

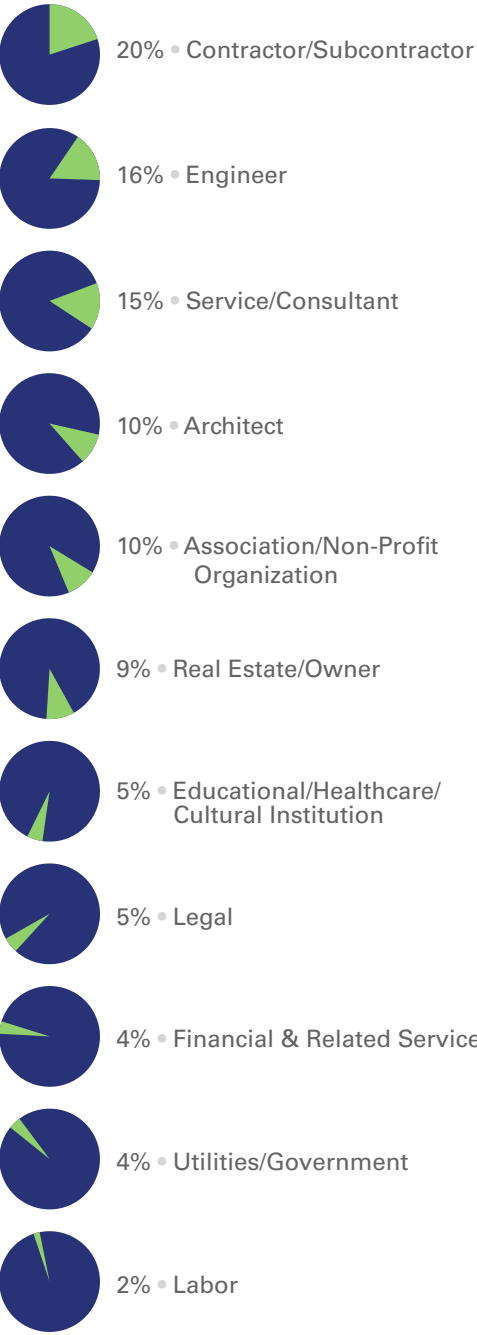


NYBC



ANNUAL
REPORT

MEMBERSHIP BY INDUSTRY SECTOR



Mission Statement

The New York Building Congress, a broad-based membership association celebrating its 94th year, is committed to promoting the growth and success of the construction industry in New York City and its environs.

The Building Congress provides a unique forum to advance an industry-wide agenda focusing on economic and infrastructure investment, job creation, and professional exchange. These goals require the dedicated involvement and cooperation of the contractors, architects, engineers, unions, real estate managers, developers, and owners who comprise the building community.

On behalf of over 400 constituent organizations comprising more than 250,000 skilled tradespeople and professionals, the Building Congress supports sound public policy, promotes productive capital spending, encourages public/private partnerships, and evaluates the implementation of major government projects.

To foster relationships and cooperation, the Building Congress sponsors consensus-building activities and encourages a free exchange of ideas among leaders of industry associations, businesses, and the public sector.

The Building Congress promotes innovation, competence, and productivity in the workplace, with special emphasis on public service, teamwork, and partnership with government. Members are encouraged to conduct business with honesty, integrity, and a spirit of fair competition.

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MESSAGE FROM the Chairman and the President

THE NEW YORK CITY CONSTRUCTION INDUSTRY HAS MADE AN IMPRESSIVE COMEBACK.

Thanks to an unprecedented surge in high-end residential construction as well as continued strength in the commercial and government sectors, construction spending and employment are brushing up against the heights reached just before the onset of the Great Recession. In its latest *Construction Outlook* report, the New York Building Congress forecasts \$100 billion in construction activity between 2014 and 2016, leaving little doubt that the industry is booming once again.

All of this construction activity is due to the strength of New York City. The City's economy is generating more jobs than ever, and this has led to increased foreign investments and continued progress on major public and private initiatives. Record numbers of tourists are visiting New York, and every year more people come to live and work here.

But how do we keep the good times going? To sustain and build upon the City's growing momentum, the building industry and the City as a whole face a number of challenges that must be addressed. Consider the following illustrations:

— **Housing investment** may be at record levels, but it is producing only a little more than 20,000 units annually. Production is slanted in favor of the luxury market and is falling far short of the 30,000 units that were constructed annually between 2005 and 2008.

— The industry still has too many legal and ethical lapses that affect our reputation and stature in the City. **Honesty and integrity** must be at the top of the industry's agenda.

— **Public infrastructure financing** is inadequate for a world-class City. Investment in State authority capital programs and the City's capital budget must be increased in the coming years.

— **Public procurement and governance** need real reform. The cost of government construction projects is higher in New York City than anywhere else. This is not sustainable.

— Ancient work rules and **resistance to innovation** increase costs and hinder further construction activity. Everyone has a stake in meaningful change.

— Following Superstorm Sandy, New York's governmental agencies have done a commendable job in rebuilding, but much work remains to be completed. **Designing a more resilient City** is an ongoing effort.

These are just a few examples of the challenges that lie ahead. There is much to do but no shortage of capable leadership and innovative techniques to draw from.

That's where the Building Congress plays such an important role. As a broad coalition of the entire industry, the Building Congress has a unique and powerful voice in advocating the public policies, economic development priorities, and infrastructure investments that create jobs and support the City's long-term prosperity. We urge you to help amplify that voice by engaging with the Building Congress through its program of events, committees, and communications, as well as by responding to calls to action on industry-impacting issues. Your participation makes a difference. We all must work together to take advantage of today's successes to prepare for tomorrow.

