

GILBANE | *Advocacy*  
EVERYDAY

BUILDING MORE THAN BUILDINGS<sup>SM</sup>

*Strength*

*Wisdom*

*Precision*

EVERYDAY

In the construction trade, time serves as an ever-present and worthy adversary – one that will either wear down a company’s commitment to its core values or polish a reputation until it shines.

*Ingenuity*

More than 130 years have passed since Gilbane began building more than buildings. During that span, we’ve built a reputation for fairness, for having the discipline required to deliver consistently high performance and the flexibility to respond to the unexpected.

*Trust*

Time and again, we return to a few basic concepts to remain clear – with ourselves and our clients – regarding the qualities we value. These include unshakable integrity, a spirit of partnership and client advocacy and, above all, trust.

It’s our job as builders and managers to walk in our clients’ shoes and transform plans into schedules and deliverables into finished buildings. By doing so, we help you, our customers, reach your goals and succeed, every day.

EVERYDAY

*Gilbane*



Project Executive Mark Luria at the U.S. Capitol in Washington, D.C.

*Mark Luria surveys the U.S. Capitol with the curiosity of a freshman legislator, an architect's eye for detail and the wide-angle glare of a secret service agent.*

Luria is all that and more as the Gilbane project executive on the U.S. Capitol Visitor Center, a project awoken from a 30-year legislative slumber by a tragedy at the Capitol and then the events of September 11th.

“IT IS IMPOSSIBLE  
TO FORGET THAT  
OUR WORK HAS  
BECOME INTERTWINED  
WITH THE MOST  
IMPORTANT GOVERN-  
MENT ON EARTH.”

Mark Luria

Project Executive

The three-story, 580,000-square-foot visitor center – being built beneath the East Front of the Capitol – was no longer simply a secure point of entry, but also the primary egress route should the building come under attack. It is a construction project already complicated by a myriad of traffic, parking and political issues that suddenly also required the highest levels of perimeter security – including retina scans for every worker and explosive screening for every truck entering the job site.

Standing on a balcony overlooking what used to be the East Front Lawn, he explains the challenges of digging a three-story-deep, two-block-wide hole in the front yard of one of the world's most esteemed addresses. “This is the ‘People's Building’ and we have a deep respect for what it represents,” Luria says, “both as a construction challenge and as a national and international symbol.”

The building's tenants, 435 members of the U.S. House of Representatives and 100 members of the U.S. Senate, comprise one of the most informed and demanding clients Gilbane has ever serviced. “Nearly every one of the members has taken a personal interest in the project,” says Luria. “It's thrilling to realize a vision shared by so many influential people, but it's also tough to involve and satisfy so many constituents.”

“Working in the shadow of this dome, with presidents and prime ministers moving through the site, it's impossible to forget that our work has become temporarily intertwined with the daily operation of the most important government on earth,” Luria says. “We bring a strength of experience and a commitment that matches the significance of the job. We know that what we build here and how well we build it will become the standard for generations to come.”

EVERYDAY

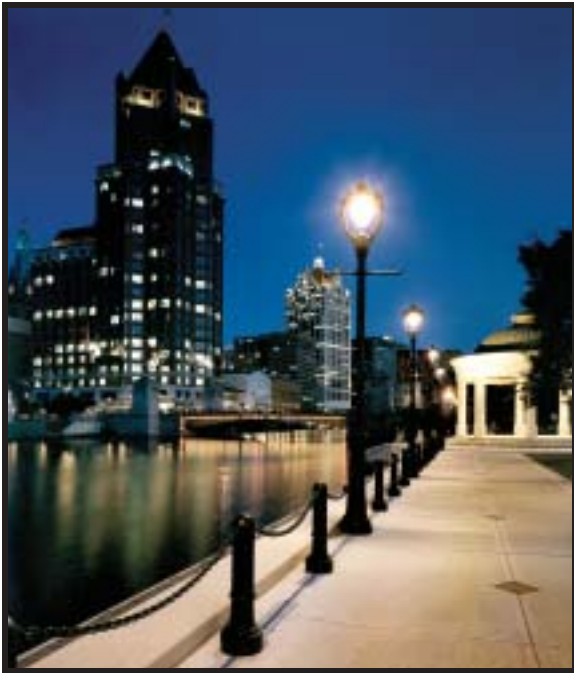
*Strength*

“It was an untapped resource. Look at the river today,  
you see people taking a stroll;  
RESTAURANTS AND STORES HAVE OPENED.”

