal and professional relationships, and maintaining and enhancing the company's corporate culture during the remote experience.

That approach has paid off, with OpenArc winning the top spot in the medium-sized company category, which includes companies with between 25 and 49 employees, in the 2021 Best Places to Work awards. OpenArc at the time the survey was completed employed 31.

Since OpenArc was founded in 2010 to provide companies with software development solutions and technology staffing, it has appeared on the Best Places to Work list a number of times. But it was the employee survey administered in 2021 – at the height of the pandemic – that catapulted it into first place this year.

Reed, who worked for Bridgeville-based Development Dimensions International as the manager of leadership software engineering

for more than a decade before co-founding OpenArc, said feedback from employees — on both professional and personal levels — is a critical component of the company's bid to maintain a successful workplace environment.

"We talk a lot about our values and our culture," he said. "It's really, really important to us, so talking about it frequently with our employees is important for building relationships."

Those employee meetings were held in-person before the pandemic, but switched to video calls that focused on personal and professional perspectives once people started working remotely.

"I always start with a question about something going on in their personal life," Reed said. "We'll talk about their golf game or some other aspect of their life."

Discussions about employee performance are often based on the results of the 360° Best-Self Review online tool, a self-review survey for employees that includes options for feedback from managers.

To see a description of 360°, go to 15five.com/blog/360-best-self-review.

"We use 360° because it's not just feedback from your manager. It's feedback from you," Reed said. "We want to make sure we're being consistent across the organization, not asking different questions or using different processes. That feedback process has worked really well

this year."

Reed said he and his co-founder had worked hard long before the pandemic to build a strong company culture based on building relationships between people, and they knew it was important to maintain that culture in a remote environment.

"We've just doubled down on the relationship building and the efforts to maintain our culture," he said. "It's a doubling down on the quality of our feedback, the frequency of our feedback and also then just doubling down on relationship-building events."

Before the pandemic, working from home wasn't a significant part of OpenArc's approach, but once offices open back up, the company will most likely move to a hybrid approach, with several days a week in the office and the rest remote.

Reed said the move to remote work has impacted both his company and his clients — companies hiring technology professionals. He said his clients that hire for technology roles already offered some level of remote work pre-pandemic, but now they see working remotely as standard operating procedure.

"It's almost expected now that technologists will be able to work remotely," he said. "They're really embracing remote work. And now it's even easier to find those people because companies can hire people from outside the region."

T H E L I S T

BEST PLACES TO WORK: MEDIUM COMPANIES

RANKED BY EMPLOYEE SATISFACTION SCORE, AS DETERMINED BY SURVEY OF COMPANY EMPLOYEES

	Business name Website	Address Phone	Score	Employees ¹	Business description	Top executive(s)
1	OpenArc openarc.net	109 VIP Dr. #200 Wexford, PA 15090 724-602-0286	94.5915	31	IT staffing and IT consulting	Joel Reed, joel@openarc.net; Bethany Simon, bethany@openarc.net
2	Fragasso Financial Advisors fragassoadvisors.com	610 Smithfield St. #400 Pittsburgh, PA 15222 412-227-3200	94.4986	42	Wealth management, financial planning	Robert Fragasso, rfragasso@fragassoadvisors.com
3	Panopto Inc. panopto.com	600 River Ave. #100 Pittsburgh, PA 15212 855-726-6786	94.1389	41	Video management system software	Eric Burns; Dennis Farkos
4	Desmone Architects desmone.com	1 Doughboy Sq. 3400 Butler St. Pittsburgh, PA 15201 412-683-3230	94.0667	26	Architecture and interior design firm	Chip Desmone, cdesmone@desmone.com
5	Infinity Custom Homes buildinfinityhomes.com	1121 Boyce Rd. #400 Pittsburgh, PA 15241 888-424-9424	94.0068	41	Custom home builder	Scott Blodgett, sbloджетт@buildinfinityhomes.com
6	Ryan LLC ryan.com	1 PPG Pl. #2810 Pittsburgh, PA 15222 412-535-4400	92.8853	35	Corporate tax advisory firm	Helen Lemmon, helen.lemmon@ryan.com
7	Confluence Financial Partners confluencefp.com	732 E. Murray Rd. McMurray, PA 15317 724-271-8801	92.768	32	Financial services	Greg Weimer; Jim Wilding
8	RE 360 LLC re360co.com	829 Industry St. Pittsburgh, PA 15210 412-390-0360	92.6982	27	Residential and commercial real estate investment company	Joseph Calloway, joe@re360co.com
9	WNA Engineering Inc. wnaengineering.com	1257 Perry Hwy. #100 Portersville, PA 16051 724-368-8133	91.6892	39	Consulting engineering firm	Kevin Wilson
10	Wolf Consulting LLC wolfconsulting.com	2790 Mossie Blvd. #300 Monroeville, PA 15146 724-325-2900	91.567	39	Computer support and cloud services	Elliott Hyman
11	Service Coordination Unlimited Inc. sc-unlimited.org	1500 Ardmore Blvd. #101 Pittsburgh, PA 15221 855-715-1350	91.4228	48	Provides support services to help older adults and individuals with disabilities to live independently	Matthew Perkins, mperkins@sc-unlimited.org
12	Strassburger McKenna Gutnick & Gefsky smgglaw.com	4 Gateway Center #2200 444 Liberty Ave. Pittsburgh, PA 15222 412-281-5423	90.9848	45	Law firm	David Strassburger, dstrassburger@smgglaw.com
13	fivestar fivestardev.com	1501 Preble Ave. Pittsburgh, PA 15233 412-338-1412	89.9802	29	Developer of custom technology plans and services, training and workforce development platforms	David Colaizzi
14	CLA claconnect.com	Union Trust Building 501 Grant St. #425 Pittsburgh, PA 15219 412-485-6700	89.8333	33	Public accounting and consulting firm	Celeste Suchko
15	Orbital Engineering Inc. orbitalengr.com	1344 5th Ave. Pittsburgh, PA 15219 412-261-9100	89.4599	39	Engineering and inspection services	Robert Lewis, rlewis@orbitalengr.com
16	Neya Systems neyarobotics.com	555 Keystone Dr. Warrendale, PA 15086 724-799-8078	89.4444	27	Developing off-road autonomous vehicles for commercial uses	Mike Formica; Parag Batavia
17	Schmidt Market Research schmidtmr.com	125 Hillvue Ln. #200 Pittsburgh, PA 15237 412-367-1226	89.4169	34	Provides market research services	Kevin Srigley, ksrigley@schmidtmr.com
18	McClintock & Associates PC mcclintockcpa.com	1370 Washington Pike Bridgeville, PA 15017 412-257-5980	88.7993	34	Accounting firm	Dave McClintock, dmccclintock@mcclintockcpa.com; Bruce McClintock
19	Wilke & Associates CPA & Business Advisors wilkecpa.com	1721 Cochran Rd. #200 Pittsburgh, PA 15220 412-278-2200	88.3126	47	Accounting firm	David Wilke

¹ Employee count as submitted as part of qualification process. Employment may have changed in the interim.

ABOUT THE LIST

More than 150 Pittsburgh area companies applied to participate in an online survey of employee engagement administered by Omaha, Nebraska-based Quantum Market Research. Online employee satisfaction surveys formed the basis of the final ranking scores used in this program. The number of surveys required from each company was based on a sliding scale applied to the total number of employees the company has in the region — the higher the number of employees, the lower the percentage of employee surveys required to qualify.

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Clockwise from top left: Aspirant employees at a Lending Hearts event at Topgolf; Idelic employees at a conference in Indianapolis; Rosedale Technical College employees at a recent Kingfly Spirits party; Waldron Private Wealth employees; RE2 Robotics employee Chuck Okonkwo; HUB International employees at Light the Night Walk in October.



PHOTO CREDITS FROM TOP LEFT: Aspirant, Idelic, Rosedale Technical College, Waldron Private Wealth, RE2 Robotics, HUB International



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Jim Scalo, president and CEO of Burns Scalo Real Estate, with his team at this year's holiday party.

JIM HARRIS/PBT



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#1 BURNS SCALO REAL ESTATE

Corporate America's perception – and acceptance – of remote work may have been turned on its head since the pandemic began, but at least one Pittsburgh-based company's experience is successfully challenging that narrative.

Burns Scalo Real Estate, an 80-employee commercial real estate investment company, worked remotely for two months in 2020 when lockdown orders were issued by the state. But because of the company's state-designated essential status, it was permitted to bring back employees after those two months, and they've been there ever since.

Two employee satisfaction surveys administered at Burns Scalo over that two-year period run counter to the notion that companies must embrace remote work to maintain employee morale. In 2020, based on a survey soon after staff had returned to the office, the company ranked second in the Best Places to Work category that includes companies with between 50 and 149 employees. And for this year's award, which was based on a survey in 2021 after more than a year working from the office, Burns Scalo placed first in that large-company category. At the time the survey was

conducted, the company employed 61.

For Jim Scalo, president and CEO of Burns Scalo, the firm's return to the office during the pandemic also was a statement about his philosophy on remote work: He doesn't believe it's as effective as working in-person.

"If there's two people doing the same job, and one is working from home and the other coming into the office, the one that comes in is probably going to have a better career path," he said.

Scalo doesn't oppose all remote work, but believes that working from home is harder for some people, especially for younger employees.

"Remote work at some level can be easier if you have a large, quiet home," he said. "But a lot of homes aren't quiet, especially if you have young kids. And it works if you have a big house and people with you, but if you're living alone in a tiny apartment, you probably want to get back to the office."

Burns Scalo owns and manages more than 5 million square feet of commercial space throughout the region, space that could be negatively impacted if companies decide to have people work from home and reduce their office footprints as a result.

While Scalo is quick to admit that his perspective on remote work is, in part,

influenced by his company's mission, he has long been a vocal promoter of the importance of both the physical attributes of offices and the corporate culture created by companies in those offices as a way to attract, engage and retain employees.

In his 2018 book, "Work Them to Life," Scalo wrote: "No matter what cultural practices or leadership styles you follow, your office space is a powerful supplemental tool. It is the surest way to attract people and inspire them to be more productive, innovative and loyal."

That's the approach Scalo has taken for company employees at its headquarters in Green Tree, which features both a fitness center and a cafeteria. There's even a person designated as the happiness chief, Fran Scott, who's tasked with coming up with initiatives that will engage and entertain employees, such as allowing them to take turns selecting music genres played in common areas and pumping scents through the office's HVAC system.

Scalo's primary focus, however, is on building a company culture that engages employees.

"People confuse culture with perks and benefits," he said. "Culture is really based on how you treat people. It's really how you treat each other."