Thomas Z. Scarangelo, P.E., Chairman

Richard T. Anderson, President

An aerial, black and white photograph of the New York City skyline. The most prominent feature is the 432 Park Avenue skyscraper, which is under construction. It has a distinctive grid-like facade and a construction crane at its very top. The building stands out among other tall skyscrapers in the surrounding area. In the background, Central Park is visible on the right side of the image. The sky is overcast with some light clouds.

BUILDING

INNOVATION

432 Park Avenue, Earthcam for CIM Group and Macklowe Properties

At the direction of Chairman Thomas Z. Scarangelo, the New York Building Congress Task Force on Innovation and Best Practices was formed in 2014 to spearhead a wide-ranging initiative aimed at improving the way New York City's built environment is designed and constructed. The Task Force, which taps the expertise of more than 50 leading contractors, labor officials, architects, engineers, government officials, and other industry leaders, seeks to identify, evaluate, and foster innovation and the implementation of best practices in everything from procurement reform and alternative project delivery to virtual modeling, modular construction, and beyond.

To mark the first anniversary of the Task Force, Mr. Scarangelo assembled an expert panel and moderated a lively discussion on the state of innovation in New York City. To follow are highlights from that conversation.



THOMAS Z. SCARANGELLO
Chairman and CEO
Thornton Tomasetti



PAUL L. BONINGTON
Vice President
and Publisher
ENR/Dodge Data
& Analytics



PATRICIA LANCASTER
Clinical Professor
New York University



JILL N. LERNER
Principal
Kohn Pedersen Fox
Associates, P.C.



CHARLES F. MURPHY
Senior Vice President
Turner Construction
Company



MILO E. RIVERO
President and CEO
STV Group, Inc.



FRANK J. SCIAME
Chairman and CEO
Sciame
Construction LLC

WHAT IS NEW YORK DOING RIGHT?

MILO: The City has made a lot of progress over the past ten years in using the CM/build process rather than a pure lump sum contractor basis. We [STV] just finished a \$700 million project in a joint venture with Turner out in Queens, the New York City Police Academy, which was done through a CM/build process. The project was opened six months before the contract date and it was very successful. Unfortunately, the City has moved away from using the CM/build delivery model and the industry should make an effort to reverse that trend.

PATRICIA: Being an educator, I'm looking at it from a 40,000-foot perspective. I see that the workforce is getting better educated. The projects are more complex. The owners are more demanding. And the workforce needs to face those challenges, and they are. You see it in the Masters program at NYU. We've got some incredible students that are just soaking in the knowledge that they are gaining.

FRANK: I think we're seeing some good practices in New York, especially when it comes to the more complicated building projects. We're utilizing all of the new technology in terms of computer-aided design, such as BIM and Revit programs, to bring the subcontractors in early and work with them in design-assist contracting to break down the difficult elements of the projects. We're on the right track, but we need to focus on how we can make greater use of technology and get even more stakeholders involved sooner.

[W]e are seeing some good practices in New York, especially when it comes to the more complicated building projects.

JILL: We've also gotten better about importing best practices. We [Kohn Pedersen Fox] have designed major projects all over the world, and we were able to bring a lot of that expertise back to use on the Hudson Yards Project, where we're integrating really complex, mixed-use development over at the rail yards. It is something we had done in other parts of the world, where we're working to keep something in operation while building above it.

WHAT ARE SOME OF THE IMPEDIMENTS TO INNOVATION AND HOW ARE THEY OVERCOME?

JILL: In certain respects, the construction industry and owners, developers, and some agencies are quite risk-averse here. You don't hear a lot of desire to be particularly innovative. On the other hand, you see a lot of it in different parts of Asia and Singapore, and in parts of China, where there's almost a national agenda to be innovative.



CHARLIE: One of our challenges is getting people to embrace new ideas and certain means and methods. For instance, we were slow to adopt the concrete core-first method of construction in New York, even though it was being done in other parts of the world.

MILO: The best way to bring innovative ideas into New York is to document their successful implementation. When you can prove that an innovation works and show the benefits, you get buy-in. I'd love to see the industry embrace the use of robotics and automation in the field.

FRANK: Right. You have to prove that it is going to work, either by past examples or by getting everyone around the table to explain that we're not really doing anything that differently — just using current technology to make it work.

CHARLIE: We [Turner] were working early on at 2 World Trade Center, and we were debating whether to utilize a concrete core-first method of construction. So we took some of Silverstein's staff to Dubai and showed them what was going on there — the means and methods. And they came back charged to do it. They are using it now at 3 World Trade Center.

PAUL: I think the big obstacle is the political and regulatory will to change and do things differently to free up innovation. But part of that will to change is to adopt some of these new project delivery methods. We need regulatory changes to improve the process. We need to bring in new technologies, and we need to perform construction more like we're manufacturers. That involves some innovations in pre-fab and modular construction and things like that.

FRANK: Forest City Ratner took a leap of faith with the modular 32-story building. Something really valuable and important is going to come from that. I think it could be the beginning of a breakthrough for pre-fab construction and for very cost-effective housing. Forest City Ratner should be applauded.

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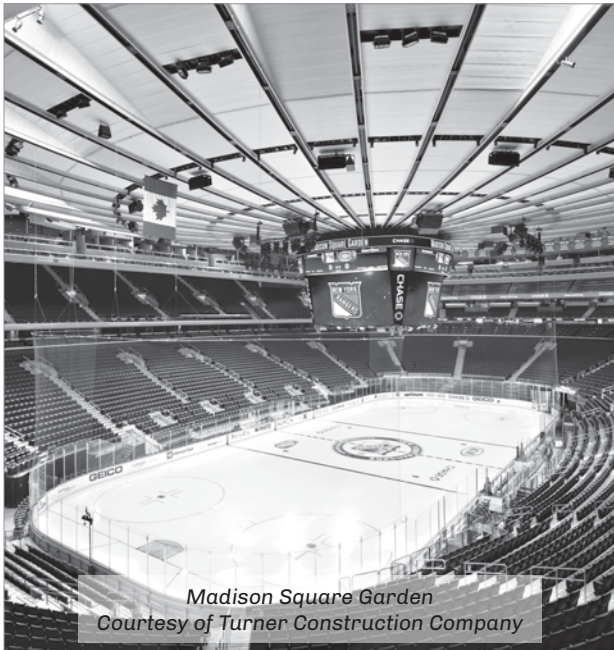
WHAT ROLE DO OWNERS PLAY IN INNOVATION?