Gary Grunau, Senior Vice President, Gilbane

depth

## RIVER REBIRTH



The RiverWalk brings new life to downtown Milwaukee

Downtown Milwaukee, Wisconsin, is in the midst of a rebirth. Gilbane is playing a vital role in making it come to life again. One of the marquis projects often credited with helping revitalize the city is the RiverWalk – a mile-and-a-half-long pedestrian pathway that is designed to bring people downtown to the water's edge.

With such a large urban project, it took fortitude to make it happen. Since the very beginning, Gary Grunau, senior vice president of Gilbane, was front and center in bringing together disparate constituencies from federal, state and local agencies to businesses located along the Wisconsin River; gaining consensus; getting the financing; and moving the project along the many steps from approval to permitting to building.

“It was an untapped natural resource. Look at the river today, you see people taking a stroll; restaurants and stores have opened. Property values have increased dramatically,” says Grunau.

Without that kind of strength of will and purpose, the RiverWalk could have languished as the good idea that never was – and nearly did. Today, the project is such a raving success that its expansion is a continuing effort.

## CALL FOR HELP



Ground Zero in New York City, weeks after the attack

Within hours after tragedy struck on September 11th, calls for help started pouring in to Gilbane's catastrophe response team (CAT-Response). Recovering from the physical decimation would require a massive effort that was a true test of strength.

Gilbane received calls from many insurance companies that needed assistance in evaluating the extent of damage and calculating the cost to rebuild. The company was able to quickly assemble a team of 25 people from Gilbane offices across the United States.

The team brought with it the company's expertise in estimating, scheduling and operations. Mobilizing those strengths was crucial in order to respond to the physical destruction of that magnitude. The ultimate goal was to help afflicted companies settle insurance claims and resume operations.

Gilbane provided services for 12 buildings adjacent to Ground Zero. The destruction varied from complete structural collapse to dust infiltration. For six months, the team worked long hours to get the buildings back into working order. Some buildings needed complete reconstruction while others required exterior cosmetic work.

"I think that everybody wanted to do something. We were lucky enough to be able to," says Ruth Renner, manager for Gilbane CAT-Response.

EVERYDAY

*Strength*



Project Executive Bill Carter, atop the Wilzig Hospital, Jersey City

*While the more famous view from midtown Jersey City looks east toward lower Manhattan, attention these days is focused west, to the nine-acre site of the long-anticipated replacement Jersey City Medical Center, the Wilzig Hospital.*

Residents have waited since 1985 for work to begin on a new community hospital – replacing the existing depression-era, art deco structure. Funding obstacles kept the project on the drawing board until the Federal Housing Administration agreed to insure a \$172.5 million mortgage.

Gilbane took on the job of managing a very aggressive construction schedule and the long-frustrated hopes of owner Liberty HealthCare System and several million residents who rely on the hospital for everything from emergency to maternity care.

“For many people this project has been 20 years in the making,” says Gilbane Project Executive Bill Carter. “As far as they’re concerned, we can’t build it fast enough. And they want it to be more than they ever dreamed possible.”

The project met its share of challenges, including a threatened delay in structural steel delivery. Carter and his team of managers, all experienced in hospital construction, saw a potential crisis in the making. Gilbane quickly flew a delegation of senior managers to Montreal to meet with the fabricator. They worked out an expedited schedule that called for subcontracting with smaller shops, and the steel arrived on schedule.

“A schedule like this does not allow time for fretting,” Carter says. “My core team averages more than 20 years in the business. These guys are champs. We knew how to assess each situation and then choose the right course of action.”

Carter says that personal attention from the top brass is a benefit of working for a family business. “The fact that Tom Gilbane comes each month for the principals’ meeting sets the tone for everything that follows,” Carter says. “From my perspective, that means I sleep a little better at night. A job that’s under these kinds of pressures doesn’t need surprises.”

