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Seventy years ago, two Norwegian immigrants, brothers Tom and Leif Meberg, incorporated Consolidated Carpet. I often wonder if they had dreams then of what their company would become 50, 60 or 70 years later. My father and his brothers, and my cousins and I, have dedicated ourselves to keeping their legacy alive, celebrating their pursuit of the American dream by working to make Consolidated Carpet the best it can be. Together, the Meberg family and our dedicated associates are proud to commemorate our 70th anniversary by working with *Floor Covering News* to publish this special edition celebrating our story.

We are fully aware that our success would not be possible without the support of our customers, our vendors, our business partners and our friends. I want to thank you all for being an integral part of this publication.

I have often said that the foundation of our success was built on the shoulders of our loyal and hardworking associates. When I first began visiting jobsites with my father as a child, I would watch intently as skilled installers transformed spaces in a day. We had a sign in our office that read, "A little blood and sweat won't stain the carpet." That was the attitude with which they worked.

As we have grown as a company, the shape of our business has changed. However, the hard working attitude has not. Today, the attitude of production and quality is being reinvigorated in our company and will be led by our current generation of installers, who are the front line in delivering our finished products to our customers.

The company has grown and evolved. The times have changed, as have the markets in which we work. Throughout it all, we hope our story of hard work – and the vision of two immigrant brothers – inspires you as it has our family and associates through the years.

All of us at Consolidated thank you for the support you have provided us, and we look forward to continued success in the next 70 years, working together to better our own companies and the industry as a whole.

Very truly yours,

David T. Meberg
President & CEO

Consolidated Carpet celebrates 70th

By K.J. Quinn

From its humble beginnings as a workroom established by two Norwegian immigrants to its transformation into a full-service commercial flooring contractor, the fundamental values of Consolidated Carpet remain intact in its 70th year. The foundation of the family-run company rests on the tradition of hard work established by its founders and carried on by their sons and associates.

“We know that our continued success is contingent on the commitment to quality and service that they instilled in us,” said David Meberg, president and CEO. “We believe if we can leave work every day proud of what we have accomplished, our loyal customers will continue to entrust their valued business with us.”

Renowned as one of the nation’s premier full-service flooring and carpet contractors, Consolidated Carpet serves the New York metropolitan area and is headquartered in Manhattan. As a third-generation, family-owned and operated business, family members say the company remains hands-on, accountable and driven to satisfy its clients’ needs. “We believe that our clients derive no satisfaction from their floor covering purchase until the product is properly installed,” Meberg said.

Consolidated is distinguished in the marketplace with a long history of installation ex-

cellence. From the early days, the company offered highly skilled staff capable of the most challenging installation projects. “Consolidated brings the value of strong project management, extensive knowledge of the New

York City building environment and a commitment to provide excellent service from project initiation through completion,” said Jeanne Matson, president and CEO of Starnet Worldwide, a national cooperative of independent flooring contractors. “Their professionalism and strong teamwork separate them from their competition.” Consolidated has won numerous Starnet Design Awards over the years.

ing healthcare, corporate, hospitality, education, institutional, retail, stadiums and arenas. Its prestigious clients include Fortune 500 corporations, professional service firms, luxury hotel and institutional properties, real estate owners and general contractors. “We are covering most market segments,” Meberg noted. “Currently one of our most telling market statistics is that we service 21 of the top 25 law firms in New York City.”



The installation team that worked on the Plaza Hotel renovation in New York City is joined by Arne Meberg, far right, Consolidated Carpet’s former president and CEO, at the company’s 60th anniversary event in 2003.

Defining moments

Founded as a trade workroom in 1943 by brothers Tom and Leif Meberg, Consolidated quickly built a reputation for providing quality floor covering installations. The founders hired Norwegian immigrants passing through Ellis Island and developed them into hard-working craftsmen to meet the growing demand their business was generating. A great deal of the company’s initial

business in the 1940s was repair work, as carpet production was halted during wartime.

“We started as a workroom and installed carpet for over 30 dealers,” recalled Arne Meberg, the second son of Tom, who served in various roles during his 56 years at Consolidated, most recently as president upon his retirement in 2008. “We did a lot of work for over 20 hotels and became the biggest workroom in New York City.”

While the company was a labor-only organization, two of the biggest market seg-

1933 After arriving in the U.S., Tom and Leif Meberg begin installing carpet and linoleum for a Norwegian named Jaasund and become skilled in sewing, binding and installing invisible sockets, pins, rods and rings

1940 Since World War II started, carpet mills have stopped manufacturing carpet to produce war supplies; Leif and Tom work covering store windows and build Navy and Liberty Ships at the Brooklyn Navy Yard at night; Jaasund employs the men to help him with carpet repair work during the days

1947 Consolidated moves to a 100 x 100 building in Long Island City
Tom & Leif buy out Robbins, making Consolidated solely owned by the Meberg Family

1951 Leif’s son, Lloyd, begins work as an installer

1963 Tom’s third son, Thomas (Bud), comes to work after completing college
Major installations begin, such as NYU, Columbia University and Fordham University, in addition to completing the Princess Hotel and Castle Harbour Hotel in Bermuda



CONSOLIDATED CARPET

1939 Working with Jaasund, Leif and Tom install carpet, linoleum, and tile at the 1939 World’s Fair



1943 Tom and Leif Meberg, along with John J. Robbins, incorporate Consolidated Carpet, moving into a storefront on 18th Street in Manhattan; much of the initial business includes repair work, as the manufacturing of carpet is still halted

1948 After a tour in the Army, Tom’s eldest son, Tor, begins working as a carpet installer



1959 Tom’s second son, Arne, joins the company



1971 A fire destroys one of Consolidated’s buildings, with offices, records, and a significant amount of carpet



anniversary



Back in 1959, some of Consolidated Carpet's 56 employees gathered for this photo op at the company's Brooklyn, N.Y. warehouse.

ments served were hospitality and commercial real estate. Consolidated installed floor coverings in iconic hotels and department stores such as the New Yorker Hotel, Park Lane Hotel, Macy's and all the Lerner Stores on the East Coast. "We know how to perform work at hotels, not that many companies do it well," noted Paul Meberg, Tom's grandson who is executive vice president. "We have a good relationship with the Sheraton hotel chain and were asked to travel to Philadelphia and Dallas to work on their hotels there."

Tom's sons Tor, Arne and Thomas ("Bud"), and Leif's son, Lloyd, continued developing the family organization. While business steadily grew through the years, it wasn't entirely smooth sailing. Consolidated persevered through two fires in 1971 and 1978, which severely damaged two buildings and

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Meberg family maintains time-honored traditions



Tom Meberg

By K.J. Quinn



Leif Meberg

When brothers Tom and Leif Meberg arrived in the U.S. from Norway in the 1920s, like so many immigrants before them, they sought to capture the American dream. Through hard work, careful planning and sound business principles, the brothers were able to establish a successful workroom in New York City that would later be passed on to the next two generations of family members.

"I don't think they had mission statements for this back in the 1940s," said David Meberg, current company president and CEO. "But early on the founders developed a reputation for production and quality in all the work they did." David is the son of Arne Meberg, a second-generation family member.

The founders, who attended night school to learn the English language, were carpenters and timbermen by trade. But they also learned how to install carpet and linoleum—two of the most popular floor coverings at the time—during the Great Depression when carpentry jobs were scarce. After 10 years of working in the trade, and with the experience of installing flooring at the 1939 World's



David Meberg

Fair, the brothers decided to go at it on their own.

On Nov. 1, 1943, Tom, Leif and John J. Robbins incorporated Consolidated Carpet Trade Workroom and opened a storefront on East 18th Street in Manhattan. Four years later, Tom and Leif bought out Robbins and moved the business to Long Island City. Two generations later, the ownership and management of the company remain in control of the Meberg family.

While it is not unusual for family-owned businesses to survive into a second generation, far fewer—approximately 13%—are passed down successfully to a third generation, according to published reports. The Mebergs have defied the odds, in part

because each family member was indoctrinated into the business like their relatives and ancestors before them. "Those practices and principles were passed onto their sons and their workers, and we strive to emulate them every day," David Meberg said.

A case in point is Tom Meberg's oldest son, Tor, who joined the company in 1948 after

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Tor Meberg



Arne Meberg



Bud Meberg



Paul Meberg



Chris Meberg

1973 Major installations begin, such as the UN Hotel, Goldman Sachs and The Plaza Hotel

Tom and Leif officially pass the business to their sons, Tor, Lloyd and Bud

1983 40th anniversary

1988 Carpet Transport Incorporated, Consolidated's own trucking company, is founded

1994 Expands into the product sales market and experience double-digit growth annually

2004 Moves into office at 45 West 25th Street in Manhattan, using it as a showroom and corporate headquarters; relocation produces double-digit increases overnight

2009 Receives 2009 Starnet Design Public Space Award For Stuyvesant Town Amenity Spaces

2012 Launches updated website with more information about business, accessible to clients, friends and partners; visitors have the ability to see stats about solar panel array in real time

THROUGH THE YEARS

1978 A second fire destroys two buildings, offices and everything inside; out of the ashes comes a 30,000 sq. ft. warehouse

1987 To accommodate growing business, 1157 Grand Street in Brooklyn is purchased, expanding the business to the building next to 1181 Grand Street

1991 Tor and Arne, third-generation Mebergs, decide to emulate their father and turn the business over to their sons, Paul & David

2001 Gratefully no associates are in the Twin Towers on Sept. 11, though many installers and associates would frequent lower Manhattan several times a week; dozens of clients in need are assisted with emergency office relocations

2008 Moves warehouse to Carlstadt, N.J., after nearly 30 years at Brooklyn, N.Y., warehouse, illustrating dedication to the New Jersey commercial floor covering market

2011 Receives 2011 Starnet Design Awards for NY Public Administrators office and HOK office
Installs 16,000 sq. ft. of solar panels on the roof of N.J. warehouse

2013 Expands in-house Healthcare Division, furthering focus on the market in the tri-state area and beyond

History

Continued from page 5

destroyed offices and records.

