

CAGNY

LEADERSHIP

Leaders in Construction Safety, Quality and Integrity

AMEC Construction Management, Inc. • Bovis Lend Lease LMB, Inc. • Cauldwell Wingate Company, LLC
Cavanagh/Stewart International, Inc. • HRH Construction LLC • Plaza Construction Corp. • Turner Construction Co., Inc.

VOL. 1 SPRING 2005



The rest of 2005 looks reasonably bright 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 promised by private developers as well as by numerous city and state public agencies; and CAGNY members continue to distinguish themselves with the completion of major projects and new contributions to our City's skyline.

Last year, CAGNY was proud to mark its 20th Anniversary with its 2004 Annual Meeting, honoring John A. Cavanagh, Chairman Emeritus, and with a November 2004 feature in *New York Construction* magazine. In the article, CAGNY is described as having "strength, fortitude, strategy, potential, well-trained people and a 20-year history of being a dominant leader for New York construction." I couldn't agree more, and we will continue to work hard to promote these qualities and CAGNY members' shared ideals of **Vision, Ethics and Value**.

We have adopted the title *CAGNY Leadership* for our newsletter publication to reflect contributions that CAGNY members have made as leaders, not only in the construction marketplace, but in the areas of labor-management partnership, community participation and philanthropy. We hope you enjoy our inaugural issue. Also in this issue, you will find a special feature on Plaza Construction Corporation, one of CAGNY's member construction companies, highlighting the firm and some of its most recent accomplishments. Finally, we have included a brief overview of recent contract negotiations with local construction unions, and CAGNY's upcoming schedule for 2005 negotiations.

We hope you enjoy this issue of *CAGNY Leadership*.

Sincerely,

James Abadie
CAGNY Chairman

2005

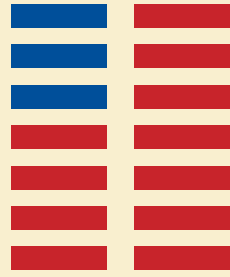
CONSTRUCTION OUTLOOK

The construction outlook for 2005 remains strong, with numerous large mixed-use and infrastructure projects on the planning boards. Residential construction continues unabated, and millions of square feet of commercial space were completed for the third consecutive year in 2004. Public sector spending is also on the rise, and a recent New York Building Congress report, *The Capital Question: Financing New York City's Future Infrastructure*, has identified a multitude of government agencies, including the City of New York, the Metropolitan Transportation Authority (MTA), the Port Authority of New York and New Jersey and New York State agencies as well as the federal government, that are slated to embark on major infrastructure projects or economic development initiatives in the coming years. This trend is expected to continue with large-scale initiatives such as Lower Manhattan redevelopment, Hudson Yards development and the 2012 Olympics on the horizon.

continued page 3



MESSAGE FROM
OUR CHAIRMAN



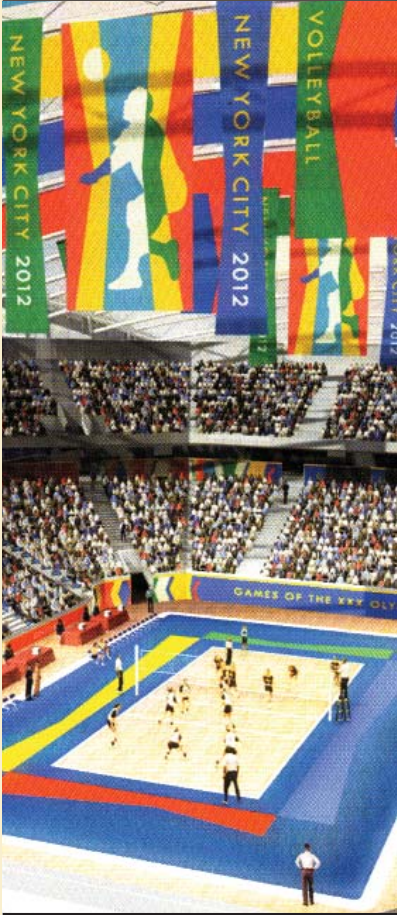
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The total construction spending for 2004 was approximately \$15 billion, including residential, non-residential and public sector projects, and this number is predicted to increase to \$20 billion in 2005. According to a recent *New York City Construction Outlook*, also published by the New York Building Congress, "accelerated activity in Lower Manhattan is expected to generate approximately \$15.8 billion in spending in 2006."

While the general forecast is sunny, insurance availability and rising rates are expected to continue to adversely affect the New York construction industry. Increases in premium costs and reduced capacity among carriers have made insurance unaffordable, and often unobtainable, for smaller New York City construction firms.