“A JOB THAT’S UNDER  
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Bill Carter  
Project Executive

EVERYDAY

*Wisdom*

“Throughout the building process, we had confidence in the team.

GILBANE HAD THE INTEREST OF THE UNIVERSITY AT HEART  
and that’s what made it work.”

Frank Brewer, Associate Vice President for Facilities Management, University of Maryland

knowledge

## SMART GAME PLAN



Comcast Center Arena at the University of Maryland

The Comcast Center Arena for the University of Maryland was beset by obstacles – major design changes, unconventional structural elements and an immovable schedule. It was a project where so many things could have gone wrong. Instead, Gilbane applied its extensive knowledge and experience to find solutions and keep the project on track.

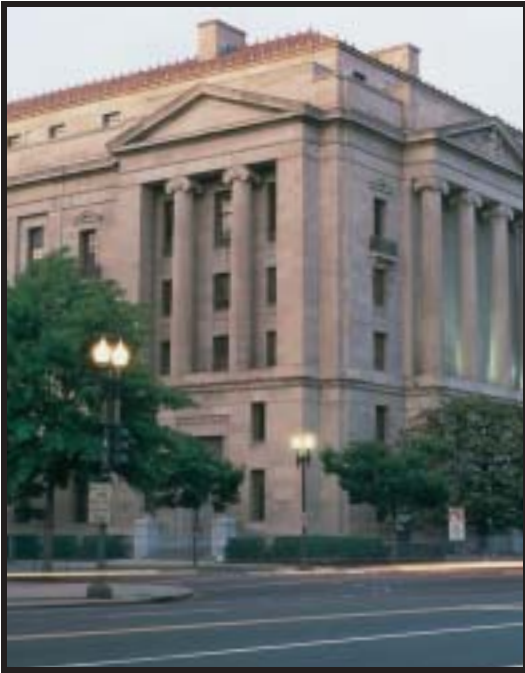
The \$107 million, 460,000-square-foot arena was designed into a steep hillside, which presented some of the initial challenges. The team, however, took advantage of the location by excavating less on one end to reduce construction costs. The result is a steep-sloped section that creates a wall-like effect of cheering students that can unnerve opponents.

The atypical design called for immense amounts of concrete to be placed for the 34-foot-high retaining walls in the basement and plaza-level slabs that required special scaffolding to support the large gang forms. The Gilbane team also had to erect four steel truss spans weighing a massive 295 tons – more than four, fully loaded Boeing 757s.

The gleaming sports facility opened on time for the Terrapins’ fall 2002 basketball season.

“Gilbane had the interest of the university at heart and that’s what made it work,” says Frank Brewer, associate vice president for facilities management at the University of Maryland.

## WISE CHOICES



Sen. Robert F. Kennedy Justice Center in Washington, D.C.

When faced with a complex, \$120 million modernization project at the Senator Robert F. Kennedy Justice Center in Washington, D.C., the General Services Administration (GSA) turned to Gilbane. A long-standing relationship with the federal agency, along with the company's nationally recognized experience in historic renovations that has yielded numerous prestigious reconstruction awards, were proof to the GSA that Gilbane would have the insights and expertise to lead the enormous, multiphase undertaking.

Gilbane oversaw a myriad of changes, including extensive mechanical, plumbing and electrical upgrades as well as a new, \$3.5 million secure command center complete with a high-tech reaction room for the U.S. attorney general.

As the building was transformed floor-by-floor, its fragile artwork demanded special attention. The justice center is home to one of the largest collections of federal art. The GSA entrusted Gilbane with protecting and restoring the magnificent mural walls, stone and metal sculptures and mosaic tile ceilings.

Managing such a project while the building was occupied took the wisdom that can only be gained through years of experience and execution.

EVERYDAY

*Wisdom*



Senior Project Manager Dave Yung at the University of California, Davis

“WE UNDERSTAND  
HOW IMPORTANT  
A PROJECT LIKE  
THIS IS TO A MAJOR  
RESEARCH UNIVERSITY.  
THE STAKES ARE VERY  
HIGH IN LIFE SCIENCES  
THESE DAYS.”