“Fortunately, no one was hurt,” Bud Meberg recalled. “After the fire of ’71, we moved into a new warehouse about a year later.”

The 1978 fire was more devastating. “At that time, we wondered if we could continue,” he said. “With a lot of hard work, long hours and determination from the company, our employees and vendors, out of the ashes came the 30,000-square-foot warehouse.”

By the early 1990s, the second generation of Mebergs decided to emulate their fathers and turn the business over to their sons, who were actively involved in the operations. Arne’s son, David, and Tor’s son, Paul, took over management of Consolidated in 1992. Two years later, they transitioned the company from a workroom into a full-service flooring contractor.

“That was a critical moment for us,” David Meberg recalled, noting it was a calculated move that supported the company’s growth



An old Consolidated Carpet truck, circa 1965; and an employee goes about his business in one of the company’s three Long Island City warehouses.

strategy. “We hired key people who brought accounts with them.”

But the transition into a full-service flooring contractor did

not come without risks. At the time, the U.S. was recovering from a recession and DuPont, Shaw Industries and Interface were acquiring major flooring contractors in key areas to increase market share. And there were whisperers in industry circles questioning whether a workroom could successfully make the transition into a business that had a reputation for being cut-throat.

“We had competition from not only Shaw and Interface, but also local independent flooring contractors,” David Meberg said, noting some were workroom customers. “The reality was we were bigger than a lot of the established contractors at that time and had a more attractive balance sheet.”

The move was successful, as Consolidated’s business thrived during a time when several competitors shut down, family members said. By the 2000s, the flooring contractor focused on broadening its market breadth by exploring segments outside of its core commercial carpet background. As alternative

surfaces allowed Consolidated to extend its product offerings, the company began expanding its capabilities in the hard goods market and in self-leveling and poured surface finishes.

“We branched into offering maintenance services and other products such as wood and raised panel access systems, and began to dabble in the ceramic segment of our industry,” Paul Meberg said. “Our primary and core focus, however, remained soft surface and resilient, product sales and installation.”

In June 2008, the company moved to a new 80,000-square-foot corporate operations center and sales office in Carlstadt, N.J., which replaced its Brooklyn facility. Designed as a complete showroom, every part of the floor showcases products furnished and installed by Consolidated, including a warehouse that features a number of industrial flooring systems. The company used this opportunity to expand its presence in the New Jersey market.

“The move to New Jersey presented a number of significant opportunities, not only to grow, but also to improve our efficiencies and provide an unparalleled level of service to our clients,” David Meberg explained.

Consolidated’s business continues to expand. Earlier this year, with an extensive and successful history of installations in the healthcare market, the company announced the development of its in-house Healthcare Division. “Consolidated Carpet continues to maintain proficiency in healthcare flooring

products, installation and maintenance, and can provide customers with an expert perspective in budgeting products and



Back in 1980, Consolidated installed the carpet in the 1,100-room Helmsley Palace, a reincarnation of Manhattan’s landmark, century-old Villard Houses.

services for healthcare facilities,” David Meberg said.

Commitment to excellence

Indeed, Consolidated is positioned as a single source for serving all of the floor covering needs of commercial customers. A trained staff assists customers and their designers in every aspect of a project from start to finish, including planning, specification, installation and maintenance. These value-added services combined with providing superior workmanship, quality materials from leading flooring suppliers, reliability and competitive pricing distinguish Consolidated in the New York metropolitan market it serves.

“We stress ‘P.R.I.D.E.’ in everything we do at Consolidated. It stands for ‘Personal Responsibility in Delivering Excellence,’” Arne Meberg noted. “Our installers have this written on their shirts and it is featured around our offices and warehouse. We see, read and are reminded of these values every day.”

Consolidated employs what it considers one of the nation’s largest and most recognized INSTALL (International Standards and Training Alliance)-trained labor crews. “We have a lot more at risk because we employ our own installers,” David Meberg pointed out. “We have to manage our quality control and installation very closely, and that’s our real value proposition.” INSTALL is a comprehensive training and certification program for floor covering installers and offers marketing guidance for its alliance members.

When it comes to installation, Consolidated strives to be environmentally conscious. For instance, when providing estimates for projects, the Consolidated team provides precise material estimates, which eliminate excess waste and transportation costs. “The scraps we do have are brought back to the warehouse and diverted from the landfill,” David Meberg said. “We also install using low-VOC adhesives and self-leveling materials whenever possible.”

Installers are trained in these practices, so project teams pursuing LEED certification can be confident Consolidated will abide by LEED VOC requirements, and thus contribute to their certification goals. “We are committed to not only providing our clients the most resource-efficient flooring installations possible, but also utilizing sustainable measures to the greatest extent we can,” he continued.

A case in point is the Con-Serve reclamation program, which the company claims has diverted more than 1 million pounds of carpet from landfills each of the past three years. In

2011, Consolidated won the Starnet/CARE Carpet Reclamation Award for its landfill diversion of used carpet. “In addition, the company was recognized with a Starnet Environmental Stewardship Award at the Starnet 2013 annual meeting in April 2013 for all of its environmental initiatives in year 2012,” Matson said.

In 2013 and beyond, family members say Consolidated remains committed to delivering excellence in every project it manages. De-

spite the various challenges of running a family business, the successful ones recognize their longevity depends largely on keeping customers, suppliers and employees happy. “They have mastered the balance of handling the pace and complexities inherent in servicing large projects for quality clients,” said INSTALL director John McGrath, “while remaining true to their identity created by the founding family members: integrity, performance and attention to detail.”

Family

Continued from page 3

a tour in the army. Tor started as an apprentice under the watchful eye of his father, and later developed into a skilled carpet mechanic and a foreman on many projects. By May 1951, Leif Meberg’s son, Lloyd, began installing carpet, and he and Tor worked together on many jobs.

“One of my father’s favorite expressions was, ‘Get going,’” recalled Paul Meberg, Tor’s son, now executive vice president. “When I joined the business, we worked side by side and he knew how to get things done and motivate people.”

During a recent interview with *FCNews*, family members fondly recalled their experiences in learning about the business from the ground up. Each started working odd jobs inside the warehouse at an early age. “I went to work with my parents and was running our warehouse shortly after college,” recalled Arne Meberg, the second son of Tom and former president of the company. “I was brought into the office to help make it more efficient and, in later years, helped set up a computer program to handle all aspects of the business.”

Tom’s third son, Thomas (“Bud”), came to work after college in 1963. Bud learned the trade like his brothers and was later assigned to the office to help ease the workload put upon Arne due to increased business. “I looked up to my father and brother Tor,” said Bud, executive vice president. “Both believed in working hard, doing the right thing and being respectful of those you work with.”

Family members were able to leverage on-the-job training effectively, which they said played a major role in accelerating their professional development. “My father was the most influential person in learning about the day-to-day parts of the business,” said Chris Meberg, Bud’s



Consolidated Carpet is now in its third generation of family ownership. From left: Paul Meberg, executive vice president; Chris Meberg, account manager; Bud Meberg, executive vice president, and David Meberg, president and CEO.

son. “I learned about project management when I worked as an apprentice under Paul.” Christ is currently an account manager.

But even companies that survive on long-time relationships must be nimble enough to build a consensus around change. A common lesson passed on from generation to generation was continued reinvention, family members told *FCNews*. Over the years, Consolidated expanded into new end-use markets, broadened and enhanced its service levels, took on new flooring categories and transitioned from a workroom into a full-service flooring contractor.

At the same time, each generation has continued to support the industry in the advancement of installation skills, a service that remains the backbone of Consolidated’s business. David Meberg is among those family members leading the charge for enhancing installation quality through certification programming, such as the one offered by INSTALL, an organization he helped found and currently serves as chairman. “Through David, Consolidated Carpet has facilitated many of the relationships integral to INSTALL’s existence and provided insight and guidance in determining INSTALL’s mission,” noted John McGrath, INSTALL director. “David has provided a steady and wise hand in the steering of INSTALL.”

Consolidated redefines installation

As president and CEO of Consolidated Carpet, one of the nation's largest and most recognized full-service flooring contractors, David Meberg can offer insight that no one else can. A leader not only at Consolidated but within the industry as a whole, he is part of the third-generation of family members who own and operate the business, which serves clients from planning and specification through installation and maintenance.

Looking back over the years, what are you most proud of since becoming CEO of Consolidated?

I'm most proud of the fact that in 1994 we decided to transition the business from a workroom to a full-service contractor. That put us into competition with 60% of our revenue at that time. There were lots of people who thought we were not going to make it, both internally and outside the company. But I promised the people who worked here and our installers that we would remain the largest installation house in this marketplace, and we have been able to do that. Since we made that transition, we have remained the top installer in the New York City marketplace. Our tradition is all about installation and installers.

Why did you decide to make that transition?

We wanted to grow the business. My cousin and I were handed the reins of the business. My great grandfather and grandfather grew the business to a certain point. My father and my uncle then grew the business to a certain point. Back in 1994 we were doing only \$10 million to \$12 million in labor. The only way we were going to grow the business was to change the way we did business.

What is the one thing to which you attribute Consolidated's success?