CHARLIE: The most successful projects are the ones where the owners say, "Let's try something new. Let's do something big!"

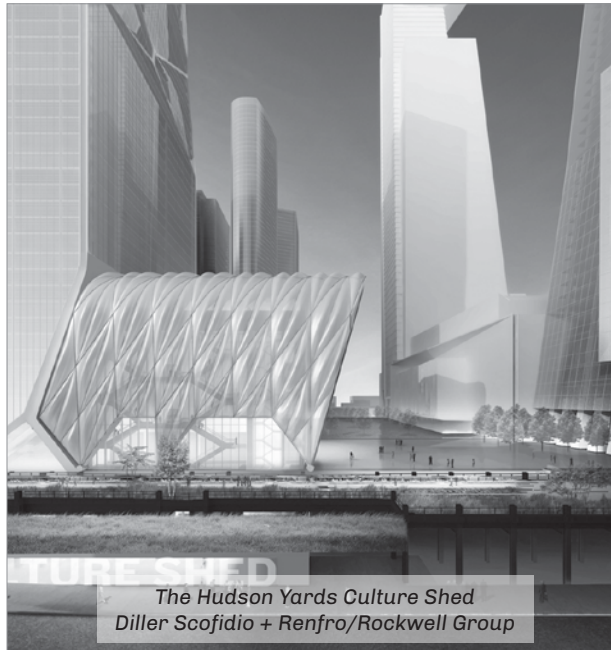
FRANK: Owners want great buildings and architects want to design great buildings! As builders we try to build cost effectively. If that's the goal, and it is what we try to focus on — to build a very complicated project cost effectively, we'll exhaust every possible methodology to try and do it that way.

PAUL: We have a lot of iconic buildings in New York and they're driven a lot by private owners because they are willing to take the risk. Take the Hearst Building, for example. There's a project that pushed the envelope.

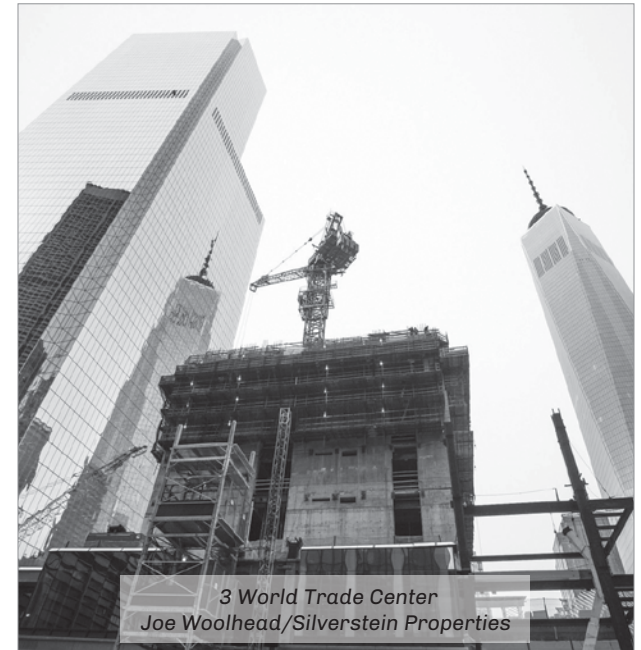
PATRICIA: Our industry has a bad reputation and we need to do a better job of telling these good stories. So I'm throwing it over to you, Paul.



Madison Square Garden
Courtesy of Turner Construction Company



The Hudson Yards Culture Shed
Diller Scofidio + Renfro/Rockwell Group



3 World Trade Center
Joe Woolhead/Silverstein Properties

PAUL: At *Engineering News Record*, we try to shine a light on innovation wherever it is. But we need the industry's cooperation. When a firm feels they have an edge through some kind of innovation, sometimes they are reluctant to talk about it. It should be shared and celebrated when it works.

PATRICIA: A big part of that is getting the owners involved.

PAUL: Yes, and that's an impediment, too. Owners collectively have a great stake in seeing construction methods improve. It drives their costs down. It drives their construction program productivity and it gives them a better result. They need to be more open and supportive about communicating what went right on their projects and what went wrong — so everyone can learn from it.

*The most successful projects
are the ones where the owners say,
“Let's try something new.
Let's do something big.”*

WHERE IS GOVERNMENT ON THE INNOVATION SCALE?

TOM: Aren't innovation and best practices most vital to the government? Developers building in a hot market are okay if it costs a couple of more dollars to do it the old way, as long as they are assured the project gets done on time. But when you look at government with fixed budgets and ambitious goals for affordable housing or transit, you would think that building those projects more cost-effectively and with less risk is something they would be very interested in. So if it is more to their advantage than any other group, why does it seem to be the hardest barrier to get through?

MILO: Government is often restricted by legislation when it comes to innovation. It starts right at the capital planning phase, where there's a law that you can't proceed with design work until funding is in place for the entire project. But how does an agency know how much a project will cost if the design process has not even begun and if there are no construction professionals providing costing advice? The way the system works now, budgets are not based on an actual project and, therefore, they are often off-base. This can lead to cost overruns and feeds the public perception that government projects are poorly managed and over budget. Government agencies need to allocate

design money and bring CMs into the process early in the design phase to provide accurate project costs. Then construction budgets can be allocated properly.

