

A composite image featuring the New York City skyline. The top half shows the One World Trade Center and the modern, curved facade of Penn Station. The bottom half shows a busy street scene with yellow taxis and cars in front of Penn Station. Large red letters 'NY' and 'BC' are overlaid on the top and bottom halves respectively.

NY

2016 NEW YORK BUILDING CONGRESS ANNUAL REPORT

BC

MISSION STATEMENT

The New York Building Congress, a broad-based membership association celebrating its 95th 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 435 constituent organizations consisting of 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.

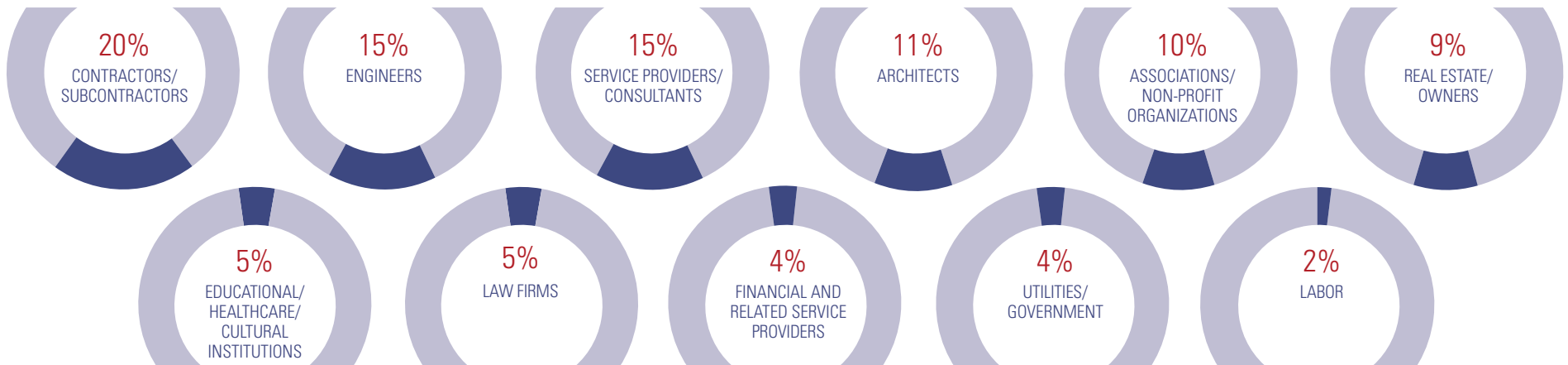
To foster relationships and cooperation, the Building Congress sponsors consensus-building activities and encourages a free exchange of ideas among leaders of industry associations, businesses, and the public sector.

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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MEMBERSHIP BY INDUSTRY SECTOR



MESSAGE FROM THE CHAIRMAN AND THE PRESIDENT

As construction activity in New York City reaches historic levels, how our industry does business takes on increasing importance. The more we build, the greater our impact on the City, and the greater our responsibility to clients, employees, and communities to manage work safely, ethically, efficiently, and more inclusively.

Raising the stakes even higher, the greater the workload the more visible and, therefore, more vulnerable we are to outside scrutiny that can affect our reputation and stature in the City.

So what can we do to meet these various responsibilities as well as maintain and broaden the public's confidence in the construction industry?

First and foremost, we must double down on our commitment to safety. An increase in worksite injuries and fatalities, particularly on nonunion jobs, has coincided with the recent surge in construction activity. The design, construction, and real estate industry must not treat these occurrences as unavoidable consequences of the building boom. Instead, all stakeholders must strengthen their efforts to ensure that workers are being properly trained and supervised and that best safety practices are being replicated at job sites throughout the five boroughs.

Our commitment to honesty and integrity must likewise be reinforced. While our industry spends considerable time talking about what we build, we need to spend more time talking about the values and ethics that should govern how we build. We must work harder to articulate the high standards of honest, ethical, and law-abiding behavior expected industry-wide and take the necessary steps to cultivate a workforce that understands them.

We also must work harder to attract, train, and retain a more diverse workforce. Aside from being the right thing to do, it's good for our industry. Research shows diversity breeds creativity and innovation while enhancing problem-solving in the workplace.



This makes more concerning a recent New York Building Congress finding that the already small number of women and non-Hispanic minorities in New York City's construction industry declined in 2014.