The construction and development forecast, however, remains bright for 2005 and 2006, with the expansion of the Javits Center, the MTA's five-year, \$25 billion capital program



and the Nets arena project in Brooklyn; and uptown, Columbia University has planned a major expansion consisting of 1 million square feet of new and renovated space, a \$3 billion investment in the next 10 years.

In addition, according to McGraw-Hill's recent national *Construction Outlook for 2005*, "the 2005 environment will produce a construction industry that once again shows a varied performance by major sector. There will be a shift from recent years, though, as this time it's expected that single family housing will lose momentum as it settles back from its record pace in 2004. With growth anticipated for income properties (commercial building and multifamily housing) plus institutional building, combined with the possibility of a slight gain for public works, total construction in 2005 is forecasted to advance 2% to \$586 billion."



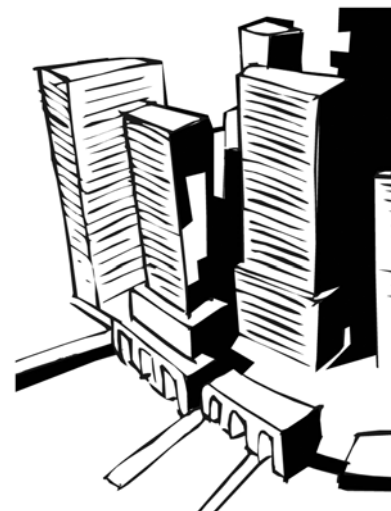
MEMORANDUM OF UNDERSTANDING SIGNED FOR 125 COURT STREET

The Building & Construction Trades Council of Greater New York (BCTC) and Two Trees Management Co., LLC (Two Trees) signed a Memorandum of Understanding last year for all construction work performed on behalf of Two Trees at 125 Court Street in Brooklyn, New York.

The Agreement, part of a pilot effort initiated by the BCTC, mandates that Two Trees use select trade contractors that are signatory to collective bargaining agreements; for other trades, however, Two Trees shall consider using, but is not obligated to use union

contractors. The Memorandum also stipulates that Two Trees shall not interfere with the right of unions affiliated with the BCTC to organize employees and/or employers who are working at the site; BCTC and its affiliated unions, however, shall not picket or otherwise stop work at the site.

The two parties also agreed that they will utilize this experience at 125 Court Street as the basis for bidding and negotiating future work to be performed at 110 Livingston Street, also in Brooklyn.



JAVITS BILL SIGNED INTO LAW

On December 8, 2004, Mayor Michael R. Bloomberg and Assembly Speaker Sheldon Silver joined Governor George E. Pataki as he signed into law legislation that authorizes the expansion of the Jacob K. Javits Convention Center. The expansion will nearly double the Convention Center's capacity, creating thousands of new jobs and enabling New York City to compete for hundreds of events-and millions of dollars in economic activity-now lost to other cities. The new law empowers the New York Convention Center Development Corporation (CCDC) to plan and design the new facilities, enter into construction agreements, and issue bonds to finance the project.

According to a press release issued by the Mayor's Office, "By authorizing and funding the expansion and renovation of the Javits Center, we are sending a powerful signal that New York City is investing in its future. The Javits expansion is expected to generate over \$50 million in new annual tax revenues to the City and State, and 10,000 jobs in the hospitality industry. When combined with the future expansion, the new Convention Corridor will total over 1.75 million square feet, providing the City with the ability to host virtually any convention, trade show, exhibition or special event. I commend Speaker Silver and Senate Majority Leader Bruno for their leadership in passing this historic legislation, as well as Governor Pataki for his steadfast support of this project. The authorization of the Javits Convention Center is the result of an extraordinary partnership between the City, the State, the private sector led by the hospitality industry and organized labor."

THE JAVITS CENTER EXPANSION

Although the Javits Center ranks first in attendance and second in number of shows among all convention centers nationwide, it ranks 18th in overall capacity. As a result of inadequate capacity, the Javits Center has been unable to accommodate bookings which would have generated 800,000 room nights in New York City hotels over the next five years. The



expansion will increase Javits' exhibit space from 760,000 square feet to 1,100,000 square feet, and enable it to host virtually any convention or tradeshow. The new Javits Center will add an estimated \$53 million in combined annual tax revenue for the City and State to the \$97 million it already provides. It will create an estimated 10,830 new permanent jobs, most of which will be concentrated in the currently underused Hudson Yards area of Manhattan's Far West Side. This district will become the home of one of the nation's top five convention centers, stimulating major business for and surrounding hotels and restaurants.