*The big question for government
and for our industry is how do we spur
innovation when there's not a crisis?*

MILO: If you look at the Delta Airlines project out at JFK — a billion and a half dollars of construction has been delivered ahead of schedule and under budget. This project could be a model for large-scale public projects.

TOM: People are increasingly talking about public-private partnerships, design-build, and other alternative delivery approaches. What these methodologies have in common is shared risk and reward. When I look at the best jobs we [Thornton Tomasetti] have done, they all shared that element. We've discussed the idea of risk being like energy. It can't be destroyed. It can only change form! And so, if we don't figure out how to share the risk, people just price it in.



New York City Police Academy
Courtesy of Turner Construction Company

***There's a message to be learned from the technology industry.
When Microsoft develops an operating system, they put the code out there so that
companies can develop applications around that platform. So getting these best practices
out as kernels of opportunity for other people to build on is very important.***

MILO: When I was at the New York City School Construction Authority, which was given tremendous legislative abilities to deviate from the normal procurement and design practices, we did 45 design-build projects. I can unequivocally say that the design-build process brought the dollar value of construction down in the order of 20 percent and the schedule down by 30 to 40 percent. At STV, we just did a project out at South Beach in Staten Island. It was a design-build project given to us under an Executive Order after Superstorm Sandy. We were able to deliver a full \$40 million mechanical building, designed and turned over within a 14-month period.

TOM: But when you see it happen in government, it's usually because there's some crisis. We were involved with the Minneapolis bridge that collapsed. They rebuilt it in record time. Why? Because they went around the procurement rules because they knew they had to reconnect the roadway ASAP. The big question for government and for our industry is how do we spur innovation when there's not a crisis?

HOW CAN WE BETTER SHINE A SPOTLIGHT ON INNOVATION?

CHARLIE: One of the things we developed [at Turner] is called Learning Tree. If you have a best practice, you can post it to the Learning Tree site. We also have something called Webinar Wednesdays in our company that people get on and share their ideas. There is no reason why we can't do something like that industry-wide — why not share the information if it makes us all better?

MILO: We started something similar at STV. Why solve the problem in Los Angeles only to have to reinvent the solution in New York? Among STV's 40 offices, we have created virtual groups across the offices and disciplines. Employees post design solutions and discuss how issues were resolved successfully. This allows someone in a different office to leverage best practices, saving time and money and better serving clients.

PAUL: There's a message to be learned from the technology industry. When Microsoft develops an operating system, they put the code out there so that companies can develop applications around that platform. So getting these best practices out as kernels of opportunity for other people to build on is very important. Groups like the New York Building Congress are saying, "This is an open tent. We need to collaborate and work together." And this is where the information starts to come together and best practices are developed.

CHARLIE: You're exactly right. On the construction side, we all benefit if the subcontractors know how they're going to deal with shop drawings in the same way, whether they work for Turner, Sciamé, STV — no matter who they work for. It helps all of us if there's a similar safety standard and we enforce safety or do a punch list. If we all had a common or similar platform, it helps the entire industry.

PATRICIA: In the Task Force Building Technology and Project Delivery Committee, we've held numerous meetings with all of the trades around certain buildings — like 250 West 55th Street. It has been very productive to use the Building Congress as a platform for interaction. What we have found is that we can do things better as an industry without spending any more money, but just by talking to each other and using the right communications platforms.

HOW DO WE DEVELOP THE WORKFORCE OF TOMORROW?

PATRICIA: Workforce development is a big issue, especially as this industry gets bigger. It centers on three points — recruiting the best and brightest, training and retraining, and retention. How do you keep people? Because the Millennials don't work for the firm; they work for themselves. And that's an issue. So how do you make the industry attractive? The modern workforce wants life/work balance. They want fun, and they want a fast-paced environment. All of these things are important and the industry must embrace them.

CHARLIE: The good news is that people want to work in New York. It wasn't like this 25 years, 30 years ago. So we can get the talent in, but as you said, it is the training, retention, and retraining part that is the bigger issue.

JILL: I think in the case of planning and design, New York is really seen as a center for innovation. It maintains its reputation as being a creative hub. The City attracts architects from all over the world.

MILO: The ACE Mentor Program reaches out to high schools in an effort to attract young students to the architecture, engineering, and construction management fields. The hope is that with enough exposure their interest and imaginations will be sparked and they will want to pursue these fields in college. This year we have over 1,000 students in New York City alone going through the program.

JILL: The Applied Sciences Initiative is another area that will yield a lot of benefits by drawing attention to technical jobs and technical training at a very high level. NYU's Center for Urban Science and Progress is focused on urban initiatives and smart cities. There are similar ideas happening at City College and Columbia. One of Cornell's three big initiatives is going to focus on the built environment. So I think we should be able to attract great people from all over the world to come here and help make us a more innovative city.

HOW CAN WE BETTER EXPAND AND CULTIVATE THE ROLE OF WOMEN IN THE WORKFORCE?

JILL: We won't realize the full potential for innovation with just half the population. I think one area where women can play an increasing role and where we're beginning to see much higher percentages of women involved in construction is in the modular and prefabrication work environment. That bodes well as a vehicle for bringing diversity to the workforce.



The modern workforce wants life/work balance. They want fun, and they want a fast-paced environment.

PATRICIA: Quite a few firms citywide now have women-employee groups that are supporting each other. For example, Thornton Tomasetti, Turner, and Sciamie each have one. And now these groups are starting to talk to each other. One of the things that firms are finding out is that women have less of a problem with life/work balance than they do with feeling valued. And one of the things these women's groups do is lend value, which increases retention.

TOM: Whenever I go to any industry events for women, the audience is filled with women and just a few men. You have to get more men there. Important points are being raised about what we need to do to create a stronger and more diverse workforce, but the audience you need is not always in the room.

WHAT ARE NEW YORK'S SUCCESS STORIES?

