

CAGNY

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2006 should be a busy year for the New York construction industry, especially for the members of the Contractors' Association of Greater New York (CAGNY). As you will read in this issue of *CAGNY Leadership*, the construction market remains strong with large investments being made by private developers as well as numerous city and state public agencies.

CAGNY has continued to strengthen its own branding and outreach through the launch of the Association's enhanced website, informational publications such as *CAGNY Leadership*, special seminar programs for owners and developers and the Association's upcoming move to new offices at 950 Third Avenue. In 2005, CAGNY awarded 10 new scholarships for college-bound students through its John A. Cavanagh Scholarship Program for children of CAGNY member employees and, in 2006 the Association will add an additional scholarship for a New York City high school graduate interested in pursuing a career in the construction industry through Construction Skills 2000.

In this issue readers will find a special feature on Cauldwell Wingate Company, LLC, one of CAGNY's member construction companies, highlighting the firm, its leaders and some of its most recent projects. We hope you enjoy this issue of *CAGNY Leadership*.

Sincerely,

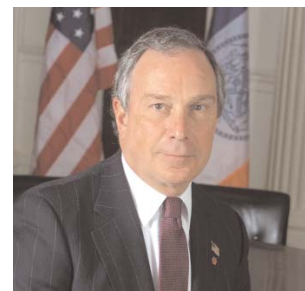
James Abadie
CAGNY Chairman

MESSAGE FROM
OUR CHAIRMAN

MAYOR BLOOMBERG ELECTED TO SECOND TERM

PATRICIA J. LANCASTER, FAIA TO REMAIN AS COMMISSIONER, NEW YORK CITY DEPARTMENT OF BUILDINGS

Mayor Michael R. Bloomberg handily won re-election as New York City mayor, making history with a double-digit margin over Democratic candidate, Fernando Ferrer. Fortunately for New York City's construction industry, New York City Department of Buildings Commissioner, Patricia J. Lancaster, FAIA, will remain for a second term as well.



Mayor Michael R. Bloomberg

REFORMED DEPARTMENT OF BUILDINGS

Lancaster is credited with numerous accomplishments in her first term including taking on the challenge of creating an organization that is transparent and fair, while at the same time efficient and effective in its work. Since becoming Commissioner in 2002, Lancaster has instituted numerous changes, including building a knowledgeable and committed staff, launching the Building Information System (BIS) online, simplifying the Certificate of Occupancy process, and improving construction safety education and awareness through more accurate accident statistics and the launch of the Department's Safety Week. Lancaster launched the agency's Model Code Program in 2002 which ultimately recommended the adoption of the International Building Code. CAGNY has developed a close working relationship with Lancaster since she took the helm at the Department of Buildings in 2002, and CAGNY looks forward to its continued work with Lancaster over the next four years.



*Patricia J. Lancaster, FAIA,
New York City Department of
Buildings Commissioner*

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THE NEW BLOOMBERG ADMINISTRATION

There have been changes in the second-term Bloomberg administration, including the appointment of Kevin Sheekey, the deputy mayor for government relations, and Patricia E. Harris, first deputy mayor. In addition to Sheekey and Harris, Dennis M. Walcott, deputy mayor for policy; Daniel L. Doctoroff, deputy mayor for economic development; and Carol A. Robles-Roman, deputy mayor for legal affairs will remain from the previous Bloomberg administration.

MAYOR'S COMMISSION ON CONSTRUCTION OPPORTUNITY

In the Mayor's first term he established the Mayor's Commission on Construction Opportunity, a body assigned to explore strategies for ensuring that all New Yorkers, particularly minorities, women, returning veterans and new high school graduates, are well-prepared and can gain access to good, permanent jobs in construction, in both the private and public sectors, during the expected construction boom over the next ten years. The 34 members include private developers and contractors including minority and women-owned businesses, union representatives,

advocates, and government officials. CAGNY Managing Director, Raymond G. McGuire, as well as Susan L. Hayes, President & CEO, Cauldwell Wingate Company, LLC and First Vice President of CAGNY serve on the Commission.