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BEST PLACES TO WORK: LARGE COMPANIES

RANKED BY EMPLOYEE SATISFACTION SCORE, AS DETERMINED BY SURVEY OF COMPANY EMPLOYEES

Business name Website	Address Phone	Score	Employees ¹	Business description	Top executive(s)
1 Burns Scalo Real Estate burnsscalo realestate.com	965 Greentree Rd. #400 Pittsburgh, PA 15220 412-250-3000	95.0081	61	Commercial real estate firm	Jim Scalo
2 Waldron Private Wealth waldronpw.com	44 Abele Rd. #400 Bridgeville, PA 15017 412-221-1005	94.268	53	Boutique wealth management firm	John Waldron; Matthew Helfrich
3 AEC Group LLC aecgroup.com	3000 Montour Church Rd. Oakdale, PA 15071 412-206-2500	94.0109	61	Technology consulting firm	Danielle Mizia
4 R & R Express Inc. shiprrexp.com	100 Commerce Dr. Pittsburgh, PA 15275 800-223-8973	93.6222	106	Transportation and logistic services	Richard Francis; Ray Francis; John Gallardo
5 HUB International hubinternational.com	210 6th Ave. 30th Floor Pittsburgh, PA 15222 412-391-7300	93.4591	85	Insurance brokerage and consulting firm	Chet Rhoads, chet.rhoads@hubinternational.com
6 Rosedale Technical College rosedaletech.org	215 Beecham Dr. Pittsburgh, PA 15205 412-521-6200	93.0244	60	Nonprofit technical school	Dennis Wilke, dennis.wilke@rosedaletech.org
7 LGA Partners LP lga-partners.com	1425 Forbes Ave. #400 Pittsburgh, PA 15219 412-243-3430	92.7003	50	Architectural design firm	Paulette Burns; Jonathan Glance
8 RareMed Solutions raremed.com	305 Merchant Ln. Pittsburgh, PA 15205 800-676-7273	92.4006	107	Provides patient support services for rare and orphan diseases/conditions	Gordon Vanscoy
9 Veterans Leadership Program of Western PA veteransleadershipprogram.org	2934 Smallman St. Pittsburgh, PA 15201 412-481-8200	92.3817	59	Provides support services for veterans	Ben Stahl

¹ Employee count as submitted as part of qualification process. Employment may have changed in the interim.

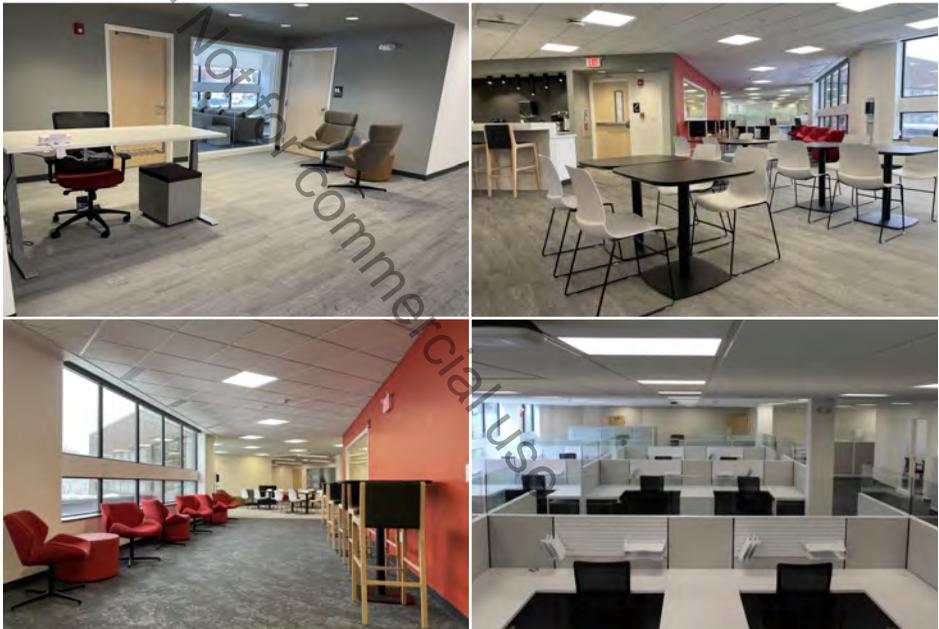
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Business name Website	Address Phone	Score	Employees ¹	Business description	Top executive(s)
10 Idelic idelic.com	2 Allegheny Center #400 Pittsburgh, PA 15212 985-438-2497	91.8578	56	Provides AI and risk identification for commercial vehicle fleets	Hayden Cardiff; Nick Bartel
11 Aspirant aspirant.com	Nova Tower 1 One Allegheny Sq. #502 Pittsburgh, PA 15212 724-655-4441	91.7037	100	Management consulting and technology firm	Mike McClaine
12 ECHO Realty echorealty.com	560 Epsilon Dr. Pittsburgh, PA 15238 412-968-1660	91.2369	64	Developer, owner and operator of commercial real estate	Thomas Karet, tkaret@echorealty.com
13 Filtech Inc. filtechinc.com	221 W. 8th Ave. West Homestead, PA 15120 412-461-1400	91.1828	51	Provides a complete line of filtration equipment and replacement filter elements	Harry Elinsky, harrye@filtechinc.com
14 Dobil Laboratories Inc. dobil.com	1661 E. Sutter Rd. Glenshaw, PA 15116 412-782-3399	90.4745	62	Provides audio-visual systems	Don Rosenberger
15 RE2 Robotics resquared.com	4925 Harrison St. Pittsburgh, PA 15201 412-681-6382	89.7957	76	Develops intelligent mobile robotic arms	Jorgen Pedersen

¹ Employee count as submitted as part of qualification process. Employment may have changed in the interim.

ABOUT THE LIST

More than 150 Pittsburgh area companies applied to participate in an online survey of employee engagement administered by Omaha, Nebraska-based Quantum Market Research. Online employee satisfaction surveys formed the basis of the final ranking scores used in this program. The number of surveys required from each company was based on a sliding scale applied to the total number of employees the company has in the region — the higher the number of employees, the lower the percentage of employee surveys required to qualify.

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From top:
First National Bank employees participate with the Pittsburgh Penguins in the Juneteenth-Jubilee Voting Rights Parade in downtown Pittsburgh in June 2021.

Eat'n Park Hospitality Group Inc.'s Parkhurst team attend a fundraising event held by Chatham University for Caring for Kids Inc.

Janet Cauley and Brian Riano in RoadRunner's PPG Place office before the pandemic.



PHOTO CREDITS FROM TOP LEFT: First National Bank; Eat'n Park Hospitality Group Inc.; RoadRunner Recycling





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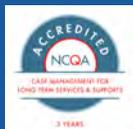
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**Graham Rihn, founder
and CEO at RoadRunner
Recycling Inc.**

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#1 ROADRUNNER RECYCLING INC.

While many companies either put hiring plans on hold or stopped onboarding new people completely during the early stages of the pandemic, RoadRunner Recycling Inc. took a very different approach, doubling its employee count since the lockdowns and workplace restrictions began in 2020.

But that rapid growth — the company now employs 430 — at a time when employees were working remotely hasn't stopped it from fostering a winning workplace culture.

In recent years, the results of RoadRunner's employee surveys for the Pittsburgh Business Times' Best Places to Work awards have shown the company is creating a workplace environment employees appreciate. In 2020, RoadRunner ranked third in the extra-large category, which includes companies with 150 or more employees. In 2021, RoadRunner placed first in the extra-large company category. At the time the survey was completed, it had 279 employees.

RoadRunner Founder and CEO Graham Rihn, who founded the company in 2014 to help make recycling easier and less expensive for a variety of industries, believes that even with rapid growth and people working off-site, focusing on personal relationships is the key to creating a

world-class workplace environment.

"We've spent a lot of time over the years thinking about the employee experience at RoadRunner," he said. "We want to make sure everybody feels comfortable and included and everybody feels that they can achieve their goals. We care both personally and professionally about each other. I think that really comes across in the culture we've built."

Rihn said the company's experience with remote work has been positive, allowing it to hire a number of employees from outside the Pittsburgh region, especially in technical positions that have historically been harder to fill with local candidates.

Today about 10% of RoadRunner employees live outside the region, including in California, Texas and New York.

But the move to remote work has also created challenges, especially when it comes to fostering employee engagement, according to Rihn. In response, the company has incorporated both virtual and in-person events designed to increase person-to-person collaboration.

Those events range from the annual all-day "RoadRunner Day," a celebration of the company's founding that features games and tours and has been held virtually for the past two years, to monthly events that celebrate dates such as Earth Day. The company also has held

in-person events for smaller teams so that people get a chance to interact with each other.

Rihn's experience with a remote workforce has changed his perspective on how his employees will work moving forward, especially when the pandemic ends. When employees return to the office, they'll continue to work between 50% and 75% a month remotely. Most will work one week a month in the office, but those days can be increased to as much as two weeks at the discretion of managers when there are major projects that need to be completed.

"We're going to a hybrid system," he said. "My perspective on remote has changed."

And throughout all the remote work, the company has continued to grow substantially — RoadRunner's revenue has increased by more than 100% since the pandemic began, according to Rihn. The company doesn't divulge revenue numbers.

While the recycling demands have dried up from companies that are working remotely, RoadRunner has made up for that loss by focusing on industries that are working in-person.

"The good news about our business is that we work in many industries," Rihn said. "So certainly commercial offices have been affected long-term by Covid in a negative sense, but at the same time there are industries like manufacturing and health care that are increasing."

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BEST PLACES TO WORK: EXTRA-LARGE COMPANIES

RANKED BY EMPLOYEE SATISFACTION SCORE, AS DETERMINED BY SURVEY OF COMPANY EMPLOYEES

Business name Website	Address Phone	Score	Employees ¹	Business description	Top executive(s)
1 RoadRunner Recycling Inc. roadrunnerwm.com	One PPG Place, 33rd Fl. Pittsburgh, PA 15222 888-871-7623	92.2306	279	Commercial waste and recycling	Graham Rihn, graham@roadrunnerwm.com
2 Hefren-Tillotson Inc. hefren.com	308 7th Ave. Pittsburgh, PA 15222 412-434-0990	91.3399	255	Diversified financial services firm	Kimberly Tillotson Fleming, kim.fleming@hefren.com
3 HM Health Solutions hmhs.com	501 Penn Ave. Pittsburgh, PA 15222 412-888-2000	86.9077	1,073	Provides health plans with an administration platform	Michael Malec, Michael.Malec@hmhs.com
4 F.N.B. Corp. fnb-online.com	12 Federal St. Pittsburgh, PA 15212 800-555-5455	84.6622	1,000	Banking/financial services	Vincent J. Delie Jr.
5 Eat'n Park Hospitality Group Inc. ² enphospitality.com	285 E. Waterfront Dr. Homestead, PA 15120 412-461-2000	84.5814	181	Restaurants, contract dining services	Jeff Broadhurst, jeff@eatnpark.com

¹ Employee count as submitted as part of qualification process. Employment may have changed in the interim.

² Corporate offices: does not include individual restaurants.

ABOUT THE LIST

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ACCOUNTING

Promotion



Daniel W. Oberst, CPA, MBA

Senior Associate, Tax Services Group
Grossman Yanak & Ford LLP

Dan has eight years of experience in public and private accounting. He specializes in providing tax compliance and tax research services for high-net-worth individuals and small businesses. He assists with tax projections, estimated tax payment calculations and tax distribution calculations. Dan also engages in special project work, providing fixed asset analysis and handling a variety of state tax issues. Dan is a CPA and was selected to participate in the PICPA Emerging Leaders Summit.