Fortunately, this decline is not irreversible. Our industry can help turn the tide by increasing our support of those organizations that promote careers in design and construction through a range of educational and mentoring programs for men and women of all ages, ethnicities, and educational backgrounds.

Finally, if we are to help meet the demands of a growing City, the building community must seek greater efficiencies in delivering projects. We need to stretch beyond our comfort zones to try new ways of doing things, from embracing new technologies and best practices to working with government to streamline procurement processes and promote alternative project delivery methods, such as design-build and public-private partnerships, to build critical infrastructure.

The building community has a collective responsibility to meet all of these challenges, and the Building Congress must play a leading role. No other organization can so effectively bring together the diverse sectors of the industry. If you are a member, you are encouraged to actively participate; if you're not a member, now is the perfect time to join. It is by working together that we will succeed in making how our industry does business as impressive and inspiring as what we build.

A handwritten signature in black ink, reading "Richard Cavallaro".

Richard Cavallaro, Chairman

A handwritten signature in black ink, reading "Richard T. Anderson".

Richard T. Anderson, President



THE SKY'S

New York City has undergone an amazing transformation over the past decade.

This transformation is readily apparent on the skyline, where a host of supertall towers have joined New York City's most iconic structures, and at street level, where new neighborhoods have taken shape and impressive new transportation amenities, such as the World Trade Center Transportation Hub and the Number 7 subway extension, have opened to the public.

A NEW NEW YORK

Just as impressive — but far less appreciated — are the enormous economic and demographic changes that have occurred since the end of the Great Recession. These changes have been every bit as transformative and have served to underpin our industry's remarkable strength over the past five years.

Since the previous peak of 2008, New York City has added over 430,000 new jobs. More than a quarter of a million of those jobs were created in 2014 and 2015 — perhaps the best two-year gain in the City's history. A total of 4.2 million people are now working in the five boroughs, and nearly 60 percent of the City's population is currently employed — the highest level in at least four decades.



THE LIMIT

This expansion has been geographically dispersed — with much of the job growth occurring in Brooklyn and Queens, followed by the Bronx, where employment has increased by 23 percent over the past two years.

New jobs are being created in a wide range of market sectors, including technology, media, healthcare, higher

education, and tourism, further diversifying an economy that for decades has been dominated by the financial industry.

And along with drawing top talent to some of the best companies in the world, New York City is attracting tourists and new residents in ever-increasing numbers. The Big Apple welcomed more than 58 million

visitors in 2015 alone, breaking a record for the sixth consecutive year. What's more, NYC & Company recently predicted that nearly 60 million people will visit New York this year and that the 67 million mark could be reached by 2021.

The City's population has grown considerably, too — by more than 300,000 people over the past five

years and by nearly half a million since the turn of the century. That is by far the biggest increase in any American city over that same time period. In fact, New York City has added more residents over that period than Los Angeles, San Francisco, Washington, D.C., Boston, and Chicago combined.

New York Wheel, Perkins Eastman/S9
Architecture

CONSTRUCTION BOOMING

All of this economic and population growth has helped fuel the second building boom in the span of a single decade. With soaring confidence in New York City's future, the private sector is investing tens of billions of dollars annually in new housing, offices, hotels, and attractions.

An amazing \$40 billion worth of construction projects were initiated across the five boroughs in 2015, and the New York Building Congress forecasts construction spending will increase even further to \$41 billion in 2016 and \$40.8 billion in 2017.

More new office space is being built than at any other point in the past quarter of a century. Spending on residential construction is at an all-time high and is likely to produce more than 90,000 new units between 2015 and 2017. New hotel rooms have been added at a blistering pace, and the City's bedrock cultural institutions and schools of higher learning continue to expand and modernize.

CHALLENGES OF SUCCESS

Of course, this spectacular growth does not come without the challenges that are brought about by success.

Given all this construction activity, New York City's labor supply is being stretched to capacity. To meet demand, the building community must redouble its efforts to recruit and retain a far more diverse and well-trained workforce. The industry must also be vigilant about safeguarding the health and quality-of-life of the City's residents and workers who encounter construction sites every day.

In addition, the design, construction, and real estate industry must make a commitment to promote innovation and building to the highest possible

standards for safety, efficiency, and cost-effectiveness.