JILL: The Highline is viewed around the world as a unique and innovative concept. The fact that City agencies were able to get behind that project, change the zoning laws, and allow for the rejuvenation of a new residential district, in a different way, is an example of government and the private sector working together to implement an innovative idea. Hudson Yards also required the collaboration between government and a private developer.

FRANK: The Culture Shed is a project that I think is going to be a model for New York. We have a great owner, who was willing to take a chance. This is a fixed building and a shed 10 stories tall that will move out onto a plaza. It involves kinetics, steel, and a lot of specialty trades. To be successful, we needed a transparent process that involved getting in early, learning, investing in mock-ups, and pre-assembling. It is a model for how to do great buildings cost-effectively.



The Highline is viewed around the world as a unique and innovative concept.

CHARLIE: At Madison Square Garden, we had big issues with trying to work around existing conditions. A group of our employees developed an app, put it on an iPad, and gave it to all the subcontractors. As soon as an existing condition came up that needed a new sketch, the architects could prepare it and get it to all the foremen. So if the condition affected multiple trades, they all got the sketch at the same time. I also want to recognize Mount Sinai Medical Center, because they're taking the brave step of pushing an IPD [Integrated Project Delivery] project up at the St. Luke's campus, which is where I think IPD is a perfect vehicle because you have to figure out how to keep the hospital running while you are doing \$100 million worth of work.

TOM: You talk about a success story that's been going on, I think, for many years, and that's the whole idea of mockups — virtual mockups, which is more recent. When we incorporated all the exposed steel and a double curtain wall on The New York Times Building, we mocked them up. And the prices they started with and what they ended up with were exactly the same story, the cost estimates and final buy dropped significantly. You took the risk out of the innovation. We need to elevate that story so people can say, yes, we can do this innovation and you should spend a little bit more money up front because when you do, you're going to save much more down the line.



*The New York Times Building
© David Sundberg/Esto*

TOM: The Times said they'd been in their last building for 100 years and they are going to be in the next building for 100 years, so they wanted to take the time to do it right. But ultimately that decision and with a developer partner who was much more bottom line driven, it worked out the best way for both of them, because the price went down and they got the technology that was, at that point, state-of-the-art.

PAUL: New York is poised for a renaissance in the way it builds. I truly believe that, and I think we see that in *Engineering News-Record* and our coverage in the marketplace. It's a \$30 billion plus market, how can it not succeed? There's so much construction and so much investment, it is going to change and it's going to change for the better.

FRANK: To be in this business you have to have the optimism of a test pilot. There's no bad news. Only challenges to overcome.

Advocacy

2015 Policy Agenda

Despite a growing recognition at all levels of government that maintaining and expanding public facilities to address population growth, climate change, and economic competition is an imperative, New York is barely treading water. The Building Congress 2015 Policy Agenda advocates important steps New York City and State officials must take to move the New York metropolitan area forward and ensure it stays competitive in the future.

The 2015 Policy Agenda is guided, in large part, by the Building Congress Infrastructure Campaign, which is designed to focus public attention on the need for intelligent investment in core assets, such as mass transit, roads, and schools, and by ongoing Building Congress efforts to move government to improve its procurement practices.

State Agenda

At the State level, enacting a fully funded transportation program is the top priority. The MTA's proposed 2015–2019 capital program has a \$32 billion price tag, but faces a \$14 billion funding shortfall, and the New York State Department of Transportation likewise faces a significant capital funding hole. To close these gaps, the State Agenda calls on the Governor and Legislature to adopt new, dedicated revenue sources to fund both programs.

Because the adoption of new revenue sources may not be enough to meet its vast infrastructure needs, the State must expand its capacity to deliver major capital projects in other ways, including through the use of alternative methods to traditional design-bid-build procurement. The Building Congress, therefore, urges the State to pass legislation permitting public-private partnerships and authorizing broader use of design-build, both of which encourage innovative financing and increased efficiencies in the management of major infrastructure projects.

NEW YORK POST

March 30, 2015
POSTOPINION

THE SMART WAY TO CURB TRAFFIC

THE cost to use the seven New York City bridges and two tunnels operated by New York State's Metropolitan Transportation Authority (MTA) rose last week for the fifth time in seven years.

Yet by a strange quirk of fate, four of the city's most heavily used crossings — the Brooklyn, Manhattan, Williamsburg and Queensboro bridges — remain free for the 104th consecutive year.

This bizarre tolling system, in which the city-owned bridges are free while the state-owned crossings charge a toll, is robbing our cash-strapped transportation network of needed revenues, while encouraging motorists to drive right into the teeth of the city's most traffic-clogged neighborhoods.

Fortunately, a new, far more logical proposal, called the Move NY Fair Plan, is gaining support from a broad coalition of transit, environment, labor, economic-justice and business groups, including the New York Motor State Truck Association and the New York Building Congress.

The Move NY plan would scrap the current tolling system and instead charge the exact same toll at every entry point

**RICHARD T. ANDERSON
& KENDRA HEMS**

Similarly, in Western Queens, there would no longer be any reason for thousands of drivers to exit the major highways and clog city streets to take the Queensborough Bridge, which

Passage of the Emergency Responder Act is another principal Policy Agenda item. The Building Congress is partnering with other statewide design and construction associations to secure strong new protections from debilitating liability claims for contractors responding to government-declared emergencies, such as 9/11 and Superstorm Sandy.

City Agenda

Ensuring a robust capital budget remains the chief local priority. It appears as though City government is maintaining its recent levels of infrastructure investment; however, the Building Congress will scrutinize individual agency budgets to make sure resources are allocated to key areas, such as schools, roads, and water and sewer infrastructure. In addition, the Building Congress will continue to meet with individual City Council members to emphasize the importance of the City's capital budget.

Along with seeking new money for infrastructure, the Building Congress is encouraging the City to persist in its efforts to improve its capital project delivery, particularly through the implementation of administrative best practices. By streamlining its procurement processes and project management, the City can realize efficiencies, speed construction, and reduce the costs of public projects.