ACCOUNTING

Promotion



Brad W. Matthews, CPA/ABV, CVA

Senior Manager, Business Valuation Services Group
Grossman Yanak & Ford LLP

Brad has over 10 years of experience in public accounting. He performs business valuations for gift and estate tax planning, ESOPs, marital dissolutions, shareholder disputes, financial and tax reporting, buy/sell transactions and general business planning. His litigation support expertise includes financial forensic analysis and the determination of lost profits and economic damages arising from disputes. Brad is a graduate of Leadership Pittsburgh's Leadership Development Initiative Class XXIV

LEGAL SERVICES

New Hire



Kaavya Ramesh

Attorney
Burns White

Kaavya Ramesh is an Associate in Burns White's Pittsburgh office. Ms. Ramesh focuses her practice in the areas of commercial litigation matters and insurance coverage and extracontractual litigation.

LAW PRACTICE

Professional Recognition



David J. DelFiandra

Partner
Leech Tishman Fuscaldolo & Lampl, LLC

Leech Tishman is pleased to announce that partner David J. DelFiandra was recently awarded the inaugural Partner in Philanthropy Award by The Pittsburgh Foundation. DelFiandra serves as Chair of Leech Tishman's Estates & Trusts Practice Group, and is also a member of the Nonprofits & Tax-Exempt Organizations and Tax Groups. He is based in the Pittsburgh office.

SPOTLIGHT

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Joshua Constable, DO

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LAW PRACTICE

New Hire



Jason Kelley

Associate
Maiello, Brungo & Maiello

Jason Kelley joins Maiello, Brungo & Maiello, LLP as a member of its Corporate Law, Employment Law, and Real Estate Practice Groups. He possesses over a decade of legal experience, with significant knowledge in counseling business owners in contracts and corporate governance, and advising on business operations. He also works with employers in resolving company issues including workplace safety, and hiring and firing best practices. He also handles "real property" transactions for clients.



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HOSPITAL & HEALTH CARE

Professional Recognition



Anthony Principe

Vice President of Business Development
North American Partners in Anesthesia

Anthony builds relationships with hospital, ASC, and office-based anesthesia clients in PA, MD, DE, and DC. He connects NAPA solutions for stability and growth with facilities' current needs and future goals, creating value around OR performance, patient experience, and profitability. Anthony brings decades of healthcare client management and business development experience nurturing executive relationships, leading service recovery, and coordinating ongoing support across corporate functions.

MEDICAL DEVICES

New Hire



Carl Denys

Vice President, Medical Device

ChemImage

Carl Denys joins ChemImage as Vice President, Medical Devices. He will lead the marketing, business

development, and product management teams and focus on the application of ChemImage technology for diagnostic endoscopy, as well as the CardioVere product that focuses on quantifying pre-clinical congestion in heart failure patients. He will also identify and seek out other opportunities for application of the technology toward the company's primary goal of enabling the Awareness of Things®.

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Armstrong Group, a family owned and operated collection of diverse companies, announced that it has purchased The Ziegenfelder Company, a family owned company and creator of the well-recognized Budget Saver Twin Pop frozen ice treats. This acquisition expands and strengthens the Armstrong Group portfolio, adding to operating companies that include interests in broadband, video, telephone, security, real estate, electronic manufacturing, HVAC, and now, frozen treat manufacturing. We are excited to add a company with the rich heritage of Ziegenfelder, said Dru Sedwick, President and CEO of the Armstrong Group. Their family centric approach matches well with our culture. And their product offerings are highly regarded in the frozen ice treat space, providing great taste at a great value. Headquartered in Butler, PA, The Armstrong Group began in 1946 and has now grown into an organization that encompasses multiple industries and employs over 2,000 individuals nationwide.



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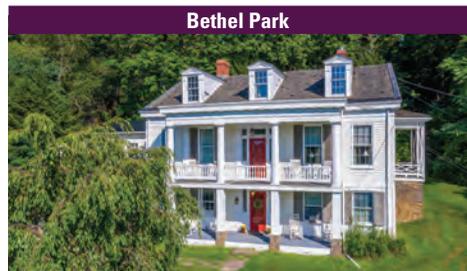
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LEGAL NOTICE

Notice for Requesting Proposals for FSMC Services Washington School District

The Washington School District, a sponsor of the National School Breakfast & Lunch Program, and Child and Adult Care Food Program is requesting proposals for full-service food service management services.

Specifications may be obtained at the Washington SD, Administrative Office located at 311 Allison Avenue, Washington, PA 15301. A mandatory walk-through meeting will be held on Monday, February 28, 2022 at 10:00 a.m. in the Administrative Office. For further information, you may contact, Rick Mancini at 724-223-5019. Proposals are due no later than 10:00 on March 28, 2022.

LEADS

Information to build your business

► Bankruptcies

Chapter 7

Ridge Payroll LLC, 135 Technology Dr. #410, Canonsburg 15317; Assets, \$5,699; Debts, \$1,151,696; Major Creditor, Silicon Valley Bank, \$969,220; Attorney, Kathryn L. Harrison; case #22-20019, 01/05/22.

Nova Vita LLC, 1112 Lake Heights Way, Greensburg 15601; Assets, \$0 to \$50,000; Debts, \$0 to \$50,000; Attorney, Brian P. Cavanaugh; case #22-20026, 01/05/22.

Chapter 11

GML Logistics LLC, 406 30th St., McKeesport 15132; Assets, \$4,900; Debts, \$80,685; Major Creditor, Pearl Capital, \$29,925; Attorney, Rodney D. Shepherd; case #22-20037, 01/07/22.

► Liens: State tax

ALLEGHENY COUNTY

Luffey & Storms LLC, Curry Commons Plz., Pittsburgh 15236, \$19,113, (business), case #GD-22-100002, 01/03/22.

► Judgments

ALLEGHENY COUNTY

Shelly Stokely vs. Robert at Kohlman Contracting Group LLC Kohlman, 11807 Joan Dr., Pittsburgh 15235, \$11,188, plaintiff, case #GD-22-000213, 01/06/22.

► Commercial Real Estate Mortgages

ALLEGHENY COUNTY

Bellevue

Borrower: Animal Holdings LLC
Lender: Keybank NA
\$358,000

Bridgeville

Borrower: Blairfield LLC
Lender: CFS Bank
\$468,000

Carnegie 2nd Ward/Pittsburgh 20th Ward

Borrower: Citylife West LLC
Lender: West Aircomm FCU
\$420,000

Castle Shannon

Borrower: Three 345 Mt. Lebn Blvd. Associates LLC
Lender: Peoples Security Bank & Trust Co.
\$1,100,000

Collier Township

Borrower: NOCAED LLC
Lender: S & T Bank
\$950,000

Crafton 3rd Ward/Heidelberg

Borrower: CYB Holdings LLC
Lender: S & T Bank
\$950,000

Edgewood/Pittsburgh 14th Ward/Swissvale

Borrower: Nice Properties LLC
Lender: S & T Bank
\$1,017,000

Findlay Township

Borrower: One 17 William Dr LLC
Lender: KEB Hana Bank NY
\$101,066,225

Fox Chapel

Borrower: High Knoll Development Corp.
Lender: World Business Lenders LLC
\$1,200,000

Glenfield

Borrower: Dawson St. LLC
Lender: Community Bank
\$528,000

Green Tree

Borrower: Evans Real Estate Group LLC
Lender: Lawrence P. Dattilo
\$200,000

McKeesport

Borrower: River Materials Inc.
Lender: CNB Bank

\$1,310,200

Monroeville

Borrower: Scarpitti LLC
Lender: Consumers National Bank
\$1,575,000
Borrower: TPL Income Property Corp.
Lender: S & T Bank
\$1,437,000

Munhall

Borrower: Atlas Estates LLC
Lender: FTF Lending LLC
\$217,000

Oakmont

Borrower: Five 515 Ally Ave. Holding Co.
Lender: S & T Bank
\$1,850,000

O'Hara Township

Borrower: Quicken Loans LLC/Alexia D. Zgurznski
Lender: Rocket MTG LLC
\$246,400

Penn Hills

Borrower: Citylife East LLC
Lender: West Aircomm FCU
\$248,000

Penn Hills/North Versailles Township/Braddock Hills

Borrower: DEM Management LP
Lender: Standard Bank
\$250,000

Pittsburgh 2nd Ward

Borrower: Fifty 26th LLC
Lender: Community Bank
\$4,500,000
Borrower: Fifty 26th LLC
Lender: Craig Harris
\$1,000,000

Pittsburgh 3rd Ward

Borrower: Midpoint Group Companies Inc.
Lender: Pittsburgh URB Redevelopment Authority
\$1,000,000
Borrower: Midpoint Group Companies Inc.
Lender: Community Growth FD
\$245,000

Pittsburgh 9th Ward

Borrower: HLKJRB LLC
Lender: First National Bank PA
\$270,699
Borrower: Three 363 44th St. PALLC
Lender: Residential Capital Partners
\$248,500

Pittsburgh 10th Ward

Borrower: EGS Transport LLC
Lender: Somerset Trust Co.
\$204,750

Pittsburgh 11th Ward

Borrower: Costello Properties LLC
Lender: S & T Bank
\$999,999
Borrower: Peachy Pelican Properties LLC
Lender: Groundfloor Real Estate 1 LLC
\$307,030

Pittsburgh 12th Ward

Borrower: Six 6503 Hamilton Ave. LLC
Lender: Citizens Bank NA
\$700,000

Pittsburgh 13th Ward

Borrower: Belmar Campus LLC
Lender: Landmarks Community Capital Corp.
\$280,000

Pittsburgh 22nd Ward

Borrower: Haus FL Co.
Lender: Bank of America NA
\$1,600,000

Pittsburgh 28th Ward/Pittsburgh 20th Ward/Brentwood

Borrower: AIH LLC
Lender: S & T Bank
\$950,000

Pittsburgh 29th Ward

Borrower: SJL Gems LLC
Lender: Somerset Trust Co.
\$240,000

Robinson Township/North Fayette Township

Borrower: Diccico Partners LLC/Settlers Corp.
Lender: First National Bank PA
\$19,000,000

Ross Township

Borrower: Indof Industries LLC
Lender: NexTier Bank NA
\$387,500
Borrower: Indof Industries LLC
Lender: Regional Development Funding Corp.
\$310,000

Scott Township

Borrower: One 1928 Holdings

► ABOUT THIS SECTION

HOW TO USE LEADS

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DEFINITIONS

Bankruptcy Filings: Chapter 7 is a liquidation involving an appointed trustee that seeks to sell all assets to pay creditors. Chapter 11 protects a business from creditors while it reorganizes. In some cases, the debtor regains control of the business and it continues to operate.

Judgments: Result from a court order.

Real Estate Transactions: Printed from

deeds filed in the six-county area that are for \$300,000 or more.

New Business Incorporations: Partnerships and corporations filed with the office of the Pennsylvania secretary of state.

Liens: Represent one party's attempt to gain payment from another by filing a monetary claim on their property. This

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listing includes tax liens filed by the Internal Revenue Service and the state. Also included are mechanics' liens, which involve private entities. Liens exceeding \$10,000 are included.

For more information, contact Richard Cerilli, rcerilli@bizjournals.com or 412-208-3815.

► Commercial Real Estate Transactions

ALLEGHENY COUNTY

Baldwin

87-93 Joseph St., Pittsburgh 15227; Joan Zukiewicz and Zukiewicz Realty LP to Brothers Mgmt. LLP/Scott Fisher/Terry Fisher, \$1,850,000.