Perhaps most importantly, New York's leaders in government must make it a top priority to invest in the modernization and expansion of the vast infrastructure networks that serve as the lifeblood of the region's economy and quality of life.

While the residents, tourists, students, and jobs pouring into New York City are helping to fuel the building boom, they also are putting extraordinary pressure on the City's aging infrastructure.



Ambulatory Wing of Mount Sinai Queens, Courtesy of Davis Brody Bond



Rendering of One Manhattan West, Courtesy of Brookfield Properties, Credit: Miller Hare

THE INFRASTRUCTURE IMPERATIVE

To accommodate current and anticipated growth, New York must ensure that the capacity of its roads, bridges, transit, airports, schools, parks, and other public works grows in lockstep with its residential neighborhoods and commercial districts.

Unfortunately, after years of straining to keep pace with new development, New York City is in danger of falling further behind.

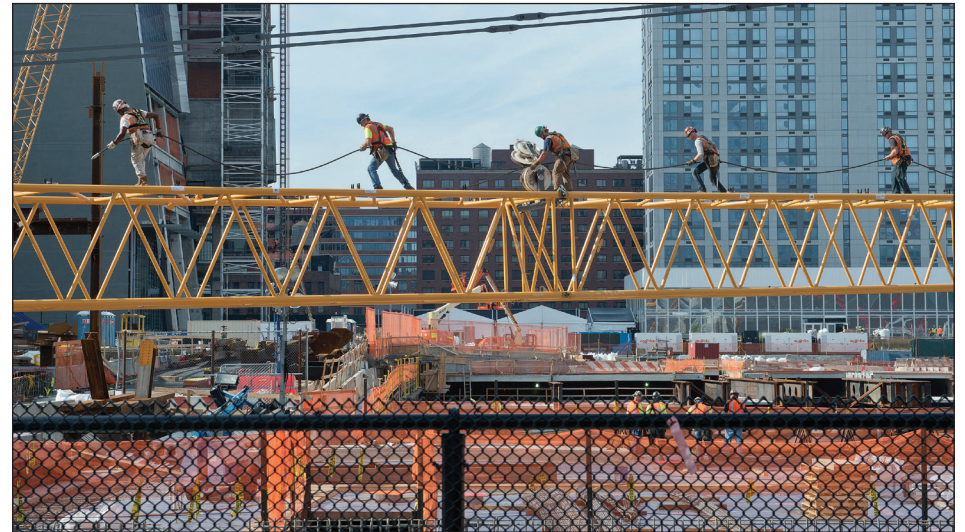
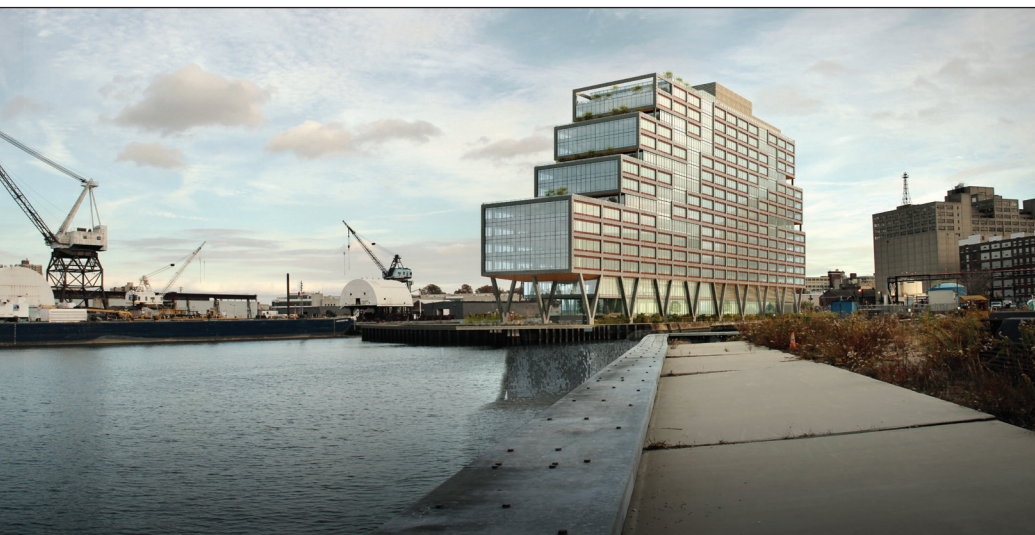
According to the Building Congress' most recent three-year forecast, 2015 government spending was at its lowest level since 2001 and down 38 percent from its peak year of 2008. Increases in government spending are anticipated in the coming years; however, even the expected \$16.3 billion in spending for 2017 would fall short of the inflation-adjusted investments that were made annually from 2005 through 2012.