RECENT APPOINTMENTS TO LMDC BOARD

Since his election in November, Mayor Bloomberg announced the City's six new appointments to the Lower Manhattan Development Corporation (LMDC) Board including Deputy Mayor for Economic Development & Rebuilding, Daniel L. Doctoroff, Deputy Mayor for Operations Marc V. Shaw, Finance Commissioner Martha E. Stark, City Planning Director Amanda M. Burden, Association for a Better New York (ABNY) Chairman William Rudin and Verizon Communications Vice Chairman and President Lawrence T. Babbio, Jr. These six appointments join the Mayor's other two appointees Trinity Real Estate President Carl Weisbrod (formerly Alliance for Downtown New York President) and Greenberg Traurig, LLP attorney Robert M. Harding.

According to Mayor Bloomberg: "Every initiative that I outlined in our vision for revitalizing Lower Manhattan is being implemented as shown by the commercial

vitality, new parks, active construction projects and growing residential community that have given the area new life," said Mayor Bloomberg. "Lower Manhattan, both on and off of the World Trade Center site, is and will continue to be a top priority of mine. To that end, I am appointing a mixture of top members of my Administration as well as civic and business leaders to further our efforts. Each one of these individuals is incredibly accomplished and I am confident that they will serve the City's interests well as they help guide our efforts to build a Lower Manhattan of the future."

"The Mayor's appointments will infuse new energy into our rebuilding process. These outstanding appointments ensure that the city government and the business community are even more directly represented in our efforts," said LMDC President Stefan Pryor. "We are grateful for the involvement of these distinguished individuals and look forward to working for and with them in fulfilling our collective rebuilding goals."

The LMDC is a joint State-City corporation formed by the Governor and Mayor to oversee the rebuilding and revitalization of Lower Manhattan. The LMDC Board, chaired by John C. Whitehead, is governed by a 16-member Board of Directors—eight appointed by the Governor, eight appointed by the Mayor.

MAYOR MICHAEL R. BLOOMBERG SIGNS LEGISLATION ADOPTING NEW PLUMBING CODE

Remarks by Mayor Bloomberg at a Public Hearing on Local Laws:

"The first bill before me is Introductory Number 478-A, sponsored at the request of the Administration by Council Members Provenzano, Lopez, Oddo, Comrie, Sanders, Katz, Rivera, Lanza, Weprin, Vallone, Felder, Sears, Gallagher, Jennings, Reed, Stewart, Avella, Foster and Brewer. This bill enacts new plumbing and administrative provisions as part of the adoption of a model building code

for New York City.

In 2002, I announced the creation of a commission to study the feasibility of adopting a model building code for New York City. The existing code was out of date, lacked clarity, and was considered one of the most restrictive codes in the country. Under the leadership of Buildings Commissioner Patricia Lancaster, the commission evaluated several options before publishing their recommendation to adopt the International Building Code. Over the next two years, the Department's Model Code Program



engaged over 400 engineers, architects, tradesmen, safety experts, industry representatives, labor professionals and government officials in a consensus process to review the International Building Code and propose any modifications necessary to account for New York City's unique high density environment. Many of these recommendations are contained in the bill before me today.

In addition to including administrative and enforcement provisions for the new building code, as well as the city's new plumbing code,

Intro. 478-A also provides for the adoption of subsequent legislation, which we expect to introduce in 2006, containing the remaining portions of the code. The provisions of Intro 478-A will become effective after the code has been adopted in its entirety.

The passage of this legislation is a tremendous step forward for New York City, but there is still much work to be done. I would like to thank all of the volunteer professionals, many of whom are with us today, who remain hard at work reviewing the remaining portions of the

International codes and preparing the final piece of legislation.

I would also like to thank Councilwoman Madeline Provenzano for championing this legislation in the City Council, Department of Buildings Commissioner Lancaster and her staff, as well as the staff of the Fire Department, Department of Housing Preservation and Development, Mayor's Office for People with Disabilities and Law Department for their hard work and participation in this effort."

SPECIAL FEATURE: ANDREW M. ALPER PRESIDENT, NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

In January 2002, Mayor Michael R. Bloomberg appointed Andrew M. Alper President of the New York City Economic Development Corporation (EDC), the City's primary vehicle for business recruitment, corporate retention, and economic development services. Prior to joining EDC, Alper was Managing Director and Partner at Goldman, Sachs & Company. During his twenty-one year tenure at Goldman Sachs, Alper served as Chief Operating Officer of the Investment Banking Division and Co-Head of the Financial Institutions Group.