Bethel Park

2705 S. Park Rd., Bethel Park 15102; Bethel Park Rapid Wash LP and Engery Logistics Corp. to Steel City Wash LLC, \$450,000.

Carnegie 2nd Ward

918 Washington Ave., Carnegie 15106; Pamela J. Airhart to Fritz Physical Therapy and Sports Medicine LLC, \$360,000.

Dravosburg

211 Washington Ave., Dravosburg 15034; Daniel G. Manning/Daniel M. Manning/Richard D. Manning et al. to Christopher Diclaudio, \$300,000.

Edgeworth

301 Ohio River Blvd./Ohio River Blvd., Sewickley 15143; Michael C. Bell Estate/Stephen M. Froman/Robert D. Fusco et al. to KW 535 LLC, \$4,850,000.

Kennedy Township/Stowe Township

2201 Robinson Blvd., McKees Rocks 15136; Nancy C. Coulter Executor/Edna Phillips Estate/Harry G. Phillips Executor et al. to Myoma Family Holdings LLC/Myoma Family LP, \$620,000.

Leetsdale

22 Beaver St., Ambridge 15003; Edward J. Kosis Jr. and Mary L. Kosis Trustees to SBHW Real Estate LLC, \$379,000.

McKees Rock

1112-1118 Chartiers Ave., McKees Rocks 15136; Bobby Ingram/Deanna Ingram and Simon B. Ingram Et al. to Jamie LeCalire and Rumrunner LLC, \$320,000.

Moon Township

530 Moon Clinton Rd., Coraopolis 15108; Five 530 MCR LLC to Crighton Properties LLC, \$2,410,000.

Oakdale

5 Industrial Park Dr./Industrial Park Dr., Oakdale 15071; Oakdale Industrial Properties LLC to CGM Industrial Partners LLC, \$700,000.

Pine Township

6001 Stonewood Dr./Stonewood Dr., Wexford 15090; G and J Mgmt. LLC and Western PA Real Estate Partners LP to Wexford MC Owner LLC, \$6,179,643.

Pittsburgh 4th Ward

3221 Juliet St., Pittsburgh 15213; Three 3339 Ward St.

LLC/Three 3339 Ward St. LP to RE Develop. LLC, \$860,000.

Pittsburgh 6th Ward

166 39th St., Pittsburgh 15201; Antonio Gentile Jr. to Integral Garage LLC, \$300,000.

Pittsburgh 7th Ward

5020 Centre Ave., Pittsburgh 15213; Centre Morewood Invest. Co./Dennis F. Lewandowski/James P. Wagner et al. to 2020 Centre LLC, \$2,145,500.

Pittsburgh 8th Ward

5207-5259 Liberty Ave., Pittsburgh 15224; DA Diversified Inc. and Legacy Affiliated Ventures LP to SMRETEI LLC, \$15,215,000.

4824/4826 Liberty Ave., Pittsburgh 15224; Albanese Properties LLC to Gorham WM Properties LLC, \$1,300,000.

Pittsburgh 20th Ward

1001 E. Entry Dr., Pittsburgh 15220; Samuel J. Germinaro/Gina F. Levine/Robert S. Markovitz et al. to One 1001 E. Entry Dr. LLC, \$1,025,000.

Pittsburgh 22nd Ward

255 E. Ohio St., Pittsburgh 15212; Allegheny Commons LP/Allegheny Commons Winn LLC/Allegheny Commons Winn LP to Allegheny Commons Community Partners LP, \$11,000,000.

Pittsburgh 24th Ward

1428 High St., Pittsburgh 15212; Warehouse House LLC to Sunny Side Development Group LLC, \$765,000.

Ross Township

5004 McKnight Rd., Pittsburgh 15237; Five 5004 McKnight Investors LLC to Five 5004 McKnight Investors LLC/LBTIC2 LLC, \$518,103.

Sewickley 2nd Ward

421 Walnut St., Sewickley 15143; Thomas R. Kimmeler and Cecily A. Routman to McClellandown Rd. LP/Sean and Co. LLC, \$1,100,000.

South Fayette Township

TF South Fayette LLC to KDP Pitt Newbury LLC, \$5,400,000.

Stowe Township

1220 McKee St., McKees Rocks 15136; Cask Realty Partners LLC to Iron City Dirt LLC, \$755,000.

West Deer Township

11 Oak Rd., Gibsonsia 15044; Letterle Leasing LLC to CPC LLC/Judith E. Coco Trustee/Michael S. Coco Trustee et al., \$925,000.

West Mifflin

7045 Clairton Rd., West Mifflin 15122; Tech One Associates LP/Tech One Mgmt. LLC to Bourne Acquisition LLC/Clairton Rd. Properties LLC/Two 2527 LLC, \$2,000,000.

BEAVER COUNTY

Center Township

3 Stoney Rdg/Rte. 60, Monaca

15061; Mosaic Development Training LP to Columbia Gas of Pennsylvania Inc., of 121 Champion Way, Canonsburg 15317, \$12,500,000.

3645 Brodhead Rd., Monaca 15061; Louis and Carol Gentile Real Estate to The Ava Nina Rental Enterprises LLC, of 190 Clearview St., Beaver Falls 15010, \$437,229.

City of Aliquippa

2732 Brodhead Rd., Aliquippa 15001; Boos or Aliquippa LLC to Westborough Arms LLC, of 100 E. English St., Wichita, Kan. 67202, \$2,330,769.

Harmony Township

401 5th St., New Brighton 15066; MCR Real Estate IV LLC to Blue Light Properties LLC, of 567 Summer St., Lynnfield, Mass. 01940, \$3,462,857.

Raccoon Township

3980 Ridge Rd., Aliquippa 15001; Gabriel J. Strano and Alyssa Strano et al. to Alexander A. Hall and Kimberly Hall, of 3980 Ridge Rd., Aliquippa 15001, \$324,000.

White Township

Front St., Beaver Falls 15010; Col Fin Specialty Steel II LLC to 100 Front Street LLC, of 1415 5th Ave., New Brighton 15066, \$500,000.

BUTLER COUNTY

Cranberry Township

2000 Garden View Ln., Cranberry Township 16066; GSMS 2014 GC18 Garden View Lane to PPOE Q4 21 Cranberry LLC, of 3500 Lenox Rd. NE #625, Atlanta, Ga. 30326, \$9,867,125.

Mars Borough

509 Pittsburg St., Mars 16046; Terri J. Lisman and Charles W. Lisman to Walter J. Mellor, of 321 Mars Valencia Rd., Mars 16046, \$410,000.

WASHINGTON COUNTY

Carroll Township

1610 4th St., Monongahela 15063; Randy L. McMahan and Sandra R. McMahan to Family Tent Rental LLC, of 200 Elizabeth Ave., Elizabeth 15037, \$315,000.

Chartiers Township

270 Country Club Rd., Meadow Lands 15347; ARC Human Services Inc. to JVH LLC, of 112 South St., Ridgway 15853, \$1,300,000.

Washington 7th Ward

400 Jefferson Ave., Washington 15301; Michael J. Nicoletta and Melissa J. Nicoletta to Vermilya Real Estate LLC, of 120 Hutchinson Ave., Canonsburg 15317, \$750,000.

WESTMORELAND COUNTY

Fairfield Township

165 Green Oak Ln., Ligonier 15658; Carole J. Wright and Carole J. Patterson to Patricia

Lea Giampa and Michael Angelo Giampa, of 165 Green Oak Ln., Ligonier 15658, \$341,250.

Hempfield Township

1215 N. Greengate Rd., Jeannette 15644; Nicholas Priolo and Dawn Marie Priolo to Scalzitti Properties LLC, of 108 Van Ave., Greensburg 15601, \$330,000.

Ligonier Township

Rte. 711 T 942, Ligonier 15658; Cynthia Bennett Swartz and Cynthia Bennett Swartz Revocable Trust to Bruce K.M. Henderson and Angela M. Henderson, of P.O. Box RKM, Ligonier 15658, \$1,290,000.

Murrysville

4771 Old William Penn Hwy., Murrysville 15668; Patricia Loyacona to 4771 Old William Penn LLC, of 7023 Fair Oaks Dr., Export 15632, \$811,679.

North Huntingdon Township

7951 SR 30, N. Huntingdon 15642; Golden Oil Co. to Pennsylvania Turnpike Commission, of 700 S. Eisenhower Blvd., Middletown 17057, \$450,000.

► Residential Real Estate Transactions

ALLEGHENY COUNTY

Ben Avon

6625 Church Ave., Pittsburgh 15202; HM Reno LLC to Katie C. Seftas and Nicholas E. Seftas, \$385,000.

Bethel Park

LEADS

529 Greenhurst Dr., Pittsburgh 15243; Stephen T. Cramer to Julie F. and Sean L. McCormick, \$375,000.

1176 Firwood Dr., Pittsburgh 15243; Debra M. Flock and Robert D. Flock Estate to Jillian M. and Raymond P. Wendolowski Jr., \$365,000.

281 Ashland Ave., Pittsburgh 15228; Joshua Klassen and Krysta A. Klassen to Courtney Alane Kaplan and Jeffrey P. Kaplan, \$339,000.

1328 Firwood Dr., Pittsburgh 15243; Steven V. Hicks and Edith H. Krause to Leesa B. and William F. Collier, \$331,500.

330 McCully St., Pittsburgh 15216; Joseph L. and Lisa R. Beyer to Ronny J. Oliveros Figueroa and Charlene N.O. Hartman, \$330,000.

912 Florida Ave., Pittsburgh 15228; Kathleen B. Brodie Trustee and Manuel L. Brodie Trustee to Karina K. and Michael Phillips, \$315,000.

North Fayette Township

515 Seabright Rd., McDonald 15057; Caroline H. and Matthew J. Novelli to Gail L. Que Trustee/Xingyi Que Trustee/Que Living Trust, \$1,745,000.

121 Horseshoe Dr., McKeesport 15131; NVR Inc. to Kellie E. Cunningham and Moses Lakomy, \$523,000.

135 Horseshoe Dr., Oakdale 15071; NVR Inc. to Heather A. and Michael H. Tollis, \$461,625.

215 Saddle Ridge Dr., Oakdale 15071; Justin Hays and Rebecca L. Hays to Kyle L. and Scott G. Jackson, \$430,000.

206 Farmcrest Dr., Oakdale 15071; Colleen E. Torsney to Casey and Jenna Richards, \$360,000.

O'Hara Township

210 Park Square Ln., Pittsburgh 15238; Frank W. Bregar to Gerard M. Pantone, \$405,000.

Ohio Township

112 Player Ln., Sewickley 15143; Andrew E. McMinn and

Julie P. McMinn to Xiaoying Tu and Meng Zhao, \$465,000.

162 Kensington Dr., Pittsburgh 15237; Deneen N. and Everett M. McElveen to Kathleen K. Reichart, \$387,000.

158/160/162 Dana Dr., Sewickley 15143; Leslie Rd. Associates LLC and Sewickley Crossings LP to NVR Inc., \$350,000.

Penn Hills

911 6th St., Verona 15147; Jessico Inc. to Melanie M. Bacot and Felix B. Mena, \$325,000.