The Javits expansion will take place in two phases, with Phase 1 expanding south to 33rd Street and north to 40th Street. The new Javits Center will be expanded from 760,000 square feet to 1,100,000 square feet of exhibit space, and will add 256,000 square feet of meeting space, as well as 86,000 square feet in new

ballroom space as part of the Phase 1 expansion. The expansion will create the largest ballroom in New York City, capable of holding 6,000 people.

The Phase 1 expansion will cost \$1.4 billion, funded through several sources. The City will contribute \$350 million pursuant to the signed Memorandum of Understanding. The State will contribute \$350 million through restructuring of existing Javits Center bonds and by utilizing special federal advanced refunding legislation. The hotel industry has also agreed to a dedicated \$1.50 per key surcharge that will generate \$500 million.

Private financing will help build a 1,500-room headquarters hotel at 42nd Street and 11th Avenue. Upon completion, total exhibit and meeting space will be 1,705,000 square feet—this expansion will be financed separately.

SPECIAL REPORT: RECENT LABOR NEGOTIATIONS

NATIONAL ELECTRICAL CONTRACTORS ASSOCIATION, NYC CHAPTER & INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS LOCAL 3

PRODUCTIVITY AND WORK RULE IMPROVEMENTS

- Temporary light, power and heat, and maintenance shall be at the owner's request and/or OSHA requirement
- While on stand-by for any temporary service, journeyman can perform other work at the contractor's discretion
- All Local 3 electricians start and end the workday at the shanty. The time of the lunch period will be established at the discretion of the employer on a job-by-job basis between the hours of 11:30 AM and 12:30 PM. The lunch period may be either one-hour or one-half hour as directed by the

employer. At the conclusion of the assigned lunch period, electricians are to meet their supervisor at the previously determined area and time.

- Vendor assistance (computer, telephone, etc.) on "day 2" work will not be claimed by the electricians
- Use of cell phones on the job is at the discretion of company policy

USE OF MATERIALS

- Factory manufactured knock outs are permitted
- BX cable may be used for home run cables; cables used home run from panel to

furniture partition, etc., and may be used per code

- Pre-connectorized fixtures, harnesses and pre-fabricated plug in strips for light bars may be used
- Pre-terminated fiber and coax cable may be used
- Audio & Video cabinets with terminated & coiled with cabinet may be used
- Pre-fabricated A/V cabinets may be received with equipment installed
- Quick pull cable may be used at the discretion of the contractor
- Pre-manufactured 90 degree bends & nipples up to 12" in length may be used

ASSOCIATION OF CONTRACTING PLUMBERS & PLUMBERS LOCAL UNION NO. 1

PRODUCTIVITY AND WORK RULE IMPROVEMENTS

- Temporary maintenance for construction water not required except for concrete pouring or curing, fireproofing or where requested by the owner or contractor or bricklayer. In the case of bricklaying, temporary maintenance is not required

when the work is performed within 1/2 hour before earliest normal weekday start time of any trade or within 1/2 hour beyond the latest normal weekday quitting time of any trade.

- Eliminates Steward when there are less than four (4) employees on the job for new construction and all alteration work

2005 CAGNY LABOR NEGOTIATIONS

Elevator Contractors Local 1

Teamsters Local 282

Carpenters District Council

Mason Tenders District Council

Laborers Local 66

ASSOCIATION OF CONTRACTING PLUMBERS & THE UNITED ASSOCIATION OF PLUMBERS AND PIPEFITTERS

For new residential construction 4-10 stories, no more than 150 units or \$2 million in plumbing work, in the Bronx, Brooklyn, Queens and Staten Island:

- 8-hour day at straight time
- 1 to 1 ratio of journeymen to apprentices

up to 8 employees, thereafter 1 apprentice for every 2 journeymen

- No stewards
- No construction water
- Overtime 1.5 (except holidays which remain at 2x)



CAGNY SPECIAL EVENT UPDATE

CAGNY HOSTS 21ST ANNIVERSARY ANNUAL MEETING

CAGNY held its Annual Meeting on March 10, 2005 at the New York Palace Hotel with over 300 guests. Special presentations were made by John Babieracki of AMEC Construction Management, Inc., James Abadie of Bovis Lend Lease LMB, Inc., Peter Marchetto of Bovis Lend Lease LMB, Inc., Susan Hayes of Cauldwell Wingate Company, LLC, John A. Cavanagh of Cavanagh/Stewart International, Inc., Frank Ross, Jr. of HRH Construction LLC, Richard Wood of Plaza Construction Corporation and Pat A. Di Filippo of Turner Construction Co., Inc. Many of these CAGNY leaders spoke about the strong market outlook for the New York City construction industry

and the need for CAGNY members to remain united in their mission to promote the unionized construction industry. Peter Marchetto highlighted important safety lessons that CAGNY members can learn from construction jobsites around the globe and Frank Ross, Jr. indicated the continued need to recruit new talent to the construction workforce.