Such declines are a source of concern in any year, but even more so in a period of skyrocketing private investment and solid



World Trade Center Transportation Hub (above) and 30 Park Place (right), Credit: Joe Woolhead





economic growth. As if meeting these increasing demands were not challenging enough, New York City's infrastructure is in need of billions of dollars in additional investments targeted at fortifying its systems against the rapidly growing threat of extreme weather events.

To their credit, New York's elected leaders have stepped up recently with a number of major initiatives designed to dramatically increase the region's

transportation capacity while also adding to the City's housing stock and office inventory.

As part of its 2016 Policy Agenda (see page 8), the Building Congress has prioritized advancing these initiatives, which include redeveloping LaGuardia Airport, building the Amtrak Gateway project, and completing the East Midtown rezoning.



SUSTAINING THE MOMENTUM

New York City is more popular today than ever. People from around the world see New York City in 2016 as the greatest place on earth to visit, study, work, and raise a family.

They are drawn to New York's safe and dynamic neighborhoods; to the world's most creative companies; to

New York's arts, culture, and other attractions; and to the educational opportunities offered at the more than 100 colleges and universities across the five boroughs.

Of course, there will always be ups and downs in the economic cycle, which is a fact of life in an increasingly interconnected and global economy.

But given the sheer breadth and

depth of the City's strengths and desirability, New Yorkers should expect that the dips will not be severe or last quite as long as in other cities.

And as long as the region's elected officials are willing to invest for the long-term, then the sky is truly the limit for New York City in the 21st century.



Page 6 images: Harlem RBI Dream Charter School, Perkins Eastman (top left); Dock 72, Courtesy of Rudin Management Company, Inc., Credit: S9 Architecture (middle left); High Bridge, Courtesy of NYC Department of Design and Construction (bottom left); Number 7 subway extension, Courtesy of Metropolitan Transportation Authority, Credit: Patrick Cashin (top right) • Page 7 images: Brooklyn Queens Connector, Courtesy of Friends of the Brooklyn Queens Connector (left); Dryline, Bjarke Ingels Group (right); Brooklyn College, The Barry R. Feirstein Graduate School of Cinema in the Brooklyn Navy Yard at Steiner Studios, Dattner Architects, Credit: Chris Cooper (bottom right)

ADVOCACY

Throughout its 95-year history, the New York Building Congress has served as a leading advocate of city-shaping capital investments; ongoing maintenance and strategic expansion of the region's vast infrastructure network; and sensible public policy aimed at improving the way New York builds.

The organization's 2016 Policy Agenda focuses on each of these objectives, with a strong emphasis on support for a number of critical infrastructure projects unveiled over the past year; further increasing New York City's capital budget; and improving capital planning, procurement policies, and project management practices.

Infrastructure Expansion

Governor Andrew M. Cuomo has outlined a historic \$100 billion infrastructure agenda that, if realized, will vastly improve, modernize, and expand the City's transportation network while also stimulating billions of additional dollars in private investment.

The Building Congress has made advancing the following key elements of the Governor's infrastructure agenda a top priority in 2016:

- Ensuring full-funding for the \$27.98 billion 2015-2019 **MTA capital plan** and a \$27.14 billion six-year capital program for **New York State's roads and bridges**.
- Funding, design, and construction of the **Amtrak Gateway** project, which would ease rail congestion and increase tunnel capacity under the Hudson River, while also providing a vital measure of redundancy in the system.

- Creation of the **Empire Station Complex**, which would pair redevelopment of the existing Penn Station with fast-tracking the ongoing construction of the Moynihan Train Hall within the Farley Post Office building.
- The total reimagining and reconstruction of **LaGuardia and JFK Airports**, which would be transformed into modern, efficient, and attractive gateways worthy of New York City.
- Construction of a new, **third track along the Long Island Rail Road (LIRR) Main Line**, which would improve service by reducing congestion and train delays as well as enable reverse commuting to jobs on Long Island.
- Expansion of the **Jacob Javits Center**, transforming it into the nation's largest convention space and ensuring it remains a top venue and economic generator for the City and State.