Pine Township

624 Tullamore Trl., Mars 16046; Dennis Leonard to Tracey M. Zimmerman, \$876,250.

404 Oak Ridge Ct., Mars 16046; Camp Trees Partners LP Commercial Bldg. Corp./Weaver Master Bldrs. Inc. to Betsy and Justin Lachesky, \$712,006.

251 Roscommon Rd., Wexford 15090; Dale McCall Trustee and McCall Family Trust to Shakir John, \$478,000.

468 Conrad Dr., Mars 16046; Dennis R. and Leslie L. Miller to Amanda C. Cook, \$445,000.

4500 Spruce Rd., Gibsonia 15044; NVR Inc. to Pamela L. Swarmer, \$382,095.

4502 Spruce Rd., Gibsonia 15044; NVR Inc. to Marc A. McMullen and Alexandra G. Valliant, \$354,690.

Pittsburgh 4th Ward

3302 Ward St., Pittsburgh 15213; Thomas Abraham to Matthew J. and Nicole L. Woolensack, \$350,000.

3301 Juliet St., Pittsburgh 15213; Daniel Brose to Connie and Frank B. Sulpizio, \$340,000.

Pittsburgh 6th Ward

3918 Mintwood St., Pittsburgh 15224; Four 4622 Carlton St. LLC to Abigail Hellman and David R. Werner, \$490,000.

Pittsburgh 7th Ward

5004 Castleman St., Pittsburgh 15232; Barbara Blackmond and Costas G. Karakatsanis to Ilya Elson Deepika Vasudevan, \$911,000.

5826 Holden St., Pittsburgh 15232; Michael W. Gluhanic and Meera Sareen to Jennifer C. and Matthew W. Reid, \$545,000.

517 Roslyn Place, Pittsburgh 15232; Elijah and Kaylee Wynkoop to Gabriel D.P. Gomes and Alexandra N. Jump, \$415,000.

533 S. Graham St., Pittsburgh 15206; Jay A. Denny Estate/Thomas L. Fouch/Diana Scott to Ashe Robinson, \$300,000.

223 Emerson St., Pittsburgh 15206; Jay A. Denny Estate/Roselie Denny Estate/Mark Rubenstein Executor to Anthony R. Cancelliere and Florent Letronne, \$324,000.

Pittsburgh 10th Ward

5445 Avondale Place, Pittsburgh 15206; Diwakar Davar and Lakshmi Davar to Jason Coposky, \$435,000.

5114 Keystone St., Pittsburgh 15201; Boris and Lauren P. Gezzer to Mathias Barjat, \$430,000.

1625 El Paso St., Pittsburgh 15206; Debra A. Fouch Estate/Thomas L. Fouch/Diana Scott to Ashe Robinson, \$300,000.

Pittsburgh 11th Ward

1128 Heberton St., Pittsburgh 15206; Jana M. Iverson and Robert H. Wozniak to Jonathan A. Rubin and K. A. Rubin, \$835,000.

Pittsburgh 13th Ward

113 White Pine Place, Pittsburgh 15221; Rhonda Rankin/Robert D. Rankin/Rankin Property MGMT LLC to RT East Hills LLC, \$640,000.

Pittsburgh 14th Ward

5504 Beacon St., Pittsburgh 15217; Rao B. Sumitha and Narendra Bhat to Nathan L. Liang and Jessica H. Sun, \$689,000.

425 S. Dallas Ave., Pittsburgh 15208; Barbara S. Gibson and James A. Gibson to Emily Steiner and Wolfe Richard, \$548,000.

302 S. Braddock Ave., Pittsburgh 15221; Debra A. and John B. Savelli to Jessica and Robert Edgar, \$425,000.

5872 Douglas St., Pittsburgh 15217; Heidi and Nizan Leibovich to Joshua and Kristina Wygonik, \$370,000.

320 Leroi Rd., Pittsburgh 15208; Elyssa L. Eror Executor/Mary F. Eror Estate/Nicholas Eror Estate et al. to Allison M. and Simon A. Chough, \$303,000.

Pittsburgh 17th Ward

180 S. 17th St., Pittsburgh 15203; Ronald D. Lotis to Dennis Li, \$305,000.

Pittsburgh 18th Ward

324 Bailey Ave., Pittsburgh 15211; Donald Rosenthal and Linda T. Rosenthal Estate to Danielle N. Brooks and Matthew L.P. Rohrs, \$405,000.

Pittsburgh 1st Ward

151 Fort Pitt Blvd. #1703, Pittsburgh 15222; Chris M. Temple and Linda M. Temple to Brian Devlin, \$715,000.

Pittsburgh 22nd Ward

812 Beech Ave., Pittsburgh 15233; Michelle P. Johnson Estate/Quinn A. Johnson Admin. and Robert W. Johnson Estate to Jeanne M. Laskas, \$746,489.

Pittsburgh 23rd Ward

923 Peralta St., Pittsburgh 15212; Dana M. and Thomas J. Hussar to Lisa D. McAnany, \$480,000.

Pittsburgh 24th Ward

2109 Lowrie Cir., Pittsburgh 15212; WGMAC LLC to Travis S. Simmons and Amina T. Temkin, \$310,000.

Pittsburgh 25th Ward

1731 Perrysville Ave., Pittsburgh 15212; Masa Uzicanin to Ahmad Alhajhusian,

\$380,000.

Pittsburgh 27th Ward

3815 McClure Ave., Pittsburgh 15212; Alexa Miller Trustee and No. 3815 McClure Ave. Trust to Samuel Albert and Samantha Biernesser, \$355,000.

Pleasant Hills

309 Toura Dr., Pittsburgh 15236; Lester F. Qualk Jr. Estate/Lorraine Qualk Estate to Francisco G. Delgado and Isauri G. Garcia, \$342,000.

Plum

2 Eastvue Dr., Pittsburgh 15239; David A. and Kristin N. Mellon to Kavita and Rajat Kumar, \$455,000.

160 Winchester Dr., Pittsburgh 15239; Gregory Rowe and Kristen Rowe to Melissa A.G. and Jeffrey D. Oliver, \$365,000.

Maronda Homes LLC to Deborah and Jon D. Sterrett, \$327,534.

Richland Township

6003 Liberty Blvd., Gibsonia 15044; TOA Richland LLC to Irene W. Smerk Trustee, \$613,083.

309 American Way, Sewickley 15143; TOA Richland LLC to Ann E. Murray, \$557,449.

1165 Woodhill Dr., Gibsonia 15044; Donna E. Schulte and Stephen R. Schulte Trustees/Schulte Family Trust to Jeremy S. Ferderber and Julie Selvaggi, \$447,000.

5578 Gibson Rd., Gibsonia 15044; Deborah R. and Frank M. Sakelhide to Jeremy M. Moss and Alison A. Saville, \$350,000.

Robinson Township

747 Beacon Rd., Pittsburgh 15205; Francis L. Mayhut Estate/Joseph M. Mayhut Executor to Emily King and Cassandra Lyod, \$393,900.

Ross Township

8 Sunsetview Dr., Pittsburgh 15229; Anne E. Ott Estate and Timothy A. Ott to Donald S. Green and Michelle A. Green, \$427,500.

154 Cherrington Dr., Pittsburgh 15237; Gloria J. Aguglia and William F. Aguglia to Ismet Murtezi, \$375,000.

Sewickley

307 Thorn St., Sewickley 15143; Bethany J. Martian and Darren R. Martian to Sharon A. Cuomo, \$750,000.

Sewickley 2nd Ward

214 Centennial Ave., Sewickley 15143; Anne M. and David J. Bloomberg to BGRS LLC, \$800,000.

Shaler Township

1509 Tamarack Dr., Allison Park 15101; Ashley S. Messina to Julie M. Dunleavy and Brian R. Kozera, \$370,000.

South Fayette Township

2113 Cranford Ln., Bridgeville 15017; Charter Homes at Hastings Inc. to Tyler F. Blueming and Ashley C. Wey, \$581,540.

7062 Highland Creek Dr., Bridgeville 15017; Craig L. and Lisa R. Austin to Piyush and Subina Mehta, \$565,000.

2016 Sterling Dr., McDonald 15057; Andre and Nicole Sutado to Mohar Dey and Snigdha Gupta, \$428,000.

Upper St. Clair Township

1470 Candlewood Dr., Pittsburgh 15241; Marilyn A. Franz Trustee to Beth A. and Christopher Schwamberger, \$677,500.

200 Laurel Place Ln., Pittsburgh 15241; NVR Inc. to Hamid A.A.A. Wisal and Ali B. Mohamed, \$439,683.

188 Laurel Place Ln., Pittsburgh 15241; NVR Inc. to Donald M. Yealy, \$409,227.

196 Laurel Place Ln., Pittsburgh 15241; NVR Inc. to Christa George, \$388,495.

205 Mesa Cir., Pittsburgh 15241; National Residential Nominee Services Inc. to Alexandra G. and Corey D. Bellovich, \$375,000.

192 Laurel Place Ln.,

Pittsburgh 15241; NVR Inc. to Ekta Subedi and Sajel N. Uprety, \$368,770.

115 Mitchell Dr., Pittsburgh 15241; Clifton L. Bumford Jr. and Amanda Y. Short to Patricia Miedel, \$335,000.

305 McMurray Rd., Pittsburgh 15241; Marlene S. Ganassi and Ronald Ganassi Estate to George E. Lamars and Joy M. Lamars, \$320,000.

1320 Rose Cir., Pittsburgh 15241; Leo M. Robert and Lucy M. Robert to Michael P. Gaydos, \$312,000.

West Deer Township

110 Donaldson Rd., Gibsonia 15044; Marlene T. Wagner Trustee to Benjamin P. and Christina J. Reiser, \$399,000.

Wilkinsburg

400 Hampton Ave., Pittsburgh 15221; Phillip Denbleyker V to Mary E. and William F. Hawk, \$427,000.

BEAVER COUNTY

Brighton Township

166 Eric Dr., Beaver 15009; Tony R. Lewis and Lakeisha M. Lewis to Cartus Financial Corp., of 40 Apple Ridge Rd., Danbury, Conn. 06810, \$465,000.

1053 Beaner Hollow Rd., Beaver 15009; Eichhorn Enterprises LLC to Nathan Rhea and Rhea Kelsey, of 1053 Beaner Hollow Rd., Beaver 15009, \$350,372.

Center Township

102 Cottonwood Dr., Aliquippa 15001; Damon C. Carother to Joseph M. Krotec and Gloria Maria Krotec, of 102 Cottonwood Dr., Aliquippa 15001, \$415,000.

102 Genevieve Cir., Aliquippa 15001; Joseph Hatcher and Emily Hatcher to Anthony M. Dilley and Stephanie N. Cicerchi, of 102 Genevieve Cir., Aliquippa 15001, \$380,000.

166 Cedar Ridge Dr., Monaca 15061; Mark Lapaglia and Heather Lapaglia to Zachary T. Natale and Zoey L. Petrocelly,

of 166 Cedar Ridge Dr., Monaca 15061, \$345,000.

161 Linko Dr./Skyview Dr., Aliquippa 15001; Elaine Castronovo to Paul Alexander Redburn, of 161 Linko Dr., Aliquippa 15001, \$331,001.