2005 CAGNY Officers were introduced including: Chairman, James Abadie; President, Peter J. Davoren; Vice President, Richard Wood; First Vice President, Susan L. Hayes; 2nd Vice President and Chairman Emeritus, John A. Cavanagh; Secretary, Andres Sosa; and Treasurer, Frank Ross, Jr.



Pat A. Di Filippo of Turner Construction Co., Inc.



Susan Hayes of Cauldwell Wingate Company, LLC

2005 CAGNY Directors were also introduced including: Patrick Muldoon; James Abadie; John Hyers, Sr.; Chris Hargrove; John A. Cavanagh; Michael Murphy; Michael Gabbay; Pat A. Di Filippo.



Row 1, L to R: Pat A. Di Filippo, Turner Construction Co., Inc.; John Hyers, Sr., Bovis Lend Lease, LMB, Inc.; Chris Hargrove, Cauldwell Wingate Company, LLC; Frank Ross, Jr., HRH Construction LLC; Susan Hayes, Cauldwell Wingate Company, LLC; Michael Gabbay, Plaza Construction Corp.; Peter J. Davoren, Turner Construction Co., Inc.; Andres Sosa, AMEC Construction Management, Inc.; John A. Cavanagh, Cavanagh/Stewart International, Inc.; Raymond G. McGuire, CAGNY Managing Director; Michael Murphy, HRH Construction LLC.

Row 2, L to R: John Babieracki, AMEC Construction Management, Inc.; Richard Wood, Plaza Construction Corp.; James Abadie, Bovis Lend Lease LMB, Inc.

ANNUAL JOHN A. CAVANAGH SCHOLARSHIP LUNCHEON

CAGNY held its annual John A. Cavanagh (JAC) Scholarship Luncheon on June 17, 2004 at the Harvard Club of New York. The luncheon was held in honor of ten outstanding New York area high school students who each received a CAGNY college scholarship.

John A. Cavanagh, for whom the scholarship program is named, was elected CAGNY's Chairman Emeritus in 2004, after serving as the Board's Chairman 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 nineteen scholarships in the past three years.



John A. Cavanagh and CAGNY Managing Director, Raymond G. McGuire, applaud scholarship recipients

Each year, the Fund presents a scholarship award to several worthy high school seniors, six of whom this year are the 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. CAGNY

anticipates that starting with the 2005 school year, the JAC Scholarship Fund will also provide one scholarship to an economically disadvantaged student enrolled in a New York City Public High School who is planning a career in construction management. In 2004, for the first time, several students were awarded an "Honorable Mention" and a college stipend.

The 2004 John A. Cavanagh Scholarship Recipients were:

- Brian Wu, AMEC Construction Management, Inc. Scholarship Recipient
- Alexandra Alicea, AMEC Construction Management, Inc. Honorable Mention

- **Amanda DeCamp**, Bovis Lend Lease LMB, Inc. Scholarship Recipient
- **Michael Pepi**, Bovis Lend Lease LMB, Inc. Honorable Mention
- **Marissa Accardi**, Cauldwell Wingate Company, LLC Scholarship Recipient
- **Scott Peckelis**, HRH Construction LLC Scholarship Recipient
- **Kwasi Mensah**, Plaza Construction Corp. Scholarship Recipient
- **Tyrone Branch**, Plaza Construction Corp. Honorable Mention
- **Antonio Suñe**, Turner Construction Co., Inc. Scholarship Recipient
- **David Clark**, Turner Construction Co., Inc. Honorable Mention



Kwasi Mensah (left), Plaza Construction Corp. Scholarship Recipient and Tyrone Branch, Plaza Construction Corp. Honorable Mention are congratulated by John A. Cavanagh



Marissa Accardi, Cauldwell Wingate Company, Inc. Scholarship Recipient with John A. Cavanagh



Brian Wu, AMEC Construction Management, Inc. Scholarship Recipient, with his parents and John A. Cavanagh

The 2005 JAC Scholarship Luncheon is planned for Friday, June 17, 2005.