“The Building Congress is committed to working alongside our leaders in government to improve New York's infrastructure systems and pave the way for further economic growth and job creation throughout the State.”

Richard T. Anderson, President, New York Building Congress



Rendering of new LaGuardia Airport, Courtesy of Governor Andrew Cuomo's office

Ongoing Investment

Sustaining New York City's economy and quality of life requires ongoing investments in the City's extensive physical infrastructure.

Mayor Bill de Blasio, building on the robust investments of the previous administration, has made significant contributions to the City's capital program during his first term and has committed to help underwrite a significant portion of the MTA capital program. But the City must do more to address the increased strain being placed on its aging infrastructure by record levels of population growth, job growth, and private development.

The Building Congress has launched a new Capital Budget Campaign to raise awareness of the City's growing capital needs and urge specific strategies to meet them. Detailed in *Building a Better NYC Capital Budget*, those strategies include the City's development of a **comprehensive capital planning** process and identification of long-term priorities to guide capital investment decisions; meaningful changes to the City's **project planning and procurement processes** to reduce costs and increase efficiencies in delivering public works; and adoption of new **dedicated revenue streams** to fund the capital budget.

Legislative Priorities

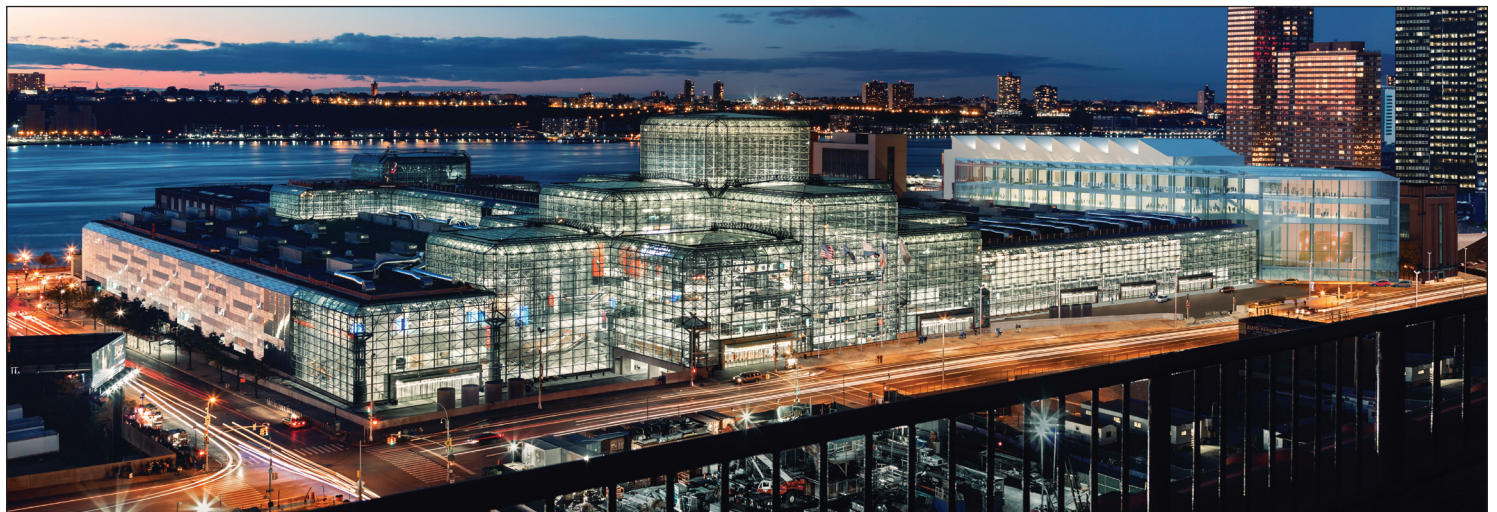
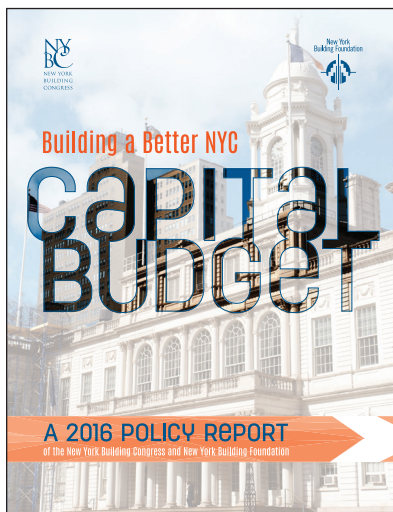
The Building Congress has offered illustrative examples of dedicated revenue streams to support new and existing infrastructure, including uniform tolling of vehicles entering Manhattan's central business district, increasing the Petroleum Business Tax, and