Installation. I always say when we market our business and we talk about the industry, the client or end user does not derive any satisfaction from the product she has chosen if it is not properly installed. When we went into the full-service contractor market, we emphasized that. We control the whole process from specification to installation. Our project management services and installation services place us a cut above the rest.

What makes the company a cut above other flooring contractors?

Our competitors in labor are dealers that became workrooms. We were a workroom that became a dealer. When you have the infrastructure and then get into the sales function, it's much easier than going the other way, where a dealer may have a small footprint and then have to invest in installation, which is a huge capital investment.

Describe Consolidated's industry engagement with INSTALL and Starnet.

Consolidated has a long history of industry involvement dating back to the National Association of Floor Covering Installers, an industry organization that was a precursor to FCICA. We were involved with the initial founding of FCICA, and Tor Meberg served as its first chairman.

We became involved with INSTALL through our engagement at FCICA. We are deeply involved and supportive of INSTALL, and I serve as its management co-chair.

We joined Starnet in 2000 because we had grown significantly as an independent dealer in the late '90s and felt it was time to align, in some fashion, and Starnet's independent standing was most appealing to us. We slowly became more engaged in Starnet as time went by. I served on the Best Practices committee, chaired the Vendor Partnership committee and now serve on the board.

How has being a supporter of both organizations helped Consolidated achieve its business objectives?

With INSTALL, our involvement allows us to be on the front end of many installation-related issues. As installation is such a key part of our business, being engaged in training curriculum, technical developments and warranty support are critical to how we present



David Meberg

ourselves in the market. INSTALL allows us to say to those interested, "We are leaders in installation services."

With Starnet, we benefit primarily in two areas: training and national accounts. On national accounts, our partners in Starnet work with us cohesively to assist in serving our customers nationwide. Our clients want to know we have the capabilities to service them nationally, and Starnet helps us do that.

Starnet offers comprehensive training programs through webinars, seminars and Starnet University that were not available to our segment of the industry before. We benefit greatly from the training programs, especially our young associates who are just breaking into the business.

CONSOLIDATED FAST FACTS

Sustainability:

- 1 million pounds of post-consumer carpet are reclaimed and recycled each year.
- 16,000 square feet of solar panels are installed on the roof of the New Jersey warehouse.
- 21% of the office supplies used are considered eco-friendly by Staples. The average company uses only 8% eco-friendly supplies.

Offices:

- There are only 8.89 miles between the New Jersey warehouse & New York City showroom.
- 33% of associates have been with the company for more than 10 years. Half of that number has worked for Consolidated for over 20 years.

Projects:

- International projects include ventures in Bermuda and London.
- The company founders and early team worked on the 1939 and 1964 World Fairs, which took place in New York.
- Consolidated has completed work in the four major stadiums/arenas in NYC: Yankee Stadium, CitiField, Madison Square Garden and Barclays Center.
- Of the 25 top law firms in the New York metropolitan area, 21 have been worked on by Consolidated.
- *Engineering News Record* ranked Consolidated No. 20 on its list of 2013's 50 Top Specialty Contractors in the New York metropolitan area.

excellence

What do you see as the biggest challenges facing your business?

The contract market is competitive and the cost of entry is low. It is not uncommon for flooring dealers entering the contract business to sacrifice profit margins so they can offer low bids on various jobs. We're competing against companies that don't have the overhead and level of support services like a company of our size to handle heavy volume.

A second major challenge is participating in the highly competitive New York metropolitan market. There's a changing work environment, with union vs. non-union labor, which stands to impact the business.

How are you addressing these issues?

We continue to provide services that customers expect from us. It's incumbent upon us to market what we do differently than our competitors. Price is still king, but we have the service levels and operations to remain competitive.

We negotiate with the labor unions every three to four years. We have a new collective bargaining agreement that runs through 2015.

What has been your personal most noteworthy project over the years?

It's actually a defunct investment bank. This was a project that came our way in the mid '90s that we weren't supposed to get. This 800,000-square-foot project really helped us bridge that transition from workroom to full-service contractor. It was a big project in a market that was on a downslide. It turned into a nice account for us for years until they went under. It means a lot to me because it was significant in our transition. As for fun projects, I would say CitiField because I've always been a Mets fan, and Madison Square Garden, because it's an iconic property. And the United Nations for obvious reasons.

If you could turn back the clock and do one thing over again, what would that be?

I don't know that there would be anything. I've certainly made some mistakes along the way, but I don't know that there is anything major I would reverse.

Give me one instance when a supplier went above and beyond for Consolidated.

Our suppliers are always going above and beyond for us. But back in 1978, two days before

Thanksgiving, we had two of our warehouses burn down in Long Island City. It was vandalism; they torched the place. We lost two out of our three buildings. As the legend goes, the next day, the Wednesday before Thanksgiving, Michael Halabian Sr. pulled up in his Cadillac and hands my dad a check for \$10,000. He told him, "I know you are good for it. Pay me back when you can." That's just one of many examples of what some of our suppliers do for us. We have other distributors in this market who do cartwheels to service us. We have manufacturers who run us to the head of the line to make us look good. We have great relationships.

Looking ahead, what are your primary goals and objectives?

We have a strategic plan focused on increasing our business. We want to grow incrementally—slow, manageable and measured growth. This year will be our best year to date.

We're expanding our geographical footprint. We're growing by adding materials such as self-leveling cements and taking on more hardwood business. But our first goal always is to be the largest flooring installation house in New York City. We have never lost our tradition of being the top installer.

CONGRATULATIONS TO
CONSOLIDATED CARPET
 FOR AN OUTSTANDING 70 YEARS!

BENTLEY™
 LOS ANGELES

WWW.BENTLEYMILLS.COM



This Bronx Library installation illustrates Consolidated Carpet's ability to handle many different flooring products, including broadloom, carpet tile, VCT and rubber.

Consolidated Carpet leads by striving to be the best

LEAPS AND BOUNDS ABOVE ITS COMPETITION

By Melissa McGuire

For designers and architects, specifying flooring for a project is difficult on its own. Tack on having to worry about the parameters that go beyond picking a pretty color—product detail, installation, repair, maintenance—and you will send most in the

REFLECTIONS BEFLECTIONS

“Part of the reason I’ve stayed at Consolidated for so long is because the company has been very accommodating in maintaining work/life balance. I attribute this to the fact that it’s a family-owned company.”

—Melissa Oropesa
project coordinator since 2002

A&D community into a tailspin. Enter Consolidated Carpet, stage right.

“The flooring installation business is not an easy one,” said David Meberg, president and CEO of Consolidated Carpet. “No one wanted to get into the installation business; that’s all we did for the first 50 years of our existence. Our customers definitely want to work with us because of who we are and our expertise.”

A third-generation, family-owned commercial flooring contractor, Consolidated provides complete services from specification through reclamation and everything in between, including maintenance, repair, installation, procurement and warehousing. With a foundation resting on the tradition of hard work established by the founders, their sons and their associates, Consolidated claims a team of professionals committed to delivering excellence on all projects.

What began 70 years ago as solely an installation business located on New York City’s

18th Street has grown into a service-oriented, commercial floor covering dynamo. “We initially began as second-tier subcontractors,” Meberg said. “Commercial dealers would specify our product and procure our services to handle everything from project management, receiving, material handling to and from the jobsite, etc.” The company now touts sales and marketing offices in New York City with its warehouse, operations and financing departments located in Carlstadt, N.J.

While its core territory is metropolitan New York and the tri-state area, Consolidated also conducts a significant amount of business nationally, employing all of its own installers. “We typically do not use subcontractors; we only specify them for specialty work,” Meberg commented.

With INSTALL-certified employees, Consolidated guarantees every installer has either completed the INSTALL curriculum—a certification program that is affiliated with the Carpenters Union—or has taken and passed a certification class. “This is not including all of the product certification that individual manufacturers have,” Meberg explained. “We make sure our installers all have that training, as well. If there is a certification out there, we have people who have it. We do our best to provide more training than our competitors; we take advantage of training any time we have an opportunity.”

According to Meberg, Consolidated’s biggest advantage when it comes to installation is the ability to complete jobs better and faster than the competition. “Obviously, when you’re self-performing installation, there is a lot more risk,” he stated. “We’ve been doing installations longer than anyone else.”

Size and scale

Consolidated has grown significantly over the years, which has allowed the opportunity to grab market share. This enables the company to buy materials at extremely competitive prices. “We feel that we can buy materials better than our competition, and manufacturers want to work with us because of our size and financial strength,” Meberg noted.

Furthering his point, Meberg explained the company has a very strong balance sheet and is well-financed. “Being a 70-year-old business, we are well established and have unlimited credit lines with virtually every manufacturer in the industry. Manufacturers want

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Congratulations to Consolidated Carpet on their 70th Anniversary!



Ecore Commercial Flooring Looks Forward to Partnering with You on More Sustainable Projects in the NYC Area!

ecore™ commercial flooring
SPARTAN SURFACES



Harper Collins Publishers New York



Barclays Center Brooklyn, N.Y.



Empire State Building
New York



Gibson Dunn Crutcher New York

at a glance...