At EDC, Alper works to advance the Bloomberg Administration's three-part economic development strategy: to make the City more livable, to make it more business-friendly and to diversify the economy. One of the priorities of the Administration within that strategy is to encourage real estate development in all five boroughs, and EDC is doing that in a number of ways.

DEVELOPING ALTERNATIVE CENTRAL BUSINESS DISTRICTS

As companies increasingly seek lower-cost space and geographic diversification, one of the economic development priorities of the Bloomberg Administration is to develop central business districts beyond Midtown and Lower



Andrew M. Alper, President, New York City Economic Development Corporation

Manhattan. EDC and the City are targeting areas with unique opportunity, such as Downtown Brooklyn, Long Island City, Flushing, Jamaica and Hudson Yards. All told, the City is creating capacity for up to 31 million square feet of office space and 138,000 permanent jobs.

DEVELOPING THE WATERFRONT

New York City has 578 miles of waterfront, but much of it is inaccessible or underdeveloped. Whether it's Coney Island or Red Hook, Brooklyn, Hunts Point in the Bronx, Harlem in Manhattan, Long Island City, Queens or Stapleton, Staten Island, EDC is pursuing aggressive plans to develop the waterfront in all five boroughs.

CAPITALIZING ON UNDER-UTILIZED PUBLICLY OWNED LAND

One of EDC's roles is to work with developers, existing businesses and community groups to ensure vacant City-owned land is put to productive, appropriate use. Since 2002, EDC has catalyzed more than \$9 billion in private sector investment on previously under-utilized City-owned property throughout the five boroughs.

CAGNY is currently planning a special seminar program with EDC President Alper for owners and developers.

ANNUAL JOHN A. CAVANAGH SCHOLARSHIP LUNCHEON

CAGNY held its annual John A. Cavanagh (JAC) Scholarship Luncheon on Friday, June 17, 2005 at the Harvard Club of New York. The luncheon was held in honor of ten students who each received a CAGNY college scholarship this year.

John A. Cavanagh, for whom the scholarships are named, was elected Chairman Emeritus in 2004, after serving on the Board since the organization's founding in 1984. In 2001, CAGNY created the college scholarship fund to enhance educational opportunities for tomorrow's construction industry leaders and has awarded 29 scholarships in the past four years.

Each year, the Fund presents a scholarship award to several worthy high school seniors, and the six 2005 recipients are children of persons employed by one of the eligible CAGNY member firms. The scholarship covers \$3,000 per year for up to four years for each student's tuition and related expenses. This year, for the second consecutive year, several students were awarded an "Honorable Mention" and a college stipend.

The 2005 John A. Cavanagh Scholarship Recipients were:

- **JULIE MULDOON**
AMEC CONSTRUCTION MANAGEMENT, INC.
SCHOLARSHIP RECIPIENT
- **KELLY MARRONE**
BOVIS LEND LEASE LMB, INC.
SCHOLARSHIP RECIPIENT
- **FRANCESCA POLEMENI**
BOVIS LEND LEASE LMB, INC.
HONORABLE MENTION
- **ALYSSA RUOTOLO**
CAULDWELL WINGATE COMPANY, LLC
SCHOLARSHIP RECIPIENT



- **GELYN TEOFILO**
HRH CONSTRUCTION LLC
SCHOLARSHIP RECIPIENT

- **KRISTIN ROSS**
HRH CONSTRUCTION LLC
HONORABLE MENTION

- **BRIAN YARZAB**
PLAZA CONSTRUCTION CORPORATION
SCHOLARSHIP RECIPIENT

- **ERIC SCHWARTZ**
PLAZA CONSTRUCTION CORPORATION
HONORABLE MENTION

- **JACQUELINE SALAWAY**
TURNER CONSTRUCTION CO., INC.
SCHOLARSHIP RECIPIENT

- **FRANK GRAMAROSSA**
TURNER CONSTRUCTION CO., INC.
HONORABLE MENTION



In 2006 CAGNY will add award one additional scholarship to a New York City high school graduate interested in pursuing a career in the construction industry through the successful Construction Skills 2000 program headed by director, Diane Springer and with support from the Building Trades Employers' Association of New York City and the Building & Construction Trades Council of Greater New York.