Center Township/Hopewell Township/Conway Borough

1329 2nd Ave., Conway 15027; Orreo Property Fund III LP to Dunkin Enterprises LLC, of 820 S. Aiken Ave., Pittsburgh 15232, \$486,250.

Economy Borough

221 Dogwood Cir., Baden 15005; Janet R. Kingsford to Cathleen Shaffer and Jacob S. Shaffer, of 221 Dogwood Cir., Baden 15005, \$408,000.

60 Zassick Dr., Sewickley 15143; Marco Contractors Inc. to Anthony Hower, of 60 Zassick Dr., Sewickley 15143, \$400,000.

435 River Glen Dr., Baden 15005; James Degori and Susan Degori to Vincent A. Panucci Jr. and Pamela Sue Panucci, of 435 River Glen Dr., Baden 15005, \$345,000.

141 Shady River Blvd., Baden 15005; Zokaites Properties LP to Phyllis Theresa Haney, of 141 Shady River Blvd., Baden 15005, \$319,900.

Freedom Borough/City of Aliquippa

1817 McMinn St., Aliquippa 15001; Orreo 2FIN LLC to Dunkin Enterprises LLC, of P.O. Box 65, Monaca 15061, \$592,500.

Hanover Township

183 Murdockville Rd., Clinton 15026; Daniel R. Truax and Bonnie R. Truax et al. to Brian A. Capan and Eleana M. Capan, of 183 Murdockville Rd., Clinton 15026, \$345,000.

Independence Township

208 Plunket Rd., Aliquippa 15001; Robert C. Testa and Kathy J. Testa to Brandon P. Lively, of 208 Plunket Rd., Aliquippa 15001, \$310,000.

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BUSINESS TIMES

LEADS

New Sewickley Township

393 Brewer Rd., Rochester 15074; Matthew Mcintosh and Melissa Mcintosh to Peter Couch and Jennie Couch, of 393 Brewer Rd., Rochester 15074, \$316,750.

1128 Suzanne St., Freedom 15042; Terry L. Baker and Estate of Kathleen L. Baker et al. to Edward Angelina Jr. and Justina Angelina, of 1128 Suzanne St., Freedom 15042, \$307,000.

532 Madison Blvd. #89, Freedom 15042; Edward D. Newmeyer and Nancy L. Newmeyer to Vincent Mark Cantalamessa, of 532 Madison Blvd. #89, Freedom 15042, \$300,000.

Ohioville Borough

302 Willowbrook Dr., Industry 15052; Norman G. Luzell Jr. and Catherine A. Luzell to Kelley M. Datri, of 302 Willowbrook Dr., Industry 15052, \$303,000.

Patterson

2 Davidson Dr., Beaver Falls 15010; Carl A. Caputo and Betty J. Caputo to Michael D. Banks, of 2 Davidson Dr., Beaver Falls 15010, \$549,900.

126 St. Croix Dr., Beaver Falls 15010; RCJ Corp. to PGD II, of 4200 Industrial Blvd., Aliquippa 15001, \$475,000.

BUTLER COUNTY

Adams Township

302 Green Lake Dr., Mars 16046; Mikhail Vassilenko and Helen B. Vassilenko to Negron Smida Deylin and Jason S. Smida, of 302 Green Lake Dr., Mars 16046, \$1,000,000.

1792 Constitution Blvd., Valencia 16059; Bradley K. Nanna and Donna S. Nanna to Joseph C. Olayer and Elizabeth L. Olayer, of 1792 Constitution Blvd., Valencia 16059, \$745,000.

801 Pointe View Dr., Mars 16046; William S. Kenyon III to Janice L. Getsy, of 801 Pointe View Dr., Mars 16046, \$330,000.

103 Pointe View Dr., Mars 16046; Ashley Rehak and Jeremie Dennis Rehak to Ramakrishna Mutyala and Sandhya Mutyala, of 103 Pointe View Dr., Mars 16046, \$325,000.

Buffalo Township

109 Norfolk Dr., Sarver 16055; Edward Matuziek and Michelle Matuziek to Jonathan Rubritz, of 109 Norfolk Dr., Sarver 16055, \$465,000.

Center Township

223 Unionville Rd., Butler 16001; Debra K. Buchleitner and Donna V. Mcintire to Ryan W. Graham and Roxanne M. Graham, of 321 Isle Rd., Butler 16001, \$1,300,000.

Cranberry Township

214 Meadowbrook Dr., Cranberry Township 16066; George M. Kehoe and Amy R. Kehoe to Edward Donofrio and Samantha Donofrio, of 214 Meadowbrook Dr., Cranberry Township 16066, \$435,000.

182 Hampshire Dr., Cranberry Township 16066; Justin L. Cooper and Maegan S. Cooper to John R. Sergeant and Dana Sergeant, of 182 Hampshire Dr., Cranberry Township 16066, \$399,750.

826 Glendale Ct., Cranberry Township 16066; Aaron L. Garner and Lacey M. Garner to Alexara Gettings and Terence Gettings, of 826 Glendale Ct., Cranberry Township 16066, \$375,000.

301 Tillary Ln. #203, Cranberry Township 16066; Rochester Road Investment Co. to Mark A. Vislosky and Jacquelyn S. Vislosky, of 301 Tillary Ln. #203, Cranberry Township 16066, \$342,990.

221 Amon St., Cranberry Township 16066; NVR Inc. to Emily Lynn Burns and David Slater Colby, of 221 Amon St., Cranberry Township 16066, \$302,510.

Jackson Township

613 Burberry Blvd., Zelienople 16063; NVR Inc. to Michael W. Pelletier and Christy Kay Baker Pelletier, of 613 Burberry Blvd., Zelienople 16063, \$453,630.

122 Beahm Crest Ln., Evans City 16033; Mark J. Weiser to

Grace Destefano Madison and Nicholas Justin Destefano, of 122 Beahm Crest Ln., Evans City 16033, \$325,000.

Jefferson Township

618 N. Pike Rd., Cabot 16023; Bruce L. Brewer and Marjorie M. Brewer to Concordia Lutheran Ministries, of 34 Malwood Rd., Cabot 16023, \$345,000.

Lancaster Township

111 Pleasant Hill Rd., Harmony 16037; Timothy S. Landry to Brett Ylinen and Karen Ylinen, of 111 Pleasant Hill Rd., Harmony 16037, \$499,000.

712 Celia Way, Harmony 16037; NVR Inc. to Randolph Keith Wilson, of 712 Celia Way, Harmony 16037, \$371,735.

753 Oliver St., Harmony 16037; NVR Inc. to William Allan Dugan and Estelle M. Dugan, of 753 Oliver St., Harmony 16037, \$360,635.

109 Spring Ln., Harmony 16037; Scenic Ridge Partners LP to James Dabra Valskas and Vickie L. Dabra Valskas, of 6409 Oakhurst Dr., Grove City, Ohio 43123, \$355,720.

Middlesex Township

3061 Eagle Ridge Dr., Valencia 16059; NVR Inc. to Gary Frederick Holt and Stephanie Anne Holt, of 3061 Eagle Ridge Dr., Valencia 16059, \$593,350.

2039 Ringold Ct., Valencia 16059; Richard White and Cheryl White to David B. Skidmore and Brenda N. Skidmore, of 2039 Ringold Ct., Valencia 16059, \$425,000.

WASHINGTON COUNTY

Amwell

2181 S. Main St. Ext., Washington 15301; Jason H. Miller and Janette D. Miller to Alyssa Luvison Mahaffey and Sean Mahaffey, of 2181 S. Main St. Ext., Washington 15301, \$520,000.

63 Ankrom Rd., Washington 15301; Richard A. Frank Jr. to Jarret Engstrom and Leanna Engstrom, \$499,900.

Buffalo Township

30 Baker Ln., Washington 15301; Sarah M. Welsh to Hannah E. Mayes and Reno J. Perri, of 30 Baker Ln., Washington 15301, \$500,000.

620 Highland Ridge Rd., Claysville 15323; Steven G. Gorecki and Stephanie L. Gorecki et al. to Kevin D. Marciniak, of 341 Old Freedom Rd., Cranberry Township 16066, \$412,000.

Cecil

113 Sanctuary Rd., Canonsburg 15317; Sanctuary On Ohare LLC to Clair J. Bouts and Nancy M. Bouts et al., of 113 Sanctuary Rd., Canonsburg 15317, \$447,380.

Cecil Township

113 Ashland Ct., McDonald 15057; William M. Hook and Beverly A. Hook to Charles H. Tatum and Kelly C. Tatum, of 113 Ashland Ct., McDonald 15057, \$440,000.

5 School St., Lawrence 15055; Cathy Lynn and The Colleen Roell Asset Protection to Michael G. Perry and Michelle A. Perry, of 5 School St., Lawrence 15055, \$370,000.

266 Frances Ln., McDonald 15057; NVR Inc. to Paul Joseph Allen and Audrey Allen Hannah, of 266 Frances Ln., McDonald 15057, \$346,215.

Centerville 2nd Ward

595 Old National Pike, Brownsville 15417; Stephen J. Beyer and John Beyer et al. to Joshua James Galway and Kristina Marie Galway, of 595 Old National Pike, Brownsville 15417, \$330,000.

Chartiers

127 Bay Ct., Washington 15301; Arabian Meadows Partners LLC to John I. Aguglia and Cynthia S. Aguglia, of 127 Bay Ct., Washington 15301, \$474,870.

133 Bay Ct., Washington 15301; Arabian Meadows Partners LLC to Steve L. Aprahamian and Debra L. Aprahamian, of 133 Bay Ct., Washington 15301, \$416,970.

Chartiers Township

419 Brigich Rd., Canonsburg

15317; Marko Brigich Jr. to Commonwealth of Pennsylvania, of 2301 N. Cameron St., Harrisburg 17110, \$497,460.

East Finley

Thomas J. Hauch and Barbara J. Hauch to Adam Hornbeck and Ashley Hornbeck, of 287 E. Belt Line Rd., Coppell, Texas 75019, \$567,500.

East Washington

115 Wilmont Ave., Washington 15301; David A. Kucherawy and Jenny M. Kucherawy to Michele L. Gempel, of 115 Wilmont Ave., Washington 15301, \$365,000.

Independence Township

1982 Avella Rd., Avella 15312; Mark Kinney and Nancy Kinney to Terry Glenn Jacobs Jr. and Samantha Lynn Jacobs, of 1987 Avenue Ln., Avella 15312, \$495,000.

Jefferson Township

801 Eldersville Rd., Burgettstown 15021; Joseph B. Homic II and Kathleen Homic to Brandon L. Fluharty and Taylor D. Fluharty, of 801 Eldersville Rd., Burgettstown 15021, \$325,000.

North Strabane

69 Poplar St., Canonsburg 15317; Harry J. Fruecht and Christina A. Fruecht to Dennis Buyan and Joan Buyan, of 69 Poplar St., Canonsburg 15317, \$325,000.

83 Poplar St., Canonsburg 15317; Craig L. Dickerson and Taunya D. Dickerson to National Residential Nominee Services I, of 6640 Shady Oak Rd. #400, Eden Prairie, Minn. 55344, \$650,000.

1121 Saddleclub Dr., Canonsburg 15317; NVR Inc. to Francis Andrew Schneider and Beth Ann Schneider, of 1121 Saddleclub Dr., Canonsburg 15317, \$648,143.