1943 – 1953	Astor	Swiss Reinsurance
Barclay Hotel	University of	UN Hotel
Berkshire Hotel	Indiana	World Trade Center
Biltmore Hotel		
Carlton House	1963 – 1973	1983 – 1993
Coca-Cola	Burlington	American Express
Gertz - Jamaica	Castle Harbour	Headquarters
Grand Concourse	Hotel	Chase Metrotech
Hotel	Bermuda	Davis Polk &
Greenbrier Hotel –	Columbia University	Wardwell
West Virginia	Drake Hotel	Simpson Thacher &
Hotel Commodore	Fordham University	Bartlett
Kirry Kelly Shoes	Hilton Hotel	Rockefeller Family &
Lerner Stores	Ethiopia	Financial
(Entire East Coast)	Hotel Pierre	Milbank Tweed
Macy's	J.P. Stevens	Headley &
Jamaica	Mayflower Hotel	McCloy
Flatbush	Merrill Lynch	
White Plains	New York University	1993 – 2003
New Yorker Hotel	Park Lane - Central	Bear Sterns – 383
Park Central	Park South	Madison
Olcott Hotel	Peter Cooper Hotel	Avenue
Park Lane	Princess Hotel	Donaldson, Lufkin &
48-49 Street	Bermuda	Jenrette
Picadilly Hotel	Saks - Fifth Avenue	Harper Collins
Sheraton East	St. Regis	H.I.P.
Westbury Hotel	Warwick Hotel	Pfizer
	Windsor Hotel	Weil Gotshal &
1953 – 1963	World's Fair	Manges
Lexington Hotel	Wyndham Hotel	Willkie Farr &
Loews Hotels		Gallagher
Summit	1973 – 1983	2003 – 2013
Howard	AT&T	Bank of America
Johnson	Bank of New York	Tower
Americana	Chemical Bank	Barclays Center
City Squire	Conde Nast	Arena
Regency	Continental	CitiField
Ohrbachs	Insurance	Empire State
Peck & Peck	EAB	Building
Ramada Inn	Ernst & Whinny	Gibson Dunn
Sheraton	(Ernst&Young)	Crutcher
Philadelphia	First Boston	Google
Dallas	General Electric	IAC
Binghamton	General Foods	New York Times
Park Sheraton	Goldman Sachs	Headquarters
McAlpin	Irving Trust	Madison Square
Ruseell	McGraw Hill	Garden
East	Met Opera	Prosauer Rose
Sky Chef	New York Statler	St. Mary's Hospital
Socony Mobil	Hotel	United Nations
Taft Hotel	Palace Hotel	Capital Master
Toule AFB -	Phillip Morris	Plan
Greenland	Plaza Hotel	

No jobsite challenge is too great

By Louis Iannaco

Every installation seemingly encounters problems of one kind or another; it's the same for every crew. But it's the way the professionals handle issues and tasks at hand that sets them apart from the rest.

For the experienced staff at Consolidated Carpet, solving problems and overcoming challenges have become routine practice. Addressing issues is another part of its mission to provide clients with professional work, excellent service and the best commercial installations in the business.

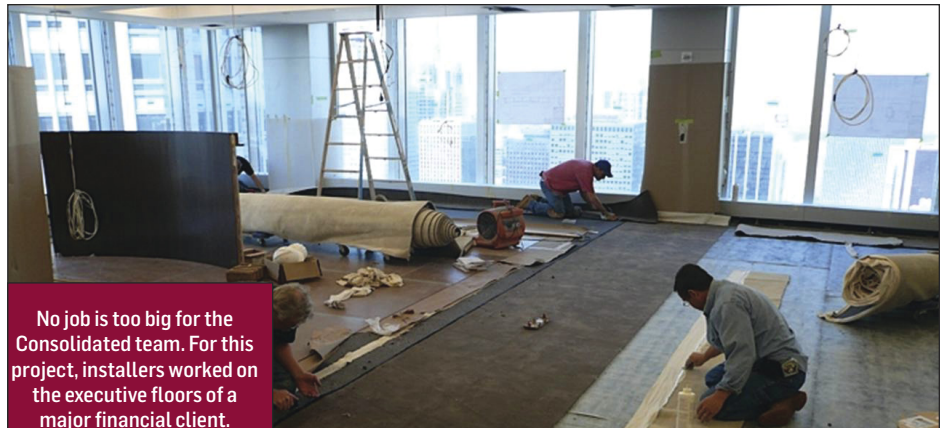
"The market that we work in is different," noted Ed Hennessy, an account executive with Consolidated since 1986, "and often more difficult to work in than others. I've found that over the years, the only successful companies left are the ones that are family-owned and started from the bottom, like Consolidated."

One problem Hennessy cited was unrealistic schedules for some projects. However, thanks to Consolidated's well-trained and skilled staff, the company has the manpower and flexibility to successfully finish even the most challenging jobs.

Problem solving

When it comes to problems in the field, Jim Lockwood, a lead mechanic with Consolidated since 1986, has experienced his share, and recently told *FCNews* about his two biggest concerns. He commiserated with Hennessy about meeting deadlines, but also noted pattern installation—when the design is skewed, or not straight—as a recurring issue.

"I finished a job at the United Nations Conference Center in April of this year," Lockwood recalled. "It had many obstacles and challenges, including an aggressive schedule that had us working many overtime days, as well as weekends. When there was a need for more mechanics, I made the call to the dispatcher, and as many men were sent as needed. I don't think any



No job is too big for the Consolidated team. For this project, installers worked on the executive floors of a major financial client.

At times, a job calls for more than just laying down carpet. Here, Consolidated's John Drago pours to self-level the floor before the installation begins at NYU's Tisch Building, another high-profile job for the company.



other shop can man a job with mechanics like Consolidated."

Much of the work at the Conference Center was being done in the facility's assembly auditoriums, where the team faced some challenges in terms of pattern installation. "We were installing carpet on platforms and landings," Lockwood said. "This was all upholstery work and we were sewing in striped carpet at every step. Having the right personnel on the job made all the difference." In the end, thanks to Consolidated, the project was completed on time and without hiccups in the carpet's design.

Another example of Consolidated's superior problem-solving skills and jobsite efficiency comes from Frank LaValle, an account executive with Consolidated since 2005. In May 2012, LaValle was contacted by a major facilities management company about a flood that had occurred at one of its Fortune 500 client's midtown Manhattan facility. He arrived to find about 6,000 square feet of carpet in the middle of a very high-end 20,000-square-foot space with existing patterned, double-glued broadloom affected by the flooding.

"There were several challenges for a flooring supplier here," he recalled. "The existing broadloom carpet was a discontinued product. The client was looking to have these areas operational by the end of the week. The new carpet would also need to match the furniture and décor, and tie into the existing carpet at several locations."

After assessing the damage and evaluating the situation at hand, LaValle presented company executives with Milliken carpet tile samples that coordinated well with the existing furniture and previously installed carpet. With Milliken's product, the Consolidated work crew was able to "lift the workstations instead of cutting around them or moving them completely. The standard Milliken cushioned backing also worked well at the transitions from the newly placed carpet tile to the existing broadloom that was installed over padding."

LaValle worked with Consolidated's Milliken rep and found a suitable product that the manufacturer had in stock. The client approved the carpet and Consolidated placed the order. "In the meantime, we took up the existing wet carpet and padding so that the subfloor could dry out for a few days and we then sent it to be recycled," he explained. "We received the carpet via dedicated truck by Wednesday. We began the installation that evening with our in-house labor team and started furniture lift services. We were 100% complete by the end of the week."

Needless to say, Consolidated's client was extremely pleased with how quickly LaValle and crew were able to get the job done. "They were very happy with the quality of the product we were able to supply in just a few days," he concluded.

REFLECTIONS BEEFLECTIONS

"I started my career here as an installer and advanced to project manager. Now I am an account executive. Because of the roles I have had over the years, I am well-rounded and able to handle all aspects of business."

—Ed Hennessy
account executive since 1986



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Consolidated Carpet won a Starnet Design bronze award for its Gibson Dunn Crutcher project. A law firm located in New York City, Gibson Dunn utilized Consolidated's expertise to seamlessly create a sleek and modern, yet timeless, atmosphere.

By Liz Switzer

In business for over 70 years, Consolidated Carpet has not only become one of the biggest flooring contractors in North America, it has built a solid reputation in the architect and design community as one of the best, and it has done so by ensuring client success one project at a time with product selection, installation and everything in between.

"It's not a complicated formula but it's easier said than done," said Jim Phillips, founder

of New York's largest interior architecture firm, TPG Architects. Phillips has worked with Consolidated for over 30 years, primarily in the corporate sector. "They are our preferred flooring subcontractor, and they have earned that place over a long period of time."

This year, Consolidated netted a handful of Starnet Design Awards, taking the gold prize in the corporate category for its creative renovation at Aegis Media. The design challenge was to ensure a flexible and expandable workspace, and Consolidated did that by using a subfloor to organize the wires of computers, telephone lines, Internet cables and such in highly trafficked spaces.

Consolidated also received a bronze award for its work at global law firm Gibson Dunn Crutcher's New York office, creating a timeless work environment to carry the organization well into the future, while garnering the Starnet Silver Environmental Impact Award for installation of a solar panel array at its warehouse.

Such careful attention to detail and quality is what sets Consolidated apart, Phillips

noted. "You can find firms that will do work for a lower cost, but what Consolidated offers in the end is really good quality at a fair price."

Offering a full range of services to architects and designers, Consolidated provides accurate project budgeting, careful product consultation and detailed installation recommendations, said executive vice president Dave White, who makes many site visits personally in order to best understand prep requirements.

Those visits, White said, are one of the keys to ensuring that projects meet or exceed expectations within budget boundaries.

"They have been one of my most effective partners," said Lisa Dye, a project management associate at architect and interior design firm Vocon Inc. Dye has worked with Consolidated on multiple projects across North America for the last 10 years.

"Every project we do together is successful because of the way they choose to do business," she said. "We achieve success together by working as a team and creating the best spaces possible for our clients."

REFLECTIONS REFLECTIONS

"I started my career at Consolidated because of the solid reputation that the company has in the industry. I knew that I was coming into a stable, great place to work."