CAGNY LAUNCHES ENHANCED WEBSITE

CAGNY has recently launched an enhanced website found at www.cagnyonline.com. The site features CAGNY news and special events as well as industry updates and information on CAGNY member projects.

The site will serve as a resource for the greater construction industry with its comprehensive special events calendar and frequently updated newsletters and press releases. According to Raymond G. McGuire, CAGNY Managing Director, "CAGNY's redesigned website will enable our members to share information and project updates as well as provide the industry with updates in the areas of legislative action,

technology development, safety innovation, public service and philanthropy."

CAGNY's upgraded website is part of the association's recently launched public relations and marketing campaign targeting New York City owners and developers. CAGNY has also recently distributed decals to members to be posted at all jobsites as a "seal" of quality and a symbol of CAGNY members' commitment to their clients. The seals include the newly launched CAGNY logo as well as CAGNY's tagline: Vision • Ethics • Value,



and are similar to hardhat decals distributed to CAGNY members earlier this year.

HELMETS TO HARDHATS: FOSTERING CAREER OPPORTUNITIES IN CONSTRUCTION FOR RETURNING MEMBERS OF THE MILITARY

"Helmets to Hardhats" eases the difficult passage into civilian life for military families, providing excellent career opportunities, pay and benefits to those who have earned the nation's support through their years of service and sacrifice.

The program collects information about career opportunities in the construction trades and works to provide former military personnel with that information. Candidates can access information about careers and apprenticeships via the Internet from anywhere in the world. To apply for work or membership, each candidate must complete a comprehensive profile that helps Helmets to Hardhats refer candidates in the right direction. The program then connects the candidate with the right opportunity in the right location, serving as an advocate wherever necessary.

Helmets to Hardhats is co-sponsored by all 15 Building and Construction Trades organizations, as well as their employer

associations, which together represent about 82,000 contractors. Labor leaders have embraced the program, eager to help U.S. soldiers, sailors, Marines and airmen transfer their experience and can-do attitudes into secure jobs within the construction industry.

The program is a building trades initiative administered by the Center for Military Recruitment, Assessment, and Veterans Employment. The U.S. Army administers the funding, which was made available in January 2003 to get the program off the ground.

The local office of Helmets to Hardhats is administered by Anne Trenkle at the Building & Construction Trades Council of Greater New York, who works with both labor and



Anne Trenkle representing Helmets to Hardhats at the 2005 Building Trades Employers' Association Safety Conference

management representatives to identify construction opportunities for recent returnees from Iraq, Afghanistan and other military bases around the world. For more information on Helmets to Hardhats in New York City, please contact Anne Trenkle at (212) 647-0700 or visit the organization's website at www.helmetstohardhats.org.

SPECIAL PROFILE:

CAULDWELL WINGATE COMPANY, LLC

Founded in 1910 and today having over 60 employees and annual sales exceeding \$200 million, Cauldwell Wingate Company, LLC has a long history of construction excellence married to stellar relationships and leadership.

For the past 10 years, the firm has been led by President & CEO Susan L. Hayes, a construction professional known for her hands-on management, strong relationships and her advocacy for advancing women's roles in the construction industry. Throughout the past decade under Susan's leadership, the firm has grown to its current position as a market leader in health care, institutional and commercial construction, with projects throughout the five boroughs of New York City, Long Island and most recently, Chicago. A single-office firm, Cauldwell Wingate has evolved from a small boutique to a major force in the construction management/general contracting industry.

Hayes' team approach, business philosophy and processes for bottom line accountability have enabled Cauldwell Wingate to successfully grow while at the same time maintain a core set of values, including the highest level of professionalism and integrity. Hayes has personally assembled a high-energy, accomplished, and dynamic team at the firm, including Steven F. Jureller, Senior Vice President, Project Management; Clifford C. Aikens, Vice President, Purchasing/Estimating; Chris Hargrove, Vice President, Operations; and Alan Haines, Vice President, Finance/Administration. She often refers to this team as "the best group of people in the business."