83 Poplar St., Canonsburg 15317; National Residential Nominee Services to Shawn R. Davis, of 20510 Rte. 19, Cranberry Township 16066, \$645,000.

314 Rose Hill Ct., McMurry 15317; Maronda Homes LLC to Shiao Chung Tseng and Peggy P. Tseng, of 314 Rose Hill Ct., Canonsburg 15317, \$596,912.

316 Rose Hill Ct., Canonsburg 15317; Maronda Homes LLC and Maronda Homes Inc. to Amanda Smith and Kenneth Smith, of 316 Rose Hill Ct., Canonsburg 15317, \$596,217.

102 Heritage Ct., Canonsburg 15317; Jason P. Hudson and Melanie A. Hudson to Cynthia J. Latsko, of 102 Heritage Ct., Canonsburg 15317, \$530,000.

225 William Dr., Canonsburg 15317; Patrick M. Mcandrew and Kathryn H. Mcandrew to Saidkamol Javadov and Dilnoza Rakhimova, of 225 William Dr., Canonsburg 15317, \$449,000.

234 Lily Ln., Canonsburg 15317; Maronda Homes LLC and Maronda Homes Inc. to Raul Banuel Lescas and Angelica Hernandez, of 189 S. Orange Ave. #970, Orlando, Fla. 32801, \$432,790.

107 Spruce Ln., Canonsburg 15317; NVR Inc. to Lori Ann Martin, of 107 Spruce Ln., Canonsburg 15317, \$408,791.

1029 Forest Lane Dr., Canonsburg 15317; James M. Weber and Kathryn L. Weber to Matthew M. Goodwill and Mary L. Gordon, of 1029 Forest Lane Dr., Canonsburg 15317, \$399,000.

103 Spruce Ln., Canonsburg 15317; NVR Inc. to Rhea Mackenzie Giannuzzi and Timothy James Giannuzzi, of 103 Spruce Ln., Canonsburg 15317, \$395,725.

105 Spruce Ln., Canonsburg 15317; NVR Inc. to Rita N. Cordisco, of 105 Spruce Ln., Canonsburg 15317, \$390,345.

2052 Majestic Dr., Canonsburg 15317; Michael Schnupp to Samuel London and Stephanie London, of 2052 Majestic Dr., Canonsburg 15317, \$380,000.

Peters Township

339 Juniper Way, McMurray 15317; NVR Inc. to Christopher John Brehm, of 339 Juniper Way, McMurray 15317, \$687,625.

87 Nancy Dr., McMurray 15317; David P. Yundt and Susan C. Yundt to Jason Paul Hudson

and Melanie Ann Hudson, of 87 Nancy Dr., McMurray 15317, \$640,000.

44 Lintel Dr., McMurray 15317; Ronald J. Julkowski and Maryanne Julkowski to Jeffrey P. Byrne and Shaun A. Byrne, of 44 Lintel Dr., McMurray 15317, \$620,000.

235 Church Hill Rd., Venetia 15367; Mark K. Eckels and Colleen M. Eckels to Church Hill LLC, of 225 Church Hill Rd., Venetia 15367, \$570,000.

202 Sugarwood Dr., Venetia 15367; David Travis and Tricia Travis to Benjamin Poskie and Lauren Poskie, of 1050 Woodward Ave., Detroit, Mich. 48226, \$530,000.

221 Robinhood Ln., McMurray 15317; Lauren Sauty De Chalou and Georges Sauty De Chalou to Bryan A. Mcindoe and Laurisa L. Matthews, of 221 Robinhood Ln., McMurray 15317, \$510,000.

225 Church Hill Rd., Venetia 15367; Venetia Hills Development Associate to Douglas R. Niesen and Heidi J. Niesen, of 225 Church Hill Rd., Venetia 15367, \$500,000.

211 Village Green Dr., McMurray 15317; Doug H. Strott to Robert A. Burkhardt and Eileen R. Burkhardt, of 211 Village Green Dr., McMurray 15317, \$437,500.

219 Village Green Dr., Canonsburg 15317; Robert J. Suwak to Robert Myers and Deborah Myers, of 219 Village Green Dr., McMurray 15317, \$415,000.

105 Pine Creek Dr., Venetia 15367; Elizabeth M. Anibaldi to Joshua Scott Horton and Carolyn Elizabeth Horton, of P.O. Box 2026, Flint, Mich. 48501, \$341,000.

176 Marion Dr., McMurray 15317; Phillip A. Sabo and Kristen N. Sabo to Michael Rossa, of 176 Marion Dr., McMurray 15317, \$324,500.

147 Sherwood Dr., McMurray 15317; Andrew Jackson to Ryan Garlick and Ashley Gordon, of 5151 Corporate Dr., Troy, Mich. 48098, \$319,000.

Somerset Township

62 Pigeon Creek Rd., Eighty Four 15330; Jacob T. McNary to Catherine P. Yanosky and Brian A. Yanosky, of 62 Pigeon Creek Rd., Eighty Four 15330, \$440,000.

Union Township

4373 Finleyville Elrama Rd., Finleyville 15332; Mark Dixon to EQT Production Co., of 625 Liberty Ave. #1700, Pittsburgh 15222, \$875,000.

WESTMORELAND COUNTY

Allegheny Township

175 Finnin Rd., Lower Burrell 15068; John W. McCune and Linda L. McCune to James P. Ameris and Marissa L. Ameris, of 175 Finnin Rd., New Kensington 15068, \$440,000.

400 Finnin Rd., New Kensington 15068; Nancy C. Wielobob and Kristen B. Wielobob et al. to Thor Nielsen and Jenilee Nielsen, of 400 Finnin Rd., New Kensington 15068, \$311,500.

Greensburg City

126A Park Ln., Greensburg 15601; Marie R. Stowers and The Mello Family Revocable Living Trust to Jack H. Mancuso, of 126 Park Ln. #A, Greensburg 15601, \$300,000.

Hempfield Township

9 Ambler Ave., Jeannette 15644; Grant W. Watterson to Elite Choice Investments LLC, of 1607 Renn Ave., Jeannette 15644, \$503,000.

22 Timber Trail Dr., Greensburg 15601; Andrew S. Brendlinger and Chelsey M. Wingard to Michael P. Marvis and Angelica A. Marvis, of 22 Timber Trail Dr., Greensburg 15601, \$375,000.

820 Christina Ct., Greensburg 15601; Zachary K. Bravet Morton and Elana M. Bravet Morton to David A. Cottman and Noelle M. Cottman, of 820 Christina Ct., Greensburg 15601, \$336,500.

Ligonier Township

9 Wildview Dr., Ligonier 15658; George R. Kusner III and Sherry L. Kusner to Jean E. Muller, of 9 Wildview Dr., Ligonier 15658,

\$405,000.

Murrysville

3418 Lashan Dr., Murrysville 15668; James A. Palumbo and Melissa M. Palumbo to Stanislav S. Alforov and Alexandra Alforov et al., of 3418 Lashan Dr., Murrysville 15668, \$875,000.

4291 Trouthaven Dr., Murrysville 15668; Daniel J. McCune and Nancee M. McCune to Jennifer M. Difulvio, of 4291 Trouthaven Dr., Murrysville 15668, \$384,900.

North Huntingdon Township

988 Giulia Dr., Irwin 15642; NVR Inc. to Elton Cluxnei Borgas Garcia and Natalia Takimon, of 988 Giulia Dr., Irwin 15642, \$586,050.

Penn Township

1066 Wedgewood Dr., Jeannette 15644; NVR Inc. to Michael Andrew Miller and Nicole Toniolo Miller, of 1066 Wedgewood Dr., Jeannette 15644, \$536,530.

143/190 Raymaley Rd., Harrison City 15636; Thomas L. Schiefer and Susanna M. Schiefer to Aaron T. Tamasy, of 190 Raymaley Rd., Harrison City 15636, \$454,500.

1007 Braemar Dr., Jeannette 15644; Rodney J. Stewart and Charlene E. Stewart to Timothy Mcdaniel and Jaclyn Mcdaniel, of 1007 Braemar Dr., Jeannette 15644, \$400,000.

46 Country Farm Ln., Harrison City 15636; David D. Pertle to Michael D. Grieggs and Leanne M. Palko, of 46 Country Farm Ln., Harrison City 15636, \$380,000.

26 Oakridge Cir., Irwin 15642; Nathan A. Mcmanus and Elizabeth G. Mcmanus to Jeffrey N. Fox, of 26 Oakridge Dr., Irwin 15642, \$321,000.

25 Roseanne Cir., Irwin 15642; Richard C. Karlinski and Sharon L. Karlinski to James J. Kulha and Dana Diviraglio Kulha, of 25 Roseanne Cir., Irwin 15642, \$310,000.

Rostraver Township

531 Gardenia Dr., Belle Vernon 15012; Maronda Homes LLC to Bidhya Pulami and Shradha Pulami, of 531 Gardenia Dr., Belle Vernon 15012, \$326,334.

Unity Township

2017 Shady Ln./456 White School Rd., Latrobe 15650; John A. Ullshney and Christina M. Ullshney to San Nicolas Poblete Ryanangelo and Brittney E. Poblete, of 456 White School Rd., Greensburg 15601, \$380,000.

Fictitious names

ALLEGHENY COUNTY

Deverson Tanack & Wilson, 1121 Boyce Rd. #500, Pittsburgh 15241, accounting.

Pinnacle Center for Dental Implants and Periodontics, 6200 Steubenville Pike, Robinson Township 15136, general dentistry.

Walton Suder and Dott Insurance Agency, 3403 Saw Mill Run Blvd., Pittsburgh 15227, own and operate insurance agency.

Alpha Residential, 44 Abele Rd., Bridgeville 15017, real estate.

BUTLER COUNTY

Mike Kelly Mitsubishi, 252 Pittsburgh Rd., Butler 16002, automotive sales.

Caring Transitions of North Pittsburgh, 150 Williams Pt., Evans City 16033, franchise ownership.

Business incorporations

ALLEGHENY COUNTY

Professors Across Borders LLC, 340 Pointview Rd., Pittsburgh 15227, academia consulting.

Melvin Hills LLC, 1812 E. Carson St., Pittsburgh 15203, acquisition of real property.

Global Auto Rental LLC, 100 Shadow Glen Ct. #310, Wexford 15090, automobile rental.

The Barber Pole LLC, 1154 Franklin St., White Oak 15131, barber shop.

Elle Renee Agency LLC, 163 Churchill Rd. #D, Turtle Creek 15145, consulting.

Futurefounder LLC, 409 Broad St. #204, Sewickley 15143, educational and job recruitment.

Thomas the Tradesman LLC, 5275 Becky Dr., Pittsburgh 15236, home contractor.

Carriageway Florida LLC, 6900 Perrysville Ave., Pittsburgh 15202, hospitality real estate investment.

JMS Manufacturing LLC, 417 Thorn St. #300, Sewickley 15143, manufacturing.

Sanaview LLC, 1501 Golden Brooke Ln., Pittsburgh 15237, motivational speaking or events.

Pynk Pyneapple LLC, 6313 Glenview Place, Pittsburgh 15206, online retail store.

Michielli Holdings 3 LLC, 3137 Harts Run Rd., Allison Park 15101, real estate.