reinstating the commuter tax. Encouraging consideration of these and other revenue options, all of which would require State legislative approval, will be among the Building Congress' leading legislative priorities.

In addition, the Building Congress will continue to press for State legislation allowing broader use of **public-private partnerships** and **design-build**, both of which promote innovative financing and increased efficiencies in the management of major infrastructure projects. While both alternative project delivery methods have a record of success in New York, authority to use them has been statutorily limited to select State agencies and authorities.

Working in partnership with other statewide design and construction associations, the Building Congress also will continue to advocate passage of the New York State **Emergency Responder Act**, which reduces the liability risks faced by building industry firms that come to the City's aid in times of government-declared emergencies.

Supporting strategic economic development initiatives will likewise remain a high priority. In particular, the Building Congress will do its part to push for completion of the **East Midtown rezoning** plan, which will permit responsible renewal of one of the City's prime office districts, facilitate infrastructure investment, generate job growth, and expand the City's tax base.



Rendering of expanded Jacob Javits Center, Courtesy of Governor Andrew Cuomo's office, Credit: FXFOWLE, Epstein and Neoscape, Inc.

RESEARCH AND PUBLICATIONS

The New York Building Congress, with support from the New York Building Foundation, has developed a highly-regarded 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.

Tapping 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 businesses, labor, government, and the media.

BUILDING INNOVATION • *Building Innovation* highlights the work and recommendations of the Building Congress Task Force on Innovation and Best Practices, which spearheaded a wide-ranging initiative to promote construction innovation and improve the way New York City builds. The report illustrates the potential for productive change in how the City's built environment is designed and constructed, focusing on government procurement and procedures, LEAN construction practices in project delivery, and new construction shed designs for better site management.



Electronic Publications

NEW YORK CITY CONSTRUCTION OUTLOOK UPDATE • Now in its eighth year, the *New York City Construction Outlook Update* series accesses the latest data on a range of key 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 construction spending, and workforce demographics, as well as the outlook for commercial and institutional development. Recent *Updates* have examined capital investments made in the educational sector, construction costs, and the value and type of new construction starts broken down by borough.



INFRASTRUCTURE UPDATE

• In early 2010, the Building Congress launched *Infrastructure Update*, a data-driven analysis of key infrastructure policy and budgetary programs. The web-based publication examines the prospects and challenges facing all 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 de Blasio administration's Preliminary Fiscal Year 2017 Capital Budget, the status of government efforts to commit funds and begin work on storm resiliency projects across a broad range of critical infrastructure, and in-depth examinations of the capital budgets of the New York City School Construction Authority, Department of Environmental Protection, and Department of Transportation.

(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' 2016 Policy Agenda, progress on Amtrak's Gateway Program, and the importance of the MTA Payroll Mobility Tax.



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

Serving as the charitable arm of the Building Congress, the New York Building Foundation has raised and distributed millions of dollars in pursuit of 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 carrying out small renovation projects for community services centers and has grown considerably in its scope and impact.

Over its 18-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, including a Construction Shed Design Competition in 2015 that was undertaken in partnership with the Building Congress Task Force on Innovation and Best Practices; and research on issues affecting 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 relies 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.



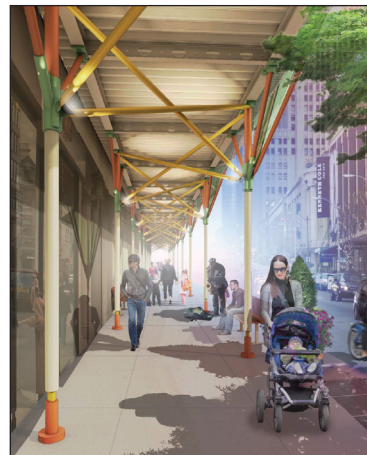
CONSTRUCTION SHED DESIGN COMPETITION WINNERS



Side+ Ways+ Shed by Francis
Cauffman Architects



SCAFFOLDWING by Gannett Fleming
Engineers and Architects, P.C.