Hayes notes, "Fortunately we have the skills to identify talent and market trends, often before they are apparent to the general market place." She continues, "In 2000, the majority of our business was in the financial services interiors market and we knew we had to diversify. Fortunately, we are flexible, lean and efficient and we were able to attack new industry sectors

before the general marketplace was aware of changes in the real estate market. We never lose sight of why we're here, where we're going and we know that it's never as good, or never as bad as it seems."



Chris Hargrove, Vice President, Operations, Cauldwell Wingate Company, LLC

Today the firm has diversified its services to take advantage of the current boom in high-end residential construction as well as institutional projects such as schools, laboratories and hospitals. Many of the firm's clients are repeat clients such as the Bank of Montreal for whom Cauldwell Wingate has built new locations at 3 Times Square in New York, and in Chicago. Chris Hargrove comments that it is these strong relationships that the firm is most proud of, and, he notes, "Our reputation often precedes us. We're financially stable, we pay our bills and most importantly, we communicate with our clients on every level. There are no surprises, we offer transparent financial reporting and enhanced scheduling tools, and we're not afraid to talk to our clients, even when we encounter challenges on projects."

Steve Jureller spends much of his time stewarding pre-construction work for the firm's clients—both as part of an entire construction project or as a stand-alone service. This pre-construction work is critical to the communication process, notes Jureller, and to achieving success in three major areas: client satisfaction, time and money. He continues, "You have to be adaptable to be successful." It is clear that flexibility, planning and responsibility are core competencies for Cauldwell Wingate, and the firm continues to

gain expertise in new areas. Jureller highlights potential growth in the biotech sector and he notes that the firm's experience in hospital and laboratory construction will be a major asset if this trend continues. He continues, "We identify similarities in construction so that we can apply the same quality, and we don't take on too many projects. We stick to what we're good at and we maintain strong relationships with our clients. It's an advantage for a client to know that they can pick up the phone and always call on a senior professional at the firm."

While Hayes is well-known for her advocacy for the advancement of women in the construction industry, for her support of Non-Traditional Employment for Women (NEW), and is herself a rare female construction executive, the firm's leadership notes that this alone does not win new assignments. "We are bright, dynamic and always willing to follow our instincts to the next market trend—that's what our success is based on," says Hargrove. "Susan sees opportunities before others see them and we work well as a team. This is what has earned us the market position we enjoy today."

MEMBERSHIP IN CAGNY

Hayes serves as First Vice President of CAGNY and Hargrove serves as a Director. They credit CAGNY as "the most influential contractor base in New York City as it relates to collective bargaining" and note that through CAGNY they are afforded "better communication and negotiation with the building trades unions." Hargrove continues, "CAGNY is really the elite of the construction industry and we are very proud members of the organization. While we're competitors, we're also friends, and I can always call upon one of the other members for help or advice."

CAULDWELL WINGATE PROJECTS UPDATE

NEW YORK STRUCTURAL BIOLOGY CENTER

Cauldwell Wingate was engaged as the construction manager for the new state-of-the-art research imaging facility for the New York Structural Biology Center, a consortium of nine major research institutions. Located on the campus of City College in upper Manhattan, the project is designed to provide a central state-of-the-art resource for the large community of structural biologists in the region and to encourage extensive collaboration in conducting complex experiments. It will also offer an array of costly instruments that, individually, the participating institutions could not afford.



New York Structural Biology Center

NEW YORK UNIVERSITY HOSPITAL AMBULATORY CANCER CARE FACILITY

The firm was retained by New York University Hospitals to provide construction management services for their new ambulatory cancer care facility. This project consisted of 13 floors, including two which were below grade, in a new building being constructed in midtown Manhattan. This cancer care facility houses a radiation therapy unit with linear accelerators, a simulator room, exam rooms, doctors' offices, infusion suites, pharmacy, laboratory conference areas and patient waiting areas.



New York University Hospital Ambulatory Cancer Care Center Facility

BANK OF MONTREAL

Cauldwell Wingate served as the Construction Manager for the construction of the Bank of Montreal project at 3 Times Square, including a comprehensive pre-con exercise, which included numerous budgetary and value engineering rounds. The project team successfully completed contract documents meeting the budget expectations of the Bank. The project was most memorable because of the complication of an aggressive tenant build-out construction schedule in a newly constructed building where core and shell work was not yet completed. The impact on the project was that the tenant and core work labor shared access through lobbies, hoists and freight elevators. In addition, the landlord's labor was still engaged on the floors while the tenant work was going on. The success of the project was measured by the strict adherence to the schedule despite these impediments.