The Building Congress also has a close eye on strategic economic development initiatives. At the top of that list is the rezoning of East Midtown and other parts of the City to accommodate future commercial and residential growth.

Another priority for the Building Congress is the creation of new trans-Hudson rail capacity into Manhattan, which requires a coordinated and determined campaign at the City, State, and federal levels. The Far West Side of Manhattan is quickly growing, adding millions of square feet of new mixed-use development, but rail connections have not changed in more than a century. Adding urgency to this project is the fact that the existing two-track tunnel was severely damaged during Superstorm Sandy and now requires an extended closure for repairs. The impact of such a closure on commuters between New Jersey and Manhattan would be unprecedented—unless new tunnels are constructed in advance.

Federal

Legislation to provide long-term federal funding for New York's transportation systems has been repeatedly delayed, and the Highway Trust Fund, which supports federal investment, is structurally insolvent. It is essential that State and local leaders urge New York's congressional delegation to lobby for a well-funded, multiyear transportation bill that provides full support to the MTA as well as State and City transportation agencies.

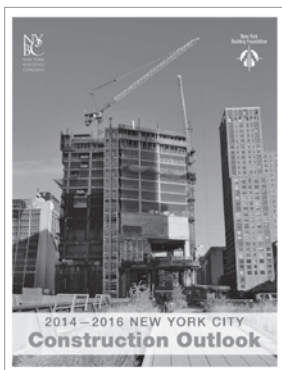
Research & Publications

The New York Building Congress, in collaboration with the New York Building Foundation, has developed a strong research and analysis program that serves as a go-to resource for information on current and future market conditions as well as insights into emerging trends and challenges related to capital budgets and private development throughout the five boroughs.

Drawing on a broad array of data sources and the expertise of leading economists, budgetary analysts, and public policy professionals, the Building Congress consistently produces reliable, relevant reports on issues that impact the industry and the City's long-term economic growth.

Building Congress publications are quickly delivered to members, government officials, the media, and other interested parties through email blasts and periodic direct member mailings. Select reports are posted on the Building Congress website.

PRINT PUBLICATIONS

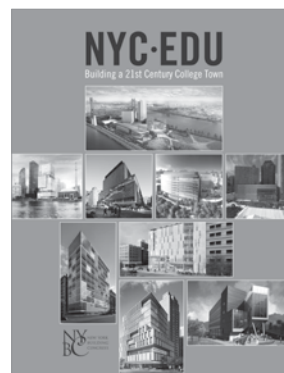


New York City Construction Outlook

A continuing series begun in 2000, this annual forecast and analysis focuses on three years of construction spending and employment, while also providing deeper insight into factors that could shape the industry and New York City's economy in the coming years. The report remains a Building Congress signature publication and is widely circulated among business, labor, and policy communities.

NYC•EDU: Building a 21st Century College Town

In its groundbreaking report, *NYC•EDU: Building a 21st Century College Town*, the Building Congress quantifies the extraordinary breadth of recent, ongoing, and planned investments in the physical campuses and facilities of New York's 105 colleges and universities, which collectively educate more than a half million students citywide. The report also measures the enormous economic benefits the City derives from these institutions and their capital projects. It concludes with a series of recommendations designed to ensure continued progress on higher education projects, while also leveraging these investments as a means of diversifying the economy, creating jobs, and sparking new industries.



ELECTRONIC PUBLICATIONS

New York City Construction Outlook Update

Now in its seventh year, the Building Congress *New York City Construction Outlook Update* series accesses the latest data on a range of building industry indicators to provide a monthly snapshot of conditions and trends affecting all sectors of the industry. The publication, which blends raw data with timely commentary, focuses on such areas as construction starts, employment, economic impacts, residential spending, and workforce demographics, as well as the outlook for commercial and institutional development. Recent editions have examined capital investments made by cultural institutions, spending activity on alterations and renovations, and the status and allocation of disaster recovery funding received by New York City in response to Superstorm Sandy.



Infrastructure Update

In early 2010, the Building Congress launched *Infrastructure Update*, a data-driven analysis of infrastructure policy and budgetary programs. The web-based publication examines the prospects and challenges facing the various City, State, regional, and federal entities entrusted with the maintenance and expansion of the City's critical infrastructure systems. Recent editions have focused on the City's Preliminary Fiscal Year 2016 Capital Budget, the MTA's Capital Plan for 2015–2019, and a Building Congress request that the State of New York dedicate the more than \$5 billion from legal settlements with major banks to fund badly needed infrastructure investments.

(e)Update

In keeping with the need for members, policy makers, and the news media to remain up-to-date



on late-breaking developments and industry priorities, the Building Congress publishes periodic, policy-focused *(e)Updates*. Recent editions of the electronic publication, which combines policy updates with a call to action, have addressed the Building Congress 2015 Policy Agenda, the importance of the MTA Payroll Mobility Tax, and the formation and goals of the Building Congress Task Force on Innovation and Best Practices.

RoundUp

Launched in 2014, the Building Congress bimonthly newsletter, *RoundUp*, provides updates on recent activities within the diverse Building Congress program areas and the latest news from Building

Congress members. *RoundUp* also announces upcoming special events and committee meetings.

An archive of Building Congress and Building Foundation research publications is available at buildingcongress.com.

New York Building Foundation



As the charitable arm of the Building Congress, the New York Building Foundation has raised and distributed millions of dollars to pursue a dynamic program of research, education, and philanthropy. These efforts have focused on promoting the growth and well being of the New York City building industry as well as the greater community of New York City residents.