The 2005 John A. Cavanagh Scholarship Recipients are:

- **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 Corp. Scholarship Recipient
- **Eric Schwartz**, Plaza Construction Corp. Honorable Mention
- **Jacqueline Salaway**, Turner Construction Co., Inc. Scholarship Recipient
- **Frank Gramarossa**, Turner Construction Co., Inc. Honorable Mention

PROJECT LABOR AGREEMENT SECURES \$6.8 BILLION IN CONSTRUCTION WORK

On January 6th, the Department of Education (DOE) announced a Project Labor Agreement (PLA) with the Building & Construction Trades Council of Greater New York (BCTC), securing \$6.8 billion in construction renovations and improvements for city schools over the next five years. In addition to the PLA, the DOE and the BCTC executed a Memorandum of Understanding ensuring that all projects in facilities leased by the (DOE) will meet the School Construction Authority's pre-qualification and apprenticeship program requirements.

With over 1 million students requiring accommodation and the certainty of population growth ahead, the New York City school system faces considerable expansion in the next five

years. With the PLA in place, this expansion will secure a larger volume of employment opportunities for unionized labor. The agreement proves advantageous for the City as well, generating savings of approximately \$500 million. The bulk of these savings will result from the modest 5% shift differential paid for work done at night or during off hours. Aside from setting the 5% shift differential, the PLA includes provisions governing scheduled hours of work and places bans on strikes, picketing, lockouts and other work stoppages. An initiative that began during the Giuliani administration, the PLA has finally come into fruition and serves to strengthen the future of unionized labor in New York City.



SPECIAL PROFILE: PLAZA CONSTRUCTION CORP.

Over the past two decades, Plaza Construction Corporation (Plaza), one of CAGNY's member contractors, has evolved as a prominent construction company in the New York marketplace, with special expertise in both core and shell and interior construction. Plaza is also well known for its integrity—both within the construction community and within the greater community at large. Plaza is owned by members of the Fisher family, more commonly known as Fisher Brothers, noted for its special commitment to members of the military and those who wear a uniform in New York City and throughout the country. Fisher Brothers' reputation for maintaining the highest level of ethical conduct in their business dealings has laid a strong groundwork for Plaza to build on.

STATE OF THE INDUSTRY

According to Plaza President, Richard Wood, "Since our founding in 1986, Plaza has evolved as a leader in the unionized construction industry, setting new standards and working side-by-side with developers and unions to ensure that we remain competitive in the New York marketplace. Currently, we are working with CAGNY's leadership and union officials to identify areas in which we can enhance productivity and remove unnecessary costs, steps that will ensure our success in the future."

He continued, "We are concerned that with the focus on many new, large-scale projects, such as the rebuilding of Lower Manhattan and Hudson Yards, CAGNY contractors may lose focus on those small and mid-sized projects that require qualified manpower and are driven by the contractor's ability to manage budget and schedule. The outer borough markets have seen a change, to the dismay of the unionized industry, and unions are now showing a willingness to be creative and remain competitive so that we can continue to deliver the high-quality that Plaza is accustomed to delivering to our clients, while maintaining fair



89 West 3rd Street

New York University School of Law —Furman Hall

compensation for the union workforce."

Wood also noted that the construction industry has experienced a dramatic escalation in costs, in part due to increased raw material and energy prices. Plaza, like other CAGNY contractors, has also been challenged by rising insurance costs, and this, along with added pressure of the bonding market, has required that Plaza remain innovative when it comes to managing budgets for its clients. Plaza is committed to doing business the way it always has—delivering high-quality construction to its clients, fairness to its workforce and contributing to the greater community.

MEMBERSHIP IN CAGNY

When asked about Plaza's membership in CAGNY, Wood notes, "When we considered joining a collective bargaining association, the

choice was clear. CAGNY, by way of its membership, provided Plaza with a group of similar-minded construction companies that are equally committed to operating at the highest level of ethical conduct." Plaza is proud to be a member of CAGNY, maintaining strong relationships with the other CAGNY members while competing against them for many projects.

Plaza has recently expanded its offices, and has announced several staff advancements as well as the acquisition of new project personnel. Michael Gabbay was recently named Senior Vice President of the firm, Robert Schwartz was named Vice President of the firm and Michael Holloway has joined Plaza to manage the firm's residential construction group. In addition, John Caramalis now serves as Vice President in charge of pre-construction and estimating for the Core and Shell division. The

firm has also recently expanded its infrastructure and interiors group. The group is led by Timothy Heaney, Vice President, Michael Lang, head of pre-construction and estimating, and Jennifer Murphy, director of business development and client satisfaction. In addition to its New York operations, Plaza is also building three new projects in South Florida and is currently planning projects in Washington DC, Virginia and Oakland, California.