Bank of Montreal

VANDERBILT HALL, NEW YORK UNIVERSITY

New York University retained Cauldwell Wingate as the Construction Manager for major renovations to the Law School building on Washington Square South. There were four major areas of work: 1) The MEPS Program: The MEPS Program required the complete demolition and removal of most air handling units within the five-story building. New roof top units were installed and encased in copper clad enclosures to match the existing copper mansard roof. In addition to the BMS controls, new VAV boxes and riser work was completed to effect a totally new mechanical infrastructure. 2) Corridor: Corridor work included the removal of existing sheet rock ceilings and the installation of a new pocketed ceiling design with pendent lighting. Private offices were renovated, receiving all new air distribution, lighting and finishes. 3) Core Bathrooms: Core bathrooms were upgraded to ADA compliance and new finishes. 4) Library Renovation: The Library renovation included new overhead lighting and ceiling details, the installation of a passenger lift, and the creation of a new lobby with new millwork and finishes. The entire project was completed within a 10-week summer recess schedule.



Vanderbilt Hall, New York University

BMW SHOWROOM AND SERVICE CENTER

Cauldwell Wingate was engaged as the construction manager for the creation of a new BMW showroom, maintenance facility and



BMW Showroom and Service Center

office building in Westbury, New York for one of the premier automotive dealerships in the United States. It was also engaged to assist with full pre-construction services, which included budgeting, scheduling, constructability reviews, value engineering and document coordination reviews. This multi-phase project consisted of four major components: 1) a 42,000 square feet 52-bay, state-of-the-art automobile service center; 2) a 72,000 square feet, three-story high-end

architectural and mechanical showroom/office facility; 3) a 140,000 square feet, three-story above grade pre-cast parking structure; and 4) a landscaping program which included a storm water drainage system and irrigation system with retaining walls.

BRONX CRIMINAL COURTHOUSE

The Dormitory Authority of the State of New York engaged Cauldwell Wingate as general

contractor to execute a major portion of the interiors and site finish work for this new \$324.7 million Courthouse, located on East 161st Street near Grand Concourse Boulevard in the Bronx. When completed, the complex will encompass 2.5 city blocks, and the project will create a building of approximately 940,000 gross square feet of court and court-related space.



Bronx Criminal Courthouse

SPOTLIGHT ON CAGNY PROJECT PERSONNEL: Robert R. Froner, Senior Superintendent



Robert R. Froner, Senior Superintendent, joined Cauldwell Wingate over seven years ago and today has 30 plus years of experience in the construction industry. As a Senior Superintendent, Mr. Froner processes all shop drawings, works with project subcontractors, attends client meetings and manages coordination between project architects and engineers. He brings his own architectural background to each project and is well known for his hands-on management of complex construction jobsites, including some of the firm's most notable projects such as the New York Structural Biology Center, New York University School of Law, the Dahesh Museum and the Bank of Montreal at 3

Times Square which included new construction of four full floors, including one dedicated trading floor, totaling 80,000 square feet. Froner notes the complexity of the construction work performed for the Bank of Montreal, including comprehensive HVAC and electrical scopes, installation of new generators, chillers and mechanical systems.

Mr. Froner also served as superintendent for the tenant build-out program of more than 1,200,000 square feet of office space and over 40 floors for JP Morgan Chase at 277 Park Avenue. The construction program included a multi-phase sequence of construction of infrastructure, millwork, metal and glass storefronts, architectural lighting and a complete finishes package in addition to intensive coordination with owner supplied materials and equipment including furniture systems.

Other projects completed by Mr. Froner include Internet Financial Services, the United States Postal Office at 90 Church Street, various installations at the Chanin Building, Lucent Technologies, Columbia University Medical Center, La Reserve Hotel in White Plains, New York and the Westchester Financial Center, a multi-phase project including two office buildings, one 124-unit apartment building and underground parking facility for 1,033 automobiles, totaling over one million square feet, various offices and hi-tech buildings totaling 460,000 square feet.

Mr. Froner earned a Bachelor of Arts degree from Rutgers University and has completed various architectural and construction courses from the Institute of Design and Construction.