The Building Foundation got its start by undertaking small renovation projects for community services centers and has grown considerably in its scope and impact. Over its 17-year

history, the Foundation's activities have expanded to include: grants for educational programs aimed at developing interest in the industry among elementary and high school students; scholarships for students of all ages to pursue careers in the building professions and trades; programs to encourage clean, safe worksites; and research on issues impacting both the building industry and the City's economic future. And in the times of greatest need, the Foundation has stepped up—with the establishment of the World Trade Center Memorial Fund in 2001 and the Hurricane Sandy Recovery Fund in 2012.

The Building Foundation depends on the support of firms and individuals committed to leveraging the building industry's talents and resources for the benefit of all New Yorkers. Every effort is made to attract widespread participation in Foundation activities and to publicize the voluntary contributions of the industry to the City of New York.

To learn more about the Building Foundation, please visit nybuildingfoundation.org.



Events

The New York Building Congress has made its mark as the premier industry organization for bringing together important players from across the design, construction, and real estate community, as well as those government officials entrusted with planning, funding, and building New York City's infrastructure projects, economic development initiatives, and capital programs.

The variety of Building Congress policy forums, awards galas, and special events provide members with the opportunity to debate and influence emerging issues, salute the achievements of colleagues, and network with associates across industry sectors.

For 25 years, the **Building Congress Construction Industry Forum** series has served as a platform for City, State, and federal officials to discuss capital plans and receive feedback from the building industry. Recent highlights include: **New York State Department of Transportation Commissioner Joan McDonald** and **New York City Department of Transportation Commissioner Polly Trottenberg** in June 2014, addressing the transportation priorities of the Cuomo and de Blasio administrations; the annual Construction Outlook Forum in October 2014, featuring remarks by **Deputy Mayor for Housing and Economic Development**

Alicia Glen and the release of the latest Building Congress multiyear construction forecast; the Annual Membership Meeting and Construction Industry Luncheon Forum in January 2015, with remarks by **Craig Stewart, Senior Director, MTA Capital Programs**, who outlined the MTA's five-year capital plan; and an April 2015 Forum that featured **New York City Economic Development Corporation President Kyle Kimball** and remarks by **New York State Attorney General Eric T. Schneiderman**.

Nearly 2,200 members and guests joined the Building Congress to honor a group of exceptional men and women whose professional and personal accomplishments have



helped shape and improve the City. Honorees at the **2014 Industry Recognition Dinner** and **94th Anniversary Leadership Awards Luncheon** included Charles L. Harrington, Chairman, Chief Executive Officer, and President, Parsons Corporation; Bradford Perkins, FAIA, AICP, MRAIC, Chairman, Perkins Eastman; Paul T. Williams Jr., President and Chief Executive Officer, DASNY; Richard Cavallaro, President and Chief Executive Officer, Skanska USA; Howard P. Milstein, Chairman and Chief Executive Officer, Milstein Properties, and Former Chairman, New York State Thruway Authority; and Alicia Glen, Deputy Mayor for Housing and Economic Development, City of New York.

In June 2014, the Building Congress held a **Membership Appreciation Reception**, where industry leaders gathered at the newly constructed One57. The event was an expression of gratitude to members for their involvement in and support of the Building Congress. Featured speakers included Gary Barnett, President, Extell Development, and City Council Member Daniel R. Garodnick.

The **Annual Golf Outing** was held in July at Westchester Country Club. Approximately 220 design, construction, and real estate industry leaders attended the outing for an opportunity to network in a more casual setting. Attendees completed rounds on both of the Club's celebrated courses in Rye, New York.

In February 2015, former New Jersey Governor Thomas H. Kean was the special guest at the **Building Congress PAC Luncheon**, which focused on the national political and economic outlook, while raising funds for the State and federal political action committee.

Other annual events raised support for and awareness of the important work of the New York Building Foundation. Most recently, these events included the **8th Annual Premier Wine Dinner**, the **13th Annual Theatre Benefit**, and an auction held at the Building Congress **Annual Golf Outing**.

Committees & Councils



Architects Leadership Council

Composed of New York City's largest architectural firms, the Architects Leadership Council discusses and advises the Building Congress on design issues facing the industry and the City.

CO-CHAIRS:

Richard Dattner, FAIA, Dattner Architects
Alexander P. Lamis, AIA, Robert A.M. Stern Architects LLP
Jill N. Lerner, FAIA, Kohn Pedersen Fox Associates, P.C.

Council of Presidents

The Council of Presidents includes leaders of industry organizations and associations who meet to discuss policy and broad issues affecting the industry.

CHAIRMAN:

John M. Dionisio, AECOM



Council of Industry Women's Organizations

The Council of Industry Women's Organizations was formed to provide industry women's organizations a forum to better communicate with one another and increase the impact of their collective voice. It includes women members on both the New York Building Congress Board of Directors and the New York Building Foundation Board of Governors.

CO-CHAIRS:

Doreen Bartoldus, National Association of Women in Construction
Jennifer Carey, Association of Real Estate Women
Porie Saikia-Eapen, Metropolitan Transportation Authority



Energy

The Energy Committee focuses on pressing energy issues for New York City, including the need for additional electric-generating capacity and ways to enhance energy conservation.

CO-CHAIRS:

John J. Gilbert III, Rudin Management Company, Inc.
Jorge J. Lopez, ConEdison Solutions, Inc.

Healthcare

The Healthcare Committee looks at the financing, design, and development of infrastructure for one of the largest sectors of New York City's economy. Particular attention is given to the City's public hospital system, new and proposed projects at major healthcare facilities, and innovative financing tools.

CO-CHAIRS:

Richard Kennedy, Skanska USA Building Inc.
Steven Pressler, STV Group, Inc.
Vicki Match Suna, NYU Langone Medical Center



Higher Education

The Higher Education Committee explores ways the Building Congress can strengthen its advocacy of design and construction activities in the educational sector.

CO-CHAIRS:

Lynne P. Brown, New York University
Joseph A. Ienuso, Columbia University

Planning, Growth & Sustainability

The Planning, Growth & Sustainability Committee monitors City and State economic development initiatives and key private sector development trends. The committee also considers the impact of regulatory procedures on economic development and opportunities for resource-conserving design and construction.