IMPACT!™—FOR YOUR NEXT PROJECT

Information technology has often been overlooked in many construction businesses; however, Plaza has recently embarked on the development of project management and cost accounting software to satisfy its own needs, as well as its clients', and to organize the large amount of information that is necessary in construction management. Plaza has many large projects in progress, including cultural, commercial, educational facilities and interior fit-outs, and utilizes a proprietary project management system called IMPACT!™ to realize an owner/builder goal of financial transparency.

This software provides Plaza and its clients with up-to-the-moment access for timely decision-making and an immediate accounting of these decisions. Wood adds that other contractors may consider using IMPACT!™, or a similar system, as a way of streamlining communication with their clients.

PLAZA PROJECTS UPDATE

Plaza's current roster of projects includes many high profile and innovative assignments in and around New York City. Plaza recently completed the 900,000 SF (600,000 SF commercial space and a 24-floor high-rise residential tower) Random House headquarters in Times Square, which included a state-of-the-art fluid mass tuned damper, the first of its kind in New York City and an effective and practical means for reducing resonant vibration in structures. Plaza worked with project architects and engineers to design a system that would short-circuit potential sway and alleviate the possibility of nausea for building occupants by utilizing two U-shaped, 60,000-gallon water



1745 Broadway

Random House, Inc./The Park Imperial

tanks (approximately 1 million pounds each) to distribute water and create balance for the structure. In addition, the building's 25 floors of office space have a steel structure, while the apartments above are cast-in-place concrete. To marry the two frames, massive steel members were erected on the 26th and 27th floors to transfer the loads of the concrete tower to the steel structure below and allowing mechanical equipment to be connected throughout the building.

Plaza is currently working on the first phase of a 1,000-megawatt power generation plant in Astoria, Queens. Phase One includes the engineering, procurement and construction of a 500-megawatt facility that will be sold to Con Edison for distribution in the community. Plaza was retained by Stone & Webster, an engineering/construction firm based in Houston and owned by the Shaw Group, to provide construction management services for the civil, structural and architectural work on the project. The first 500 megawatts of power capacity will be complete in April 2006, and will be available for use by the end of the year. The challenging project site was originally a fuel storage and transfer facility for Castle Oil, and required the demolition of fuel tanks prior to construction. In addition, all major equipment will be barged to the site and offloaded, the largest of which is two heat recovery steam generators, each weighing five million pounds.

The firm is also involved in the construction of retail and community centers throughout the five boroughs, including the **Shops at Atlas Park**, a lifestyle retail center developed by

Atco Properties in Glendale, Queens. The project includes the revitalization of a brownfield site, including the demolition of two-thirds of the site's existing structures, and the construction of approximately 400,000 SF of high-end retail shops including the Elizabeth Arden Red Door Salon, eight cinemas with approximately 1,500 seats and high-end landscaping and detailing.

Additionally, Plaza will be acting as the construction manager of a new, 29-story, mixed-use building boasting views of the Hudson River, Battery Park, and Tribeca's Washington Street Market Park. The project is surrounded by West, Chambers and Warren Streets and will include 398 residential units, 11,000 SF of streetscape retail space and a double-story subterranean parking facility. Space has also been reserved for the development of a new community recreational facility.

PLAZA INNOVATIONS

Exploring the use of curtainwall. Plaza is currently planning and implementing the use of curtainwall on many residential projects throughout the City. Curtainwall, traditionally saved for commercial office buildings, promotes greater light and optimizes views; however, it also changes the sequence in which traditional residential high-rises are built, and therefore requires creative thinking relative to the logistics and planning of the project. Plaza is currently working with its clients to determine the potential uses for curtainwall on less traditional projects as the value of real estate increases and use of the material becomes increasingly feasible.

According to Plaza Senior Vice President, Michael Gabbay, "the use of curtainwall for residential structures requires more careful coordination of architectural components, and we are encouraging clients to explore curtainwall use in the design phase of a new project to assure continuity on the site. Often, there is little time from groundbreaking to the

continued next page



26 Astor Place

Astor Place/Cooper Square

time curtainwall is required on a project; and early award of curtainwall is essential, as it will impact the building's overall design. We have used this approach on the soon-to-be-completed Astor Place/Cooper Square project at the corner of Lafayette and Astor Place, a 150,000 SF residential building for the Related Companies which was designed by Gwathmey Seigel."