(left) UrbanArbor by PBDW Architects and Anastos Engineering Associates;
(above) G-Shed by Gensler

EVENTS



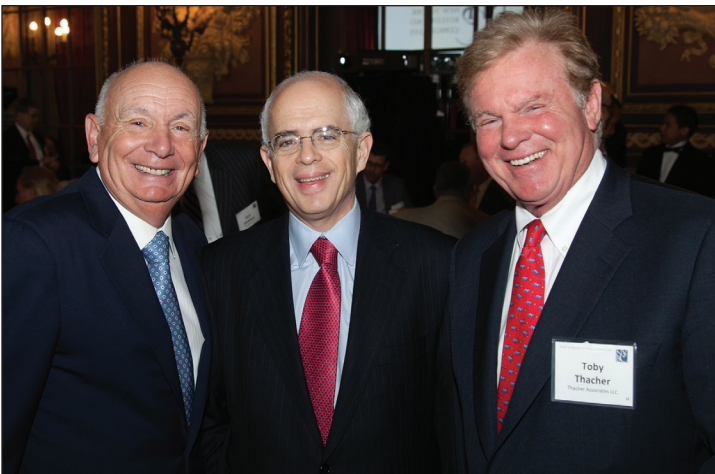
The New York Building Congress has earned a reputation as the premier organization for bringing together key players from the design, construction, and real estate industry, as well as government officials entrusted with planning, funding, and implementing public works projects and economic development initiatives in New York City.

The broad range of Building Congress policy forums, awards galas, committee meetings, and special events provide members with opportunities to discuss and influence emerging issues, salute the achievements of colleagues, and network with associates across all sectors.

For nearly a quarter century, 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 community. Recent highlights include **First Deputy Mayor of New York City Anthony E. Shorris** in June 2015, discussing

the de Blasio administration's OneNYC plan; **Ric Clark, Chief Executive Officer of Brookfield Property Group**, who provided an update on the Manhattan West development in September 2015; the annual Construction Outlook Forum in October 2015, featuring remarks by **New York City Economic Development Corporation President and CEO Maria Torres-Springer** and the release of the latest Building Congress multi-year construction forecast; the Annual Membership Meeting and Construction Industry Luncheon Forum in January 2016, with remarks by **Bill Mulrow, Secretary to Governor Andrew M. Cuomo**, who outlined the Governor's infrastructure investment program; and a March 2016 Forum that featured **New York State Department of Transportation Commissioner Matthew J. Driscoll**, who provided an update on the Agency's priorities and projects.

More than 2,000 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 **2015 Industry Recognition Dinner and 95th Anniversary Leadership Awards Luncheon** included Jay Badame, President and Chief Operating Officer, Tishman Construction - An AECOM Company; A. Eugene Kohn, FAIA RIBA JIA, Chairman, Kohn Pedersen Fox Associates, P.C.; Lorraine Grillo, President and Chief Executive Officer, New York City School Construction Authority; the Association of Contracting Plumbers of the City of New York, Inc.; Joseph G. Mizzi, President and Chief Operating Officer, Sciame Construction LLC; Thomas F. Prendergast, Chairman and Chief Executive Officer, Metropolitan Transportation Authority; and Scott Rechler, Chairman and Chief Executive Officer, RXR Realty.

In June 2015, the Building Congress held a **Membership Appreciation Reception** at the newly completed One World Trade Center. The event was an expression of gratitude to members for their involvement in, and support of, the Building Congress. The event concluded with a visit to One World Observatory.

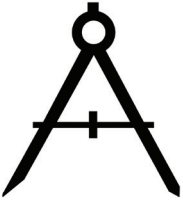
The **Annual Golf Outing** was held in July at the Westchester Country Club. Approximately 220 industry leaders attended the outing for an opportunity to network in a more casual setting. Attendees completed rounds on both of the Club's celebrated courses in Rye, New York.

In February 2016, Stuart E. Graham, Chairman of Skanska USA Inc. and Past Chairman of the New York Building Congress, was the featured guest at the **Building Congress PAC Luncheon**, which focused on the City's economic outlook and construction industry, while raising funds for the State and federal political action committees.