CO-CHAIRS:

Sabrina Kanner, Brookfield Property Partners L.P.
Chris McCartin, Tishman Speyer

Public Building & Procurement

The Public Building & Procurement Committee monitors the New York City School Construction Authority, the New York City Department of Design and Construction, the New York City Department of Housing Preservation and Development, DASNY, and other builders of public facilities in New York City. The committee also focuses on efforts to make public procurement and construction practices more efficient and productive.

CO-CHAIRS:

Husam Ahmad, HAKS
Cosema E. Crawford, The Louis Berger Group
Edward J. Henderson, Triangle Equities

Task Force on Innovation and Best Practices

The Task Force identifies, evaluates, and recommends innovation and best practices throughout the industry with the goal of improving how New York City's built environment is designed and constructed. Six Task Force committees

have been formed to focus on building technology and project delivery, government procurement and procedures, work force development, product and process innovations, site management, and improved communications among all stakeholders.

CHAIRMAN:

Thomas Z. Scarangelo, Thornton Tomasetti

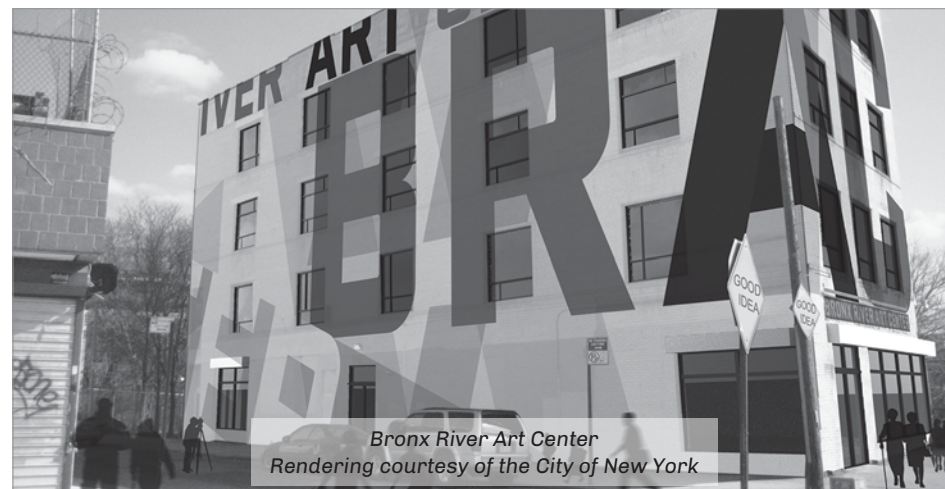
Transportation & Infrastructure

The Transportation & Infrastructure Committee looks at the capital programs of the City of New York, the MTA, the Port Authority of New York & New Jersey, the New York State Department of Transportation, and other government agencies responsible for building the City's core infrastructure. The Committee also monitors relevant legislation and policy issues impacting the City's infrastructure.

CO-CHAIRS:

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For more information visit buildingcongress.com

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Up to four contacts from your organization receive all mailings, including the annual Membership Directory, newsletters, *(e)Updates*, Annual Report, legislative and research reports, committee information, and invitations to all events, and are linked to buildingcongress.com.

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In addition to all Membership Benefits, Sponsors receive one guest invitation to all Construction Industry Breakfast Forums.

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Members are leaders in the Building Congress and are active in committees and other activities. In addition to all Membership Benefits, President’s Council Members receive two guest invitations to all Construction Industry Breakfast Forums and are listed prominently in Building Congress publications.

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Members are leaders in the Building Congress, helping to chair committees and set the organization’s agenda. In addition to all Membership Benefits, Directors Council Members receive two guest invitations to all Construction Industry Breakfast Forums, one guest invitation to all Luncheon Forums, and are listed prominently in Building Congress publications.

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To encourage certified M/W/DBEs to join the Building Congress, a special \$1,000 membership rate is available. Please provide a copy of certification with the Membership Application.

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Ethics & Responsibility

The New York Building Congress promotes the interests of the greater building community of New York City and its environs through the membership of individuals, companies and organizations, including contractors, architects, engineers, unions, real estate managers, developers, owners, and associations. The Building Congress supports the growth and success of the construction industry and the responsible development of the region and strives to maintain and broaden the public's confidence in the construction industry.

1. The Building Congress involves a membership dedicated to honesty, integrity, and fair dealing. This Statement of Ethics and Responsibility expresses the particular commitments expected of Building Congress membership. Membership in the New York Building Congress is voluntary. By accepting membership, a member commits to adhere to the principles set forth in this Statement.

2. Members shall conduct all their business in an honest and ethical manner, abiding the requirements of laws and regulations.

3. Members are committed to refraining from any act discreditable to the industry. Consistent with this commitment, members shall not:

- a. knowingly violate laws and regulations;
- b. knowingly offer false testimony to any governmental or other regulatory body or official;

- c. offer or make any payment or gift to a public official, or a person employed by a potential customer or client, with the intent of influencing the recipient's judgment in connection with an existing or prospective project in which the member is interested;
- d. accept payment or gifts that are intended to influence their judgment in the case of members serving in a public capacity or representing the interests of their employer;
- e. knowingly allow unsafe practices that could jeopardize the safety, health, and welfare of workers or the public;
- f. knowingly allow practices that discriminate against individuals or companies based upon race, gender, age, creed, sexual orientation, or national origin.

4. Members are responsible for adherence to this Statement.

5. Members should embrace the spirit and letter of the law governing their professional affairs and should promote and serve the public interest in their personal and professional activities.

6. Organizational members are free to set particular standards applicable to them.

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NEW YORK BUILDING CONGRESS

44 West 28th Street, New York, New York 10001

212.481.9230

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