VIEWPOINT

Send letters to the Pittsburgh Business Times
45 S. 23rd St., Suite 200 Pittsburgh, PA 15203
pittsburgh@bizjournals.com

▶ HITS & MISSES

EDITORIAL

Lessons learned from the Best Places to Work

PBT

There's a lot to learn from the stories of the Best Places to Work in Pittsburgh award winners, featured in this issue.

All of the companies who made the lists reported high employee engagement and satisfaction based on a survey taken in 2021, the second year of the pandemic.

They had much in common. All worked hard to maintain open communications with employees and to foster interpersonal relations. As one of the winners of this year's award put it, they "doubled down on the corporate culture they had created before the pandemic."

And many talked about the challenges – and opportunities – that have come from remote work, including how they keep employees engaged and involved. Some have adopted flexible schedules, while others are still in wait-and-see mode with workers at home.

According to Quantum Workplace, which administered the survey for the Best Places to Work awards, people working remotely and with hybrid schedules score higher than in-office employees across the board, including for productivity, collaboration, engagement, maintaining relationships with senior leaders, performance evaluation and turnover rates.

That correlates with a recent employee study by PwC that found that by August of last year, 41% of workers wanted to work remotely on a permanent basis, up from 29% six months earlier.

The reality is many employees don't want to return to the office at all, and their numbers are increasing. Employees are growing increasingly anxious about return to the office dates being pushed back over and over again. It was a seismic shift when employees were sent home to work, but it will be an even more tumultuous experience when employees are asked to return.

This isn't to say that all employees at all companies should be working remotely when the pandemic ends. At least one of the Best Places category winners, Burns Scalo Real Estate, has successfully returned employees to the office during the pandemic.

What's clear is that each employer must embrace this two-year-long workplace experiment from their own perspective, figure out what's best for employees and the bottom line, and come up with a rational solution, even if it means never returning to the century-old, in-the-office-all-the-time approach we've grown so accustomed to.

If you want proof that employees can be engaged during a pandemic, attend the Best Places to Work in Pittsburgh awards program, which had been scheduled for Jan. 19 but has been rescheduled for March 2.

Register at bizj.us/1qdijs



\$1.6 BILLION FOR BRIDGES

Pennsylvania will receive \$1.6 billion to repair bridges as its share of the federal government's \$1.2 trillion infrastructure bill passed in November 2021. The money will repair 3,000 bridges in the state. Those jobs will mean safer bridges for drivers and a lot of business opportunities for local companies.



DEVELOPMENT PROPOSED

A plan to renovate a long-vacant Downtown building once owned by Mark Cuban was presented last week by Douglas Development Corp. The proposal calls for 137 apartments and a 2,700-square-foot structure to be added to the roof along with a 5,000-square-foot rooftop deck.



COHATCH COMING TO TOWN

COhatch, an Ohio-based company that specializes in coworking spaces, is moving aggressively into the Pittsburgh region with three locations, including Shadyside, the Waterfront and the South Side. The company takes a unique approach, striving to locate closer to where people live.

EDITORIAL

Ready, set ... quarantine

The most challenging time of my career was the four months after the pandemic first hit. It wasn't so much because I had to suddenly manage a team of 10 all learning to work remotely or because we were breaking news nonstop round the clock – all of that was fun. Rather, it was difficult because I was doing all of this with a then 3-year-old toddler in the room – his daycare was shut down from mid-March to early July 2020.

For many working parents with young children, these latest delta and omicron waves have felt a bit like *deja vu* all over again. While daycares and schools have not been shut down en masse, there have been times when individual classrooms have been closed three, four, five times.

I've been lucky thus far – my son's classroom has only been shut down once this past fall. He turned 5 in November and we got him vaccinated right away, so when Covid hit his classroom this month, he didn't have to stay home since he's now fully vaccinated.

Still, over the past two years, every sniffle he has had has turned into an issue and often a trip to the doctor's office to get tested for Covid when in the past I wouldn't have thought twice about sending him off to school as long as he didn't have a fever.

I can see the toll it's all taking on other working parents of both young and school-age children (and the toll on the kids themselves). This latest omicron wave in particular has made it virtually impossible for some parents to work, and that's a problem not only for the parents, but also



Jennifer Beahm is editor-in-chief of the Pittsburgh Business Times.

their employers.

At daycares, just one positive case can shut an entire class down, and for parents with kids under 5, vaccination just isn't an option. Kids are often kept out for several days, with parents scrambling instantly to come up with alternate care options the moment they get the phone call or alert to come pick them up.

It's not much better for parents of school-age children. Several schools in Pittsburgh Public Schools and other districts have had to switch to remote learning as Covid cases surge, and individual students in other classes are facing quarantines. Policies are all over the place, varying greatly by district, and kids are suffering, as evidenced by multiple studies showing they have not performed as well since the pandemic hit.

It's important to keep people safe, but the reality is all these closures just aren't sustainable. People need to be able to go to work and school for society to function. All of the quarantines and closures are having an impact not only on parents, but also on everyone. In recent weeks, we've all read about flight cancellations, teacher shortages and supply chain disruptions.

Given we now have vaccines and

know much more about how to combat Covid, as we look toward the future, there needs to be a better way. These are hard, tough choices to make – protecting our families is always top of mind. But there needs to be more consistency, more stability across the board.

For those households who are actively sick, yes, they need to stay home until their symptoms subside and they have clearance to return. As for quarantining those kids who have been exposed to Covid but are not actively sick, we need to think long and hard about what's actually working to cut down disease and what may not be necessary. The Centers for Disease Control and Prevention last month updated its quarantine period from 10 to five days and recommended that those who have a booster or have been vaccinated with Moderna or Pfizer within the past six months do not need to quarantine. State guidance, daycares and schools should make sure they are in line with these policies as a first step.

Key will be continuing to provide parents with information – it's important for parents to know when their kids have been exposed to Covid so they can make informed decisions. But 10-day quarantines and full-school shut downs after exposure just aren't working. It's costly for both the schools and families.

I would also call on employers to be patient with working parents – a lot of these closures are out of their control, and finding alternative options right now is a challenge. This wave will pass, but until it does, we must all come together to do the best we can collectively.

PERSONALITIES OF PITTSBURGH

'Sharpsburg is at a pivotal time'

Brittany Reno takes over as the youngest person and first woman to serve as borough's mayor



Brittany Reno's home, career and community have converged together in Sharpsburg. A native of rural Butler County who grew up in a farming family, Reno moved

to Sharpsburg when she was in her 20s. She has been heavily involved in the community ever since, including launching her own community group, Sharpsburg Neighborhood Organization. As one of only a few people in attendance at council meetings, it wasn't long before she found herself on council and then serving as council president. She starts the new year inaugurated as the river town's first woman to serve as mayor, as well as the youngest person to serve in the position at 31.

How did you first come to Sharpsburg? I had saved up a little bit of money. I worked all through college. I scraped together some savings. I was renting in the city, and my rent was getting bumped up to \$1,200 a month for a one-bedroom apartment. I thought this was not the most efficient use of my money. So I'm going to try and find a place that's cheap enough for me to afford. And my dad found a house on Craigslist that was listed in Sharpsburg that was something I could afford, which was really exciting. At first I was like, 'Dad, you know I want to live close to the city.' He said, 'look at it on a map.' And I did and realized how close it was to the city. So I went and looked at the house and fell in love.

Is everything three blocks from your house in Sharpsburg? I'm pretty much in the middle of town. It's like 10 minutes to either end walking. It's a really nice place to walk because there's always something to look at.

It's interesting how your career in community activism here happened with you becoming a first-time homebuyer here. That's something that's important to me: maintaining and adding and preserving affordability in the housing stock here. Because we for a long time had naturally occurring affordable housing. And that's changing to the point where me buying a house at 25 couldn't happen now.

What is the difference between what you can do as mayor compared to being president of council, your previous position? That's a good question. It did make it a difficult decision because the council has a great deal of power in safeguarding affordability, passing local legislation, voting on the legislation that affect the community. The mayor's office, I think, has a wider reach and platform and is able to draw more attention to issues just by virtue of the power of knowing the mayor is that figurehead in town.

How much do you think it will help you to be mayor having served as president of council? I think it's super-important, really



JIM HARRIS/PBT

for anybody who is interested in local politics. I think it's really important to understand the legal limits of a local government, what kind of legislation you can pass locally and what you can't do. When we look at an issue like affordable housing and rent control, we can't pass a local rent control ordinance because it's blocked at the state level. We're not able to do that. So we have to get a little creative in the ways you preserve affordability, which is why I think civics education is so important because there's a lot of people, especially young people, who are super passionate about these issues, who want to make a change, but they need to know the right levers to pull to make that change.

What are your biggest priorities as mayor? I think public safety and public health go hand in hand. Because that is the core function of the mayor's office, that's my top priority: increasing public safety and improving public health. And I think all these issues are so intersectional ... with the environment and with mobility and transportation – even down to the flood issue that we have that has such great potential to only get worse with climate change and how it can hit our region with more precipitation and higher-volume precipitation. Public safety and public health

are going to be huge, but every other issue that's important to me feeds into that, from the environment to safe access to walking routes and public transit and the riverfront trail to restoring the natural environment.

How are you feeling about your timing of becoming mayor now? I think Sharpsburg is at a pivotal time where we're seeing more investment than we've seen in decades ... maybe generations. So for me to take office and be in this role at this time is about reinforcing to residents and community members that they have the power of self determination for this community. We have the power to say what we want to see in our community, what our families need, what we need to live happy, healthier lives, more successful lives.

Are you perceived as a total newcomer? Obviously, I haven't lived here my whole life. I think I've brought a bit of a fresh perspective in that I see a lot of beauty in places where other people maybe overlook it sometimes because they're used to it. But ultimately, it's important for me to recognize that in some ways I am an outsider still and that I don't have the entire story of the historic perspective of the people who have lived here for longer than I have and that there's so much value in preserving their stories and in amplifying their concerns.

How much of an achievement was it for you to become mayor as a relative newcomer? The people who have been involved have been involved for a long time. And they have been busting their butts for decades to keep the town moving forward in a positive direction. So for me, the real accomplishment has been in getting more people involved and wanting to join commissions and serve on boards and help to lead events and initiatives because it's a lot for a small group of people to carry on without a ton of support.

How do you view what is good gentrification versus bad gentrification? I think when changes to a community benefit everyone in the community, that's positive development. ... I think when people are displaced, either economically and through their housing or socially by othering and marginalizing, that's bad change. That is bad gentrification.

How much power and authority do you have as mayor to try and adjudicate one over the other? A lot of that power does rest with the council, making votes and negotiating with the developers, for example, on issues like affordable housing and how much of that would be included in a development, per se. I think as the mayor, I have the power to bring attention to issues like that and to work directly with the council to highlight opportunities for us to work on that issue ... hopefully approve the issue.

– Tim Schooley

► BIO BOX

BRITTANY RENO

Title: Mayor of Sharpsburg

Age: 31

Residence: Sharpsburg

Education: B.A., media and professional communications with concentration in corporate/community relations, University of Pittsburgh

Hobbies: Draws, plays lots of video games as "a late-night de-stressor." Favorite games are Cities: Skylines and Minecraft.

Causes: Environmental health and justice

This interview has been edited for length and clarity.



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