Promoting sustainable technologies. Plaza is also in the planning stage of construction on two environmentally sustainable projects—an approximately 560,000 SF high-end residential condominium at Site 16/17 in Battery Park City and another project in South Florida—as well as other projects that are not LEED (Leadership in Energy and Environmental Design) certified, but include sustainable materials. Where an owner has an interest, Plaza's LEED certified professionals will provide alternate materials during the value engineering phase as many of the LEED

certification points lend themselves toward building in an urban environment. According to Wood, "As these technologies become more readily available, and as the LEED rating system is refined for specific uses, we, in addition to other members of CAGNY, are standing on the forefront of implementation of this science."

Plaza is optimistic about its future and the growth of the unionized construction industry in New York City. The firm credits CAGNY with providing exposure to the greater real estate and construction industries that it might not otherwise have had, and in helping the firm gain the market prominence it enjoys today. Wood states, "While the details of construction in New York are complex, the ingredients for success are simple: superior quality with unmatched integrity—it's a winning combination that we share with the other members of CAGNY."

SPOTLIGHT ON CAGNY PROJECT PERSONNEL:

Steven Bunzel, General Superintendent Plaza Construction Corporation



Steven Bunzel serves as the General Superintendent for Plaza Construction Corporation (Plaza). Steve has over 22 years of experience in the construction industry. He joined

Plaza over 10 years ago and today he is involved with several of the firm's Core and Shell assignments including:

- Astor Place
- Ten Hanover Square
- Atlas Park Terminal
- Astoria Power Plant
- White Plains Courthouse
- Mixed-use building on West 60th Street

- Residential project on Chambers/ West Streets
- High-end condominiums in North Bergen, NJ
- Mixed-use tower in Miami, FL

Steve is also responsible for planning and overall quality assurance for various construction projects performed by Plaza. His primary responsibility is to make daily visits to the jobsites to check on the quality of work being installed and to ensure the progress of the project is on or ahead of schedule. Steve meets with the superintendent(s) assigned to the project to help execute each individual project. He also attends the weekly subcontractor meeting to interact with the subs, review

safety issues and to resolve conflicts, as well as insuring overall quality of their work.

Before joining Plaza, he gained invaluable construction experience in a variety of fields, including estimating, drafting, field supervision and project management.

Steve holds an Associates degree in Construction Technology from SUNY Farmingdale and studied Architecture at the New York Institute of Technology at Old Westbury, NY. He also holds a New York City Site Safety Manager's License and a Certificate of Training Completion for Excavation Safety and Health.

SPECIAL FEATURE: Patricia J. Lancaster, FAIA Commissioner, New York City Department of Buildings

After six years in the private and non-for-profit sectors, Patricia J. Lancaster, FAIA returned to public service. Appointed by Mayor Bloomberg in April 2002 as the Commissioner of the New York City Department of Buildings (DOB), she took over the agency responsible for setting local construction standards, enforcing related laws and regulating the construction trades.

Commissioner Lancaster is a New York State Registered Architect. With more than 20 years experience in public/private construction partnerships, teaching and New York City government, she is well suited to bringing positive change to the DOB. Ms. Lancaster has taken on the twin challenges of creating an organization that is transparent and fair, while at the same time efficient and effective in its work. Since taking the helm in 2002, the Commissioner has instituted many changes and has taken on many dramatic new and successful initiatives, already exceeding the most optimistic expectations.

Under the stewardship of Commissioner Lancaster, the DOB has advanced its commitment to becoming a cutting-edge municipal building organization, dedicated to enhancing the quality of life for all New Yorkers and making our City a great place to live, work and build. The Department's knowledgeable and dedicated staff is committed to improving its performance and developing procedures that are streamlined, understandable and transparent. Its personnel are dedicated to fulfilling the organization's goals: Safety, Service and Integrity.

One of the numerous accomplishments of Lancaster and her team at the DOB has been the launch of the Building Information System (BIS) online. This application provides real-time BIS data including a property profile overview containing detailed complaint and Environmental Control Board violation information, as well as information regarding applications, permits, and inspections. The application also includes a licensed tradesmen search.