—Steve Neubauer
account executive since 1977

Consistency of installation and product procurement are probably the most valuable services Consolidated provides, Dye added, and the company consistently meets installation deadlines, which can often be a major problem.

As one of the biggest flooring contractors in the country, Consolidated has the clout to obtain materials in a timely manner and can warehouse those products so they are available when needed. "That is a huge benefit to a major corporation," Dye said. "They are highly effective in what they do for us and for my client, and they are consistent. They are a team member you can rely on."

Purchasing products in a timely manner, ordering correctly, receiving, delivering and installing all within the specified time frame and doing it all with the professionalism that Consolidated is known for greatly boosts the odds of repeat business.

"We respect the design and architect community where very often in our business people use lack of clarity on floor plans or specifications as an opportunity to change orders, increase profit margins and things like that," White said. "We don't do that. We are not looking for opportunities to make the designer or architect look like they did not know what they were doing or were not complete. We protect their interests in the field."

When architects and designers successfully deliver on projects and are in good standing with their clients, it contributes in large part to the overall success of Consolidated. As leaders in commercial flooring contracting, the company is able to share valuable market information in addition to holding its position as a general flooring resource.

"And they are really nice people, too" Phillips added. "That's important."

Client satisfaction comes first

As one of the nation's most recognized full-service flooring contractors, third-generation, family owned and operated Consolidated Carpet has found success through accountability, its customers say, by always meeting clients' needs.

Those clients include prestigious Fortune

500 corporations, professional service firms, luxury hotel properties, institutional properties, real estate owners and general contractors.

"It's more a relationship than business," said Robert Vassallo, senior vice president at Commerzbank, a customer for over 30 years. "They are one phone call away from any situation I have. They are always one step ahead of everybody else."

changing out carpet all the time. [Consolidated] will also set us up with cleaning companies and actually tell us what is in the carpet so that we know how to take care of it properly, and that's important because we want it to last."

Chris Mee, facilities manager at Gibson Dunn Crutcher, has worked with Consolidated since 2000 on numerous projects including the massive renovation of the firm's main office in the Met Life Building at 200 Park Avenue in New York. The two-year, 235,000-square-foot remodeling project included the complete demolition and rebuild of four existing floors and the addition of two new floors as conference centers.

"[Consolidated] has always met my requirements, not only from a core standpoint but more importantly from a service aspect at the highest level," Mee said. "The sales reps are the best I've ever worked with as well as the internal customer service and the ownership from top to bottom. It is every aspect of their business. They put clients first and that is not always the case in this industry."

One of Consolidated's recently completed projects was for global insurance broker Willis Group, which has become the anchor tenant of Willis Tower, formerly the Sears Tower, a Chicago icon and the tallest building in the Western Hemisphere. Consolidated

furnished and installed floor covering for more than 140,000 square feet and worked on the firm's London headquarters last year.

Willis has been a Consolidated client for over 20 years, said Carmine Bilardello, former senior vice president of real estate and construction for the company, which has around 400 offices in 120 countries and approximately 17,000 employees.

"It's all about taking care of the client and customer service," he said. "They take it personally and it's great when the owners of the company are paying that kind of attention to you. Consolidated is a company I think the world of and I have used them whenever and wherever I can."



Working with major corporate clients for several decades, Consolidated Carpet has earned a reputation as one of the best, if not the No. 1, flooring contractor in the U.S.

At no additional cost, Consolidated keeps stock on hand for Commerzbank, which uses mostly carpet tile. As the need arises, all the company needs to do is make a phone call for two or three replacement boxes and it is delivered and installed as required.

Consolidated also has a special installation method it often utilizes at Commerzbank. With this process, workstations can be lifted for easy and convenient spot installation, later simplifying the moving process, as entire carpets no longer need to be replaced.

"I'm one for making a good investment and taking care of it," Vassallo said. "Later on down the road it will be worth it instead of

Consolidated sets a 'can do' attitude

SETTING THE STANDARD FOR 70 YEARS

By Louis Iannaco

Being in business for seven decades doesn't just happen; it takes hard work, perseverance and a drive to be the best. When it comes to the world of commercial broadloom, no one has made installation a hallmark of its success more than Consolidated Carpet.

"We have a motto at Consolidated," said Ray Kappel, director of operations. "Productivity and quality—the Consolidated way." This belief that quality is part of who we are has propelled us to new heights for the past 70 years. Quality is defined in many ways depending on who you ask. The definition I like best is from Joseph Juran, a highly respected management consultant, who said that quality is meeting or exceeding customer expectations. This definition captures the Consolidated spirit perfectly."

There are several other reasons why Consolidated is known throughout the Northeast for its installation expertise. The firm has tremendous resources at its disposal, including a 70,000-square-foot warehouse and a fleet of five delivery trucks that allows it to provide services no other flooring contractor in New York can. "This would mean nothing without the effort and dedication of our staff," Kappel said. "Our sales team works with architects and end users alike to



Left: Installer Anthony Milazzo of Consolidated works with cove base at New York's Millennium Hotel, while Jimmy Kickel, below, installs modular carpet at Maybank in New York.

specify and provide the right product to meet the customer's needs. And our project management team ensures the product is delivered so our installation crews, working diligently, get everything installed on time, often under the most difficult of field conditions. In turn, these people get support from a dedicated warehouse team that prepares the product for delivery."

According to Paul Meberg, executive vice president, hearing accolades from clients never gets old. "It's good to be able to walk into a client or subcontractor meeting knowing that our customer is at ease and confident that the flooring portion of the project will be completed well and on time," he explained. "Consolidated is well known for quality work. Our team of expert mechanics, with proven operation and sales support, get it done right, time and time again."

Around 40 years ago, Consolidated described itself as "The Can Do Shop," which served as its motto. While the company doesn't use the slogan anymore, the main idea still holds true. "The dedication and sentiment are deeply ingrained in our work ethic and corporate consciousness," Meberg said.

Kappel agreed with Meberg, noting this "can do" attitude has been passed down from the first generation of the Meberg family that founded the company back in 1943. "I've had the pleasure of working under two of the three generations of the Meberg family and can attest to the fact that this attitude is still present.

"When I first joined the company in 1990," he recalled, "Arne Meberg told me a story of how his father took him to help with a delivery in his station wagon because a customer called with a problem at the end of the day and the trucks were already loaded. That stuck with me. The idea is that you don't tell the customer, 'Sorry, it's too late in the day, we will get to you tomorrow.' Instead, you deliver what the customer needs right away. That's always been and will always be 'The Consolidated Way.'"

As Scott Donovan, labor manager at Consolidated since 1985, noted, the company has outclassed its competition due to the dedication of both its employees and ownership. "From top to bottom,

Continued on page 34

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Suppliers sing Consolidated's praises

By Ken Ryan

Bob Baird's dealings with Consolidated Carpet date back to the early 1980s, a time when the organization was an installation workroom providing services to the commercial flooring industry, including many of the largest dealers in the metropolitan New York area.

"I was a regional vice president working in New York," Baird said. "In those days, when we attempted to promote one of our core flooring contractors, a number of the most renowned designers in the country would say, 'We do not need your flooring contractors, all we need is your product and the Consolidated Carpet workroom.' But they would always show up on every major project anyway."

Baird, now the general manager of Milliken Commercial Carpet globally, said it is little wonder that Consolidated would eventually expand its business and become one of the largest commercial flooring contractors in the world.

"[Consolidated] is a world-class service provider but more importantly it has embedded a service mentality within the organization that is unequaled," he said. "[Consolidated] has coupled that experience with a very experienced carpet sales and con-

'[Consolidated] ...has embedded a service mentality that is unequaled.'

—Bob Baird, general manager, global commercial carpet, Milliken

sulting team that has earned the same respect as its service heritage."

Industry titan

Several suppliers who have worked closely with Consolidated over the years rate the flooring contractor as the best in the industry. Beth Shoshan, regional vice president at Bentley Mills, said there are myriad reasons behind Consolidated's success—among them its

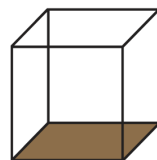
state-of-the-art warehouse, talented labor pool, knowledgeable sales force and the detailed project management support the company provides to the marketplace. "The combination of these resources makes them a leader in the field," Shoshan said. "We work closely as a team, and Consolidated's service and attention to detail is impeccable."

Specifically, Shoshan recalls the team effort on a project for Aegis Media. "The designers specified Bentley carpet for a complicated installation that featured a mosaic of triangular tiles and a deep charcoal to light gray gradient," she said. "It was a challenge to translate the concept for installation in the field, but Michael Conslato and Al Bellington from Consolidated rose to the occasion. The finished installation was flawless and the client was thrilled, thanks to Consolidated. We even won a StarNet Gold Design Award for the project."

The Aegis project's success, according to Wendy Jorgensen, a Bentley Mills sales rep,

Continued on page 36

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Other awards

2013
Engineering News Record New York's Top Specialty Contractors List – Ranked #20 overall; #1 in Interior Finishes category
Sarnet Design Awards: Bronze award in the Corporate category for Gibson Dunn Crutcher
Sarnet Environmental Stewardship Silver Award

2012
Floor Focus magazine:
No. 3 in Top 10 U.S. Contractors

2011
Sarnet Design Awards: Winner in the Unique Installation category for NYC Public Administrator's office
CARE Recycling Award: Sustainable Practices

2010
Centiva Challenge: First place winner for Celebrate Earth workshop

2009
Sarnet Design Awards: Winner in Public Spaces category for Stuyvesant Town Amenity Spaces

New York Construction magazine's Best Projects: Yankee Stadium, CitiField, New York Law School, The Mark Hotel and Skanska USA's New York City headquarters

2008
New York Construction magazine's Best Projects: Reed Smith Conference Center, Jet Blue Terminal 5 at JFK Airport and Bank of America Tower

2007
Greater New York Construction User Council Annual Awards: Winner in the Office category for IAC/InterActiveCorp

headquarters
Greater New York Construction User Council Annual Awards: Winner in the Interiors category for Sea Level Café
Greater New York Construction User Council Annual Awards: Winner in the Residential category for Urban Glass House
Greater New York Construction User Council Annual Awards: Winner in the Public category for Bronx Criminal Courthouse

2006
Pfizer Reclamation Award

Sarnet Design Awards winner in the **Large Corporate** category for **Coty Beauty Lancaster Group**



Sarnet Design Awards **Grand Prize** winner and **Education** category winner for the **City Hall Academy** at The tweed Courthouse



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Large and small squares,
planks and skinny planks.