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



COMMITTEES AND COUNCILS

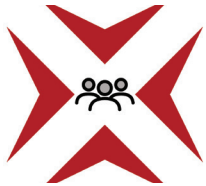


Architects Leadership Council

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-Chairmen:

Andrea Lamberti, AIA, *Rafael Viñoly Architects P.C.*
Richard Southwick, FAIA, *Beyer Blinder Belle Architects & Planners*

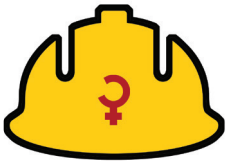


Council of Presidents

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

Chairman:

Thomas Z. Scarangelo, P.E., *Thornton Tomasetti*



Council of Industry Women

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

Co-Chairmen:

Aine M. Brazil, P.E., LEED AP, *Thornton Tomasetti*
Kathleen Culhane, *Nontraditional Employment for Women*



Council on Innovation and Best Practices

The Council on Innovation and Best Practices serves as a technical resource, forum, and advocacy group dedicated to advancing innovation and best practices within the New York City building industry and among all Building Congress stakeholders.

Co-Chairmen:

Carl Galioto, FAIA, *HOK*
Charles F. Murphy, *Turner Construction Company*
Feniosky Peña-Mora, *NYC Department of Design and Construction*
Thomas Z. Scarangelo, P.E., *Thornton Tomasetti*

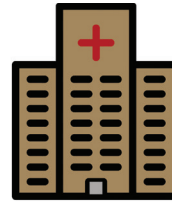


Energy

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-Chairmen:

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-Chairmen:

James T. Crispino, AIA, *Francis Cauffman Architects*
Maurice LaBonne, *NewYork-Presbyterian Hospital*
Richard Steimel, *Lend Lease (US) Construction LMB, Inc.*



Higher Education

The Higher Education Committee examines design and construction activity and trends in the higher education sector. The committee also explores ways the Building Congress can strengthen its advocacy of this sector's contributions to the City's construction market, quality of life, and economy.

Co-Chairmen:

Judith E. Bergtraum, *The City University of New York*
Lynne P. Brown, *New York University*
David M. Greenberg, *Columbia University*



Planning, Growth, and Sustainability

The Planning, Growth, and Sustainability Committee monitors State and City 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-Chairmen:

Maureen A. Henegan, *Henegan Construction Co., Inc.*
Kenneth D. Levien, FAIA, *Levien & Company*
Eli Zamek, *Vornado Realty Trust*



Public Building and Procurement

The Public Building and Procurement Committee monitors the NYC School Construction Authority, the NYC Department of Design and Construction, the NYC 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-Chairmen:

Husam Ahmad, *HAKS*
Mysore L. Nagaraja, *Spartan Solutions*
Elizabeth Velez, *Velez Organization*



Transportation and Infrastructure

The Transportation and Infrastructure Committee looks at the capital programs of the City of New York, the MTA, the Port Authority of New York and New Jersey, 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-Chairmen:

Edwin Christian, *International Union of Operating Engineers, Local 14-14B*
Michael Cobelli, *Skanska USA Civil Inc.*
Michael Sweeney, *HNTB Corporation*



PUBLIC AGENCY COUNCIL

Battery Park City Authority

Dennis Mehiel, *Chairman/CEO*
Shari C. Hyman, *President/COO*

Brooklyn Navy Yard Development Corporation

David Ehrenberg, *President/CEO*
Elliot S. Matz, *Executive Vice President/COO*

City University of New York

James B. Milliken, *Chancellor*
Judith E. Bergtraum, *Vice Chancellor for Facilities Planning, Construction & Management*

DASNY

Gerrard P. Bushell, *President/CEO*
Stephen D. Curro, P.E., *Managing Director of Construction*

Empire State Development

Howard Zemsky, *President/CEO*

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**Executive Committee Member*

ETHICS AND 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.

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 Building Congress is voluntary. By accepting membership, a member commits to adhere to the principles set forth in this Statement.

1. Members shall conduct all their business in an honest and ethical manner, abiding the requirements of laws and regulations.
2. 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; and
- f. knowingly allow practices that discriminate against individuals or companies based upon race, gender, age, creed, sexual orientation, or national origin.

3. Members are responsible for adherence to this Statement.

4. 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.

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







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