New York City Department of Buildings Commissioner, Patricia J. Lancaster, FAIA, with Mayor Michael R. Bloomberg

Upgrading technology and streamlining the DOB's business processes has been a major focus of Lancaster's tenure, and under her leadership the Department has also simplified the Certificate of Occupancy (CO) process—once infamous for being a cumbersome and time-consuming task—by eliminating over 30 steps from the process. Today, CO issuance by the DOB can be completed with the touch of a button, a vast improvement over the days when the applicant was required to type a CO application on a typewriter and bring it to the Department for signature. The construction industry has also been most impressed by the Department's new e-filing for no-change permits program that allows applicants to renew permits online, pay by credit card and print permits—all from the comfort of a desktop.

Education has also been another major initiative taken on by Commissioner Lancaster. She has improved the management skills of her team and has provided educational tools to increase accountability. Last year, she even sent 50 staff members to a project management institute, with the belief that management skills translate to any task.

Finally, the DOB under Commissioner Lancaster has made safety a priority. The Department has worked hard to improve accident statistics through reliable data collection and to better analyze the causes of workplace accidents. As a result of the DOB's work, trenching and excavations were found to be a significant cause of construction injuries. In response, the DOB is providing education to heighten awareness and establishing new safety protocols for this work. In addition, the DOB recently hosted a special Safety Week in early May that sought to increase awareness of construction safety and to provide ongoing education for the construction industry and the general public. The DOB also has worked to become a leader in the field of new construction and safety technology, and through a special initiative has become a critical resource in the field of photoluminescents, even developing a mandatory reference standard for this advanced technology.

Also under Commissioner Lancaster's leadership, The Model Code Program was launched in 2002, with the help of a mayoral commission consisting of industry, labor, real estate, and government leaders, to study the feasibility of adopting a national model

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building code. The commission overwhelmingly recommended adopting the International Building Code (IBC), with New York City-specific amendments, over the NFPA 5000 or maintaining the existing NYC Building Code.

Based on this recommendation, the Model Code Program established 13 Technical Committees, comprised of industry, labor, government, real estate, and technical experts, who have worked to ensure that the safety and high-density building standards of New York City's existing Building Code have been maintained and integrated into the IBC. Lancaster notes that before the Model Code program, "there was a firewall between the industry and the Department. The Code process and the hard

work of the 13 technical committees allowed us to not only break down these walls, but to build strong professional relationships of trust and mutual respect. I am very grateful to the professionals who have devoted so much of their time and effort to the Code revision process. And the great news—the industry is excited to begin using the new Code as soon as it's signed into law."

When asked how the construction industry may be able to assist the Department in carrying out its challenging agenda, Lancaster makes one request: greater communication. Some of her specific suggestions include utilizing the Department's website and emailing the Department with questions and problems. "We

answer every telephone call," she notes, "and if you don't tell us there is a problem, we can't fix it." It's very clear that Lancaster views her work as just beginning, and she's already outlined a number of new initiatives for the second quarter of 2005 including administrative enhancements, improvements to the BISWeb, online work permit images and Empowering Through Education: Buildings University. CAGNY recently sat down with Commissioner Lancaster to discuss these new initiatives and is committed to continuing to work with her and her team in the future.

CAGNY SUPERINTENDENTS COMPLETE FIRST-OF-ITS KIND TRAINING PROGRAM

CURRICULUM SERVES AS MODEL FOR FUTURE INDUSTRY TRAINING

Almost 200 superintendents from CAGNY member construction companies completed a three-day Superintendents' Training on "The Art and Strategy of Managing People On Construction Projects." This training was provided by Cornell University's School of Industrial and Labor Relations (ILR) in collaboration with CAGNY.

As the leading organization advancing the interests of high-rise construction management and general contracting firms in the Metropolitan New York area, CAGNY is committed to assisting on-site superintendents to build the skills and confidence required to complete both their everyday job responsibilities and long-term career objectives.

Together, seasoned CAGNY-member site superintendents and Cornell extension faculty designed a training program that taught superintendents how to:

- Identify and practice management skills that

careers in construction demand

- Build competence and confidence in personal skills
- Develop personal learning goals and create a path to accomplish them



The curriculum was developed through an extensive process of interviewing senior superintendents who identified the need for critical leadership competencies such as:

- Speaking effectively and persuasively to small groups and large audiences
- Preparing for and running job meetings
- Understanding the roles of on-site union officials and their relationships with business agents
- Communicating honestly and effectively
- Solving problems fairly and non-confrontationally

The training was held at Cornell/ILR's New York City offices and training center and included a mix of instructor presentations, in-class group interaction and independent work outside of class. For more information on CAGNY's superintendent training program or future programs, please contact Dawn Zanichelli, CAGNY's Executive Administrator at (212) 838-9025.