Lean, green: Consolidated walks the walk

By Melissa McGuire

Sustainability and Consolidated Carpet have been synonymous since the 1980s, when the company declared a goal of diverting material from landfills and supporting environmentally conscious practices of reuse. Since that time, Consolidated's programs have become recognized as some of the leading carpet reclamation initiatives in the country, steering the industry in sustainable efforts while maintaining its commitment to providing innovative, environmentally conscious reclamation services for every project.

Consolidated's Con-Serve Reclamation Program has diverted over 1 million pounds of carpet from landfills over each of the past three years. "We continue our commitment to protect and preserve the environment with our expanding sustainable goals," explained David Meberg, president and CEO. "To help achieve this, we continue to develop the best program in the industry by monitoring our project practices and our daily

business operations. In addition, we have furthered our green energy practices through our recent installation of solar panels at our New Jersey warehouse."



Consolidated's Con-Serve Reclamation Program has diverted more than 1 million pounds of carpet from landfills over each of the past three years.

Additionally, Consolidated Carpet specifies sustainable materials whenever possible and has the capability of providing a green project estimate upon the client's request alongside traditional estimates to help the ar-

chitect and designer's decision making. "We believe there is almost always a greener option that performs as well or better than conventional alternatives," Meberg said. "This year, we are committed to offering clients information on environmental choices for each unique project. We plan to do this through our Green Engineering Services—a new offering which will help clients identify quality, sustainable products and installation practices appropriate for their projects."

To further the point, Meberg explained the company provides exact material estimates, which eliminates excess scrap waste and transportation costs. If extra materials are left, they are brought back to the warehouse—diverting the landfill. "We also use low-VOC adhesives and self-leveling materials whenever possible," he noted. "Because our installers are trained in these practices, project teams pursuing LEED certification can be confident we will abide by LEED VOC requirements and, thus, con-

Continued on page 38

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Access to
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2007:
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Giving back

HOW CONSOLIDATED CARPET TIES CHARITY INTO ITS MISSION AND VALUES

By Jenna Lippin

Many organizations hone in on the holidays when planning charitable efforts, but Consolidated Carpet stays in the giving spirit throughout the year. The company's causes include donating goods to food pantries, hosting fundraising events and providing assistance for local, N.Y.-based agencies.

Consolidated Carpet's involvement with charities stems from its four key values: tradition, quality, service and pride. Since the years when the first and second generation of Mebergs ran the business, the company has always stayed committed to helping those in need. "It's been a traditional pursuit of this company to give back to its community," said David Meberg, president and CEO. "We keep an eye on how we give back to the communities that we earn our livings from. We are happy to share our success with those less fortunate. It ties into everything we do as a company."

One charity with which Consolidated Carpet is particularly close is Saint Dominic's Home of Blauvelt, N.Y. The nonprofit agency provides assistance to individuals who are "developmentally disabled, socially disadvantaged or vocationally challenged," according to the organization. Saint Dominic's Home provides aid to thousands of people, many of them children and their families, in the Bronx and Rockland and Orange counties.

"We've supported [Saint Dominic's Home] for many years," Meberg said. "We be-

came connected with them through the Carpenters' Union; they were a big supporter of the charity and asked for our support as well. As we worked with Saint Dominic's and got to learn more about the agency, we wanted to continually show support. I now sit on the board of the charity and actively participate in a number of events and serve on the golf committee."

Consolidated Carpet also actively participates in benevolent efforts for St. Francis Food Pantries and Shelters. The organization supports over 40 nonprofit food pantries located throughout parts of New York and New Jersey. St. Francis provides services that help feed, clothe and guide those in need. Through its efforts, St. Francis works to develop programs that feed the hungry, provide social services and support victims of domestic violence.

As of today, Consolidated Carpet has worked with Saint Francis Food Pantries and Shelters for over 18 months, approaching two years of service. "This is a charity that is focused on feeding those less privileged who struggle with getting meals every day," Meberg explained. "It's a great cause, with over 20 different food pantries in the metropolitan New York and tri-state area. We became connected with Saint Francis through the construction industry, which also supports the organization's efforts. We support Saint Francis with a number of different events, including a Broadway fundraiser, golf outing, Women of Valor Awards Tea and a doodling contest [Doodle for Hunger] our kids participated in."

A fundraising event for which they are known, Consolidated Carpet has also participated in the Ma-

rine Corps' Toys for Tots program for the last three years. The company hosts donation drop-off centers at its Manhattan and Carlstadt, N.J., offices, and the toys are then picked up by members of the U.S. Marine Corps and



During the holiday season, toys are collected for the Marine Corps' Toys for Tots program at Consolidated Carpet's New York and New Jersey offices. The toys are distributed locally to less fortunate children.



After working closely with the organization for many years, Consolidated Carpet's president and CEO, David Meberg, now sits on the board of Saint Dominic's Home.



Consolidated Carpet actively participates in events benefitting St. Francis Food Pantries and Shelters, including the charity's annual golf outing.

distributed to local children throughout the tri-state area who are in need. "We always try to do something special for the holidays, but Toys for Tots has always been on the top of the list," Meberg said.

While Consolidated Carpet has a "targeted and focused method" for its participation in charitable causes, the company is always willing to become involved with nonprofit organizations "that are providing value to their constituents. We do a lot of research on the charities we support to make sure the time, money and services we donate get to people in need," he concluded.



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STRONG SOCIAL MEDIA PRESENCE CREATES ENTHUSIASM AMONG ASSOCIATES, CONSUMERS

Consolidated Carpet is committed to satisfying the varied and specific needs of its clients. The company strives to provide its customers with the tools necessary to stay informed about its business and the industry. As a means to continuously achieve this goal, Consolidated actively engages in social media.

Utilizing social media platforms such as Facebook, Twitter, LinkedIn, Pinterest and the WordPress blogging platform, Consolidated has successfully established a community where it shares insight into the floor covering, architecture, construction and design industries. In addition, Consolidated aims to provide relevant and valuable updates on business, networking and social media. As a company that is committed to sustainable efforts, it intends to provide green tips and best practices, as well as environmentally relevant news.

Many of Consolidated's social media platforms have been in place for over two years, and seeing the evolution of the industry's participation in digital networking has been important to Consolidated's own web presence. This development and increasing awareness of the value that social platforms can have on business and networking has allowed the company to remain in close contact with manufacturers, clients and others all over the country.

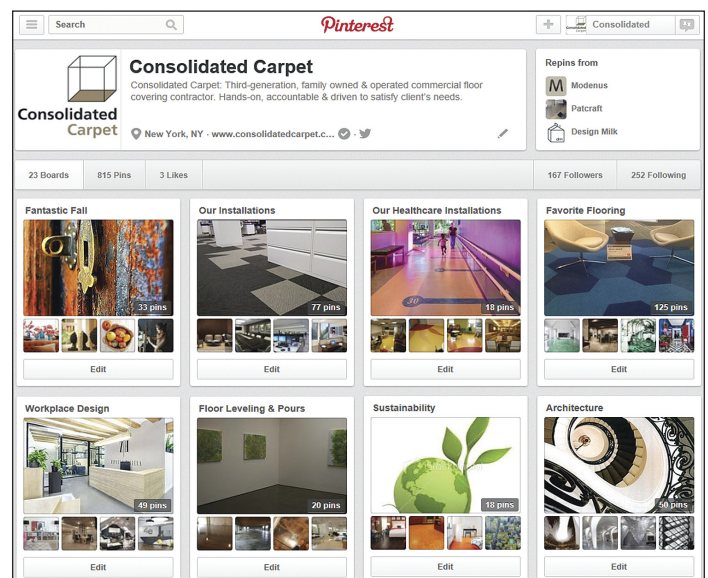
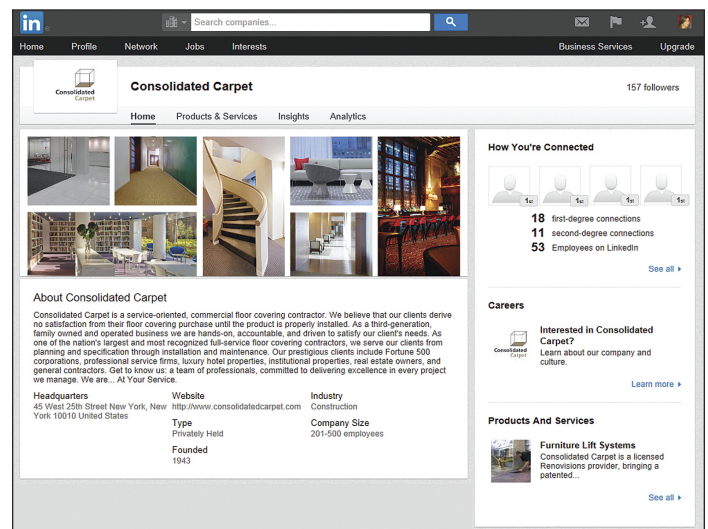
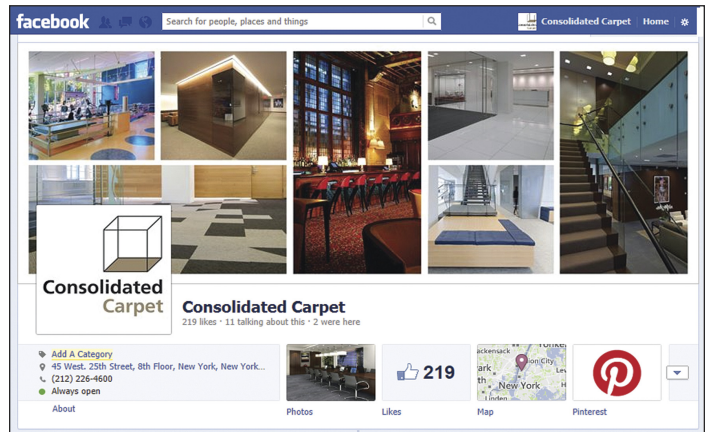
As the community manager at Consolidated Carpet, Kristine Scotto said she is frequently asked where the value is in social media. "Creating profiles and pages on the varying platforms doesn't necessarily equate to creating value. It's the active sharing and interaction that creates value for participants. Consolidated is able to share photos, stories and information about our projects and capabilities for our networks to see." According to Scotto, engaging with its social media audience can, and has in the past, lead to new business from people who have seen what Consolidated offers. "Because so many companies have an online presence around the world, it bridges the gap in accessibility in reaching people and organizations to which you may not otherwise have access."

Having a relevant presence also enhances Search Engine Optimization (SEO)—the chances your website will organically show up in search results on sites like Google and Bing. More website views can result in more inquiries and business. Specific platforms, such as Pinterest, have a direct affect on website traffic, and Scotto has found when she pins photos of installations from Consolidated's site, there is an average increase of web traffic by over 42%.

Consolidated Carpet encourages its associates to engage and in-

Social media activity increases

	Consolidated Carpet percentage growth: Sept. 2012- Sept. 2013	Average growth of benchmarked competitors: Sept. 2012- Sept. 2013	Consolidated Carpet percentage growth: Sept. 2011- Sept. 2013	Average growth of benchmarked competitors: Sept. 2011- Sept. 2013
Facebook	96%	24%	448%	103%
Twitter	66%	15%	1673%	66%



teract with the organization's social media community. "There is great value in understanding and learning about the latest industry trends and innovations—which can be readily found on our newsfeeds and profiles," Scotto concluded. "By seeing manufacturers' newest products in real time as they are debuted, our sales force can actively engage clients in product selection and be at the cutting edge of informative dialogue with industry influencers."

Tarkett® would like to congratulate Consolidated Carpet as they celebrate this momentous occasion.

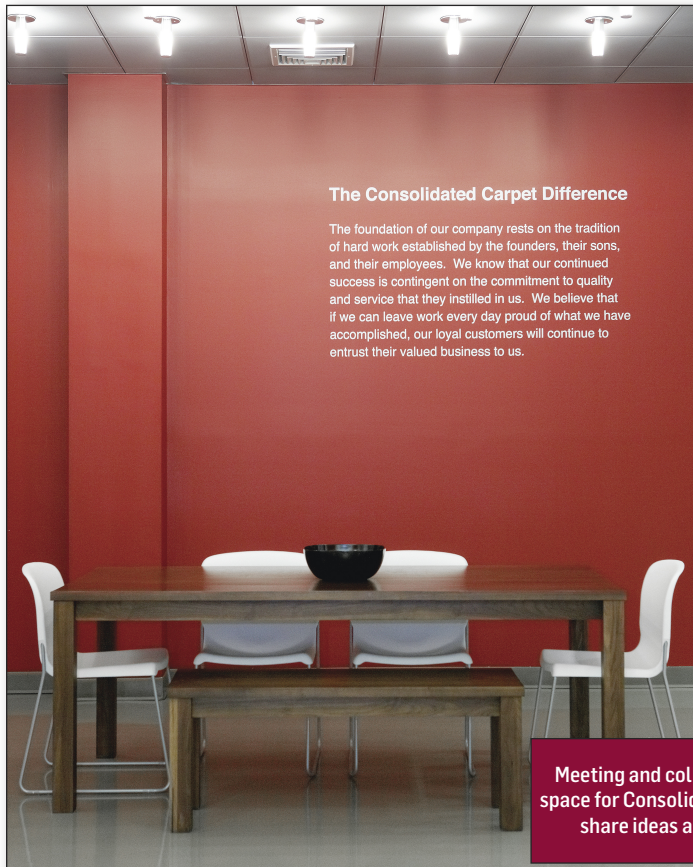


And thank you for supporting Johnsonite and Tarkett for 70 years.
Happy Anniversary!



THE ULTIMATE
FLOORING EXPERIENCE

New York office and warehouse illustrate



The Consolidated Carpet Difference

The foundation of our company rests on the tradition of hard work established by the founders, their sons, and their employees. We know that our continued success is contingent on the commitment to quality and service that they instilled in us. We believe that if we can leave work every day proud of what we have accomplished, our loyal customers will continue to entrust their valued business to us.

Meeting and collaboration areas provide space for Consolidated Carpet associates to share ideas and regroup as a team.

Consolidated Carpet occupies two unmatched, state-of-the-art facilities that allow the company to offer clients the most comprehensive service in the industry. The 100,000-square-foot warehouse and operations center is located in Carlstadt N.J., less than 10 miles from the heart of New York City. Not one traffic light separates the warehouse from the mouth of the Lincoln Tunnel, allowing easy and quick access into and out of Manhattan at most times throughout the day.

In Carlstadt, Consolidated houses its operations department, where project managers, coordinators and dispatchers assure the prompt and efficient handling of all projects. Also at this location is the finance department, overseeing all contracts, insurance requirements, billing and collection matters. The climate-controlled warehouse, where Consolidated receives, manages and stores millions of yards of both rolled and palletized goods annually, is tracked through a custom inventory program and is second to none in the industry. Company personnel keep the facility meticulously clean, as flooring products are finished goods and should be handled and stored as such.

The warehouse includes a supply shop for all sundries and adhesives utilized on projects, a full tool shop and a custom floor for the pre-

Congratulations
Consolidated Carpet
70th anniversary

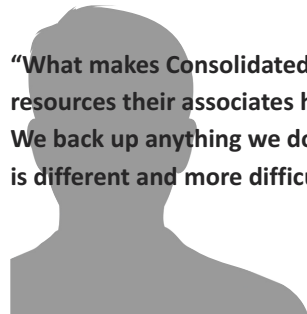
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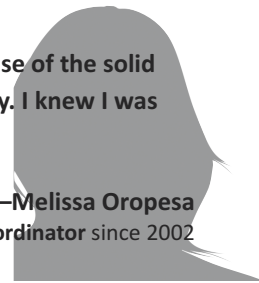
REFLECTIONS REFLECTIONS

“What makes Consolidated special is the skills and resources their associates have to do any job at any time. We back up anything we do as a company in a market that is different and more difficult than others.”



—Ed Hennessy
account executive since 1986

“I started my career at Consolidated because of the solid reputation the company has in the industry. I knew I was coming into a stable, great place to work.”



—Melissa Oropesa
project coordinator since 2002

“The five words I would use to describe Consolidated as a company are dedicated, accountable, enduring, accommodating and evolving.”

—Melissa Oropesa
project coordinator since 2002

New Jersey teamwork

fabrication of custom rugs and complicated seaming layouts. Six loading bays accommodate both inbound and outbound shipments six days a week.

Consolidated's sales and marketing department, along with a full product library, is located at 45 West 25th Street in New York City. This office houses sales and account management staff, along with the estimating department. The 10,000-square-foot, centrally located facility allows Consolidated to efficiently service its client base of architects, general contractors, building owners and end users.

The welcoming layout of the sales and marketing space promotes teamwork between associates, featuring both personal workspaces and private collab-

Continued on page 32



Located in its New York offices, Consolidated keeps a full product library that provides further information for architects, designers, contractors and other professional clients.

CONGRATULATIONS TO
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Teamwork

Continued from page 31

oration areas. The main area of the office houses an extensive product library that is constantly updated with manufacturers' latest products. Any popular past materials are also kept in the showroom to provide a variety of options for product selection. Architects, designers and manufacturers are encouraged to visit the showroom to browse the product books, present to the Consolidated sales team and visit company associates. "We're proud that many vendors and clients feel comfortable to visit our staff and office—often making the rounds on a weekly basis," said Kristine Scotto, marketing coordinator.

In keeping with corporate environmental initiatives, both facilities are energy efficient and have been reviewed and scored by Consolidated's environmental consultant. In December 2011, the Carlstadt facility became solar powered with the implementation of solar panels on the warehouse roof. "Report cards are published annually for energy consumption, water usage and waste reduction efforts to assure we continue



Consolidated Carpet's warehouse, located in Carlstadt, N.J., is a climate-controlled facility that houses millions of yards of rolled and palletized products.

reductions to lessen our environmental footprint," Scotto explained.

"We are extremely proud of both of these facilities and firmly believe that a client visit

to them will clearly illustrate what separates Consolidated from our competition when evaluating quality of service and efficiency," she concluded.

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The Association Membership would like to congratulate Consolidated Carpet on its 70th Anniversary!

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 •Secretary- Al Baer •Treasurer- Thom Casquarelli
 •Counsel- Richard Ziskin

LSP salutes
**Consolidated
Carpet**
on their
achievement of
70
successful years
in business



The best

Continued from page 10

to sell to us and want to give us the best prices because they know they'll get paid in full and on time. Plus, they know their products will get installed properly."

P.R.I.D.E.

Having performed just about every major installation in the New York-metro marketplace in the last number of years, Meberg had difficulty deciphering a single project that stood out from the rest. "If there is a million-square-foot project in our area, we've most likely done it. Bank of America, Goldman Sachs, projects at the United Nations, new construction developments that require seven-figure contracts. I can't name just one. We're proud of everything we do."

There is an attitude that is pervasive throughout the company that seems to trumpet the "can do" mindset. Going above and beyond with customers and colleagues has been Consolidated's motto generation after generation. It's common



to hear phrases such as, "We never say no," "It's the Consolidated way," "Yes we can," and "We will do it." Company executives reiterate they could never be as successful as they are without the team that comprises the company on every level.

"We ask all of our associates to have pride in their work," Meberg said, explaining the company's P.R.I.D.E. acronym stands for "Personal Responsibility In Delivering Excellence."

"You will see pride at work whenever you see Consolidated Carpet. That is our promise to our clients, and we deliver."

Meberg summed up the company's philosophy by saying, "We are hands-on, accountable and driven to satisfy our client's needs."

Attitude

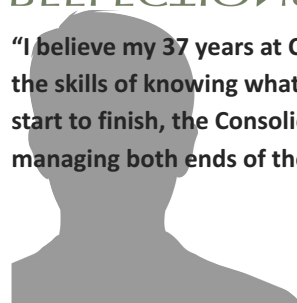
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Consolidated has been blessed with hardworking men and women committed to bringing this organization to the top of the flooring industry."

The phrase "We can't do that" is never uttered in the offices of Consolidated. "When a customer calls with a request, be it simple or difficult, we get it done," Kappel concluded. "Any one associate will tell you, 'Because we're Consolidated, and that's what we do.'"

REFLECTIONS

"I believe my 37 years at Consolidated Carpet have given me the skills of knowing what it takes to get a job done from start to finish, the Consolidated way. I'm comfortable managing both ends of the spectrum."



—Steve Neubauer
account executive since 1977

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Flooring is the very foundation upon which we move, strive, work, dream, create and accomplish.

Patcraft congratulates our flooring partner, Consolidated Carpets as they celebrate 70 years of serving as a foundation in the built environment.

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family-owned business to another!

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Suppliers

Continued from page 20

was due in part to Conslato and Bellington meeting with designer Erika Reuter on several occasions and fine-tuning the plan. "They gridded out the entire space as it entailed furniture layout and a ratio of light to dark tiles," she explained. "They then took the grid and translated it to their internal software. As a result, they had a tile-by-tile 'roadmap' of where

every piece should go. It was an exceptional effort."

Linda Richman, a sales rep for Interface, said working with Consolidated Carpet is "so seamless, so easy, I don't have to worry. When they handle something, I don't have problems."

Referring to Consolidated as "one of the most professional, seasoned dealers with capabilities unlike any other," Richman ran through a litany of attributes that distinguish the company from others. "Consolidated has the top installers and facilities in our area. The market knowledge and client coverage from the representatives set them apart. They have the complete service package from sales, estimating, project management, and administration and financial strength. I am extremely comfortable recommending them for projects of all sizes and scope. Their ability to respond to tight time frames and schedules separates them from their competitors."

70 years young

John Reilly, regional vice president, Interface, said when he thinks of Consolidated Carpet, he thinks not of a company celebrating 70 years but of a progressive, upwardly mobile

company not afraid to test new approaches.

"They recognize that there are different people in the marketplace, different ways of doing business," he said. "They use social media for marketing campaigns, for example; they're hiring young people who are bringing new ideas to the market."

Reilly cited marketing and public relations coordinator Kristine Scotto as one of the young leaders who has helped put Consolidated "on the map."

Scotto, who joined the company two-and-a-half years ago, describes herself as the "gatekeeper of the creative and fun parts of the business." She runs the social media networks, creates all of the company's digital and print marketing, runs the website, coordinates public relations/communications and assists the sales team with bids and business development.

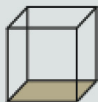
She is one of many key Consolidated staff members who form one of the best flooring contractors in the market. "They educate the design community through seminars," Reilly concluded. "They train their people on the latest technology. I think they are one of the best flooring contractors out there, from the leadership on down."

REFLECTIONS

"My favorite memories are when the associates get together and celebrate the holidays and other festivities. It's a reminder that no matter what happens, there is always somebody here to help you. There is a great sense of teamwork."

—Melissa Oropesa
project coordinator since 2002

Congratulations on
70 Years
of Service!



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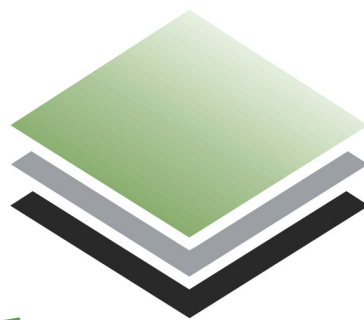
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CELEBRATING 70 YEARS

To our friends at Consolidated Carpet
Happy 70th Anniversary!

Congratulations on your many years of success.

It is your commitment to excellence and continued professionalism over the years that have made you a true industry leader. We look forward to continuing this journey with you as a valued business partner.



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Best wishes, from all your friends at
Salesmaster

Lean, green

Continued from page 24

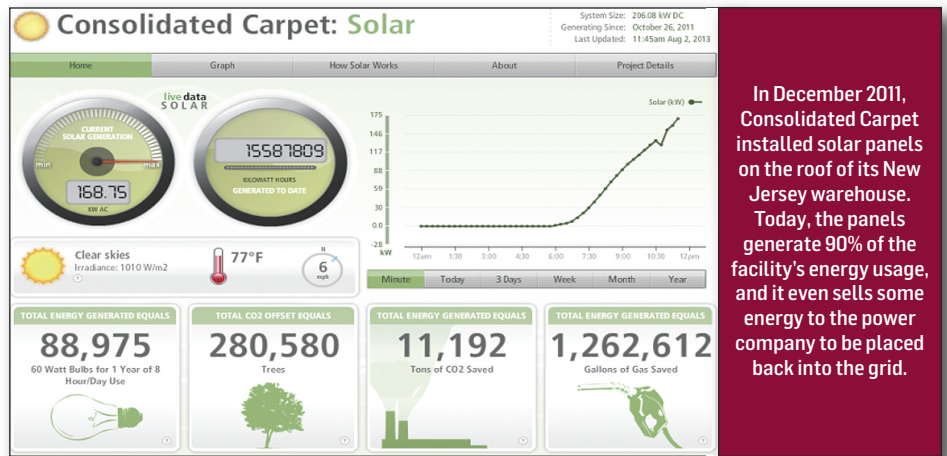
tribute to their certification goals.” This further illustrates the company’s commitment to providing the most efficiently resourced installation and reinforces its claim of utilizing environmentally sustainable measures.

Company practices, sustainable solutions

For Consolidated, sustainability doesn’t stop at the jobsite. The company is proficient in assisting clients with the selection of eco-friendly product selection, responsibly disposing of pre-flooring materials when extracted. The organization has a strong internal green participation, as well.

“We have created a ‘green team’ to encourage sustainable practices in-house,” Meberg said. “Additionally, we have set a goal to become a green facility by reducing waste in our offices and warehouses, minimizing energy and and better managing our potable water usage.”

Efforts of becoming a green operation include the use of solar panels. Installed in late



In December 2011, Consolidated Carpet installed solar panels on the roof of its New Jersey warehouse. Today, the panels generate 90% of the facility’s energy usage, and it even sells some energy to the power company to be placed back into the grid.

2011, Consolidated knew the use of solar energy would be a win-win for everyone. “The Solar Photovoltaic System we have in our New Jersey warehouse is affixed to our new roof and is estimated to provide over 90% of the energy used in the facility,” Meberg explained. “In the first year alone, emissions reductions amounted to 317,930 kWh—equivalent to 466 barrels of oil or the amount saved by keeping 44 cars off of the road for the year. We actually sell energy to the power

company to be placed back into the grid.”

To maintain its commitment to become a greener facility, the company is in the process of developing metrics to track and measure progress toward sustainability goals as new initiatives are implemented.

Furthermore, Consolidated is actively involved in numerous green organizations, including the U.S. Green Buildings Council (USGBC) and its New York affiliate, the Carpet America Recovery Effort (CARE) and Starnet.

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congratulates



on 70 years of setting the standard for installation excellence



**LEA CROOKER'S HUSBAND
STEVE IS A FLOORING
INSTALLER FROM NEW
HAMPSHIRE. SHORTLY
AFTER HAVING THEIR
SECOND CHILD, LEA AND
STEVE FOUND THEMSELVES
IN A WHIRLWIND OF
MEDICAL PROCEDURES,**

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Thank you,
Lea & Steve



The Crooker Family

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The FCIF treats all of its grant recipients confidentially. Lea and Steve Crooker wanted to share his story with the public to show his appreciation to the FCIF and give it a human face so that others may be aware of its efforts.

*We would like to thank our customers,
suppliers & industry friends for your
support over the past 70 years.*

*We look forward to continuing our business
with you for many years to come.*

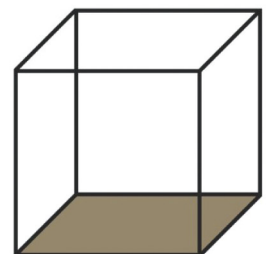


From The Entire Consolidated Carpet Family

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