David Yung  
Senior Project Manager

*In the frenetic world of genomic science and biomedical research, newer and larger lab space is one of the carrots extended by universities competing for talent. “It’s almost like they’re showing a new house,” says Gilbane Senior Project Manager David Yung, as scientists eagerly toured the still-unfinished facility that will house cutting-edge experiments.*

Yung is ultimately responsible for delivering the six-story Genome and Biomedical Sciences facility at the University of California, Davis. U.C. Davis officials will invest more than \$100 million to concentrate various genome, biomedical engineering, pharmacology and toxicology research centers under one roof. The building will include special P3 level microbiology rooms and a world-class small animal imaging facility.

Gilbane’s experience in specialized laboratory and production facilities yields dividends on academic science buildings. “We understand from working on facilities for the drug discovery pipeline how important a project like this is to a major research university,” Yung says. “The stakes are very high in life sciences these days, and there is a sense of urgency surrounding any new construction.”

In particular, it’s the coordination and design of mechanical, electrical and plumbing systems that research facilities have in common. “Gilbane’s pharmaceutical industry experience has shown us the outer limits of what can be done,” Yung says. “Until you’ve looked above the production floor of a biotech plant and seen 40 feet of ceiling space, every inch of it filled with piping and various mechanical systems, you wouldn’t think that level of coordination is possible.”

Form does follow function in many instances in the scientific arena, according to Yung. “The researcher will tell you exactly the arrangement and elevation of certain piping, and it becomes almost a design-build situation. Going through it together we welcome challenges. We all put our heads together and resolve the issues.”

EVERYDAY

*Precision*

“Throughout the project, Gilbane looked out for Progressive as well as the contractors.

IT TRULY WAS A TEAM ENVIRONMENT.”

Greg Dollance, Corporate Facilities Manager, Progressive Insurance Company

expertise

## POWER LIFELINE



Power and network equipment in Progressive's data center

What does it mean to be there for your customers, anytime they need you? Progressive Casualty Insurance Company knows. It has distinguished itself in the insurance industry with the successful use of its Web site and toll-free phone numbers to provide round-the-clock service to its customers. To do this, however, Progressive needed a state-of-the-art data center to handle the voice and data traffic that is the lifeline of its business.

Gilbane had single-source responsibility for the delivery of a turnkey mission-critical data center that would meet Progressive's need to provide seamless, continuous availability to its policyholders. Gilbane Properties, Inc., a Gilbane sister company, served as the developer for the project and shouldered the responsibility for site location, financing, design and construction.

From the exterior, the data center is not much to look at. But the nondescript, 80,000-square-foot structure in Mayfield Village, Ohio, is packed with servers, wiring and all the components necessary to let rivers of information from all over the country flow in and out. The heart of the facility – its Uninterruptible Power Supply – keeps that data pumping without skipping a beat. A second, back-up generator system provides an additional safety net to ensure the operating systems will not go down due to power loss.

## BRAND-NEW SCIENCE



HGS' mammalian cell culture plant in 2000

Being a pioneer is never easy. For Human Genome Sciences, Inc. (HGS), it has meant blazing a new trail in the study of human genes and the development of pharmaceutical products based on genomics. Since 1992, as the company has grown, its need for new laboratory and research facilities has grown in tandem.

When HGS began building its new R&D complex on Johns Hopkins University's Belward Research campus in Rockville, Maryland, it did what any smart pioneer knows to do when breaking new ground: it turned to someone with experience who understands its needs. Gilbane managed

the construction and supported validation of HGS' manufacturing and development plant in 1999, the first building built on the campus. In quick succession, Gilbane built a mammalian cell culture facility in 2000, a quality control facility in 2001 and a three-building headquarters campus, including corporate offices, analytical labs and development labs. On a separate site Gilbane is also managing a 300,000-square-foot large-scale manufacturing facility.

Every step of the way, Gilbane's team of technical experts has been there to build the laboratories and plants that HGS has needed to continue its critically important work. Our knowledge of the unique and constantly changing needs of biotech and pharmaceutical facilities allowed us not only to build to HGS' exacting standards, but also to anticipate its needs, make suggestions to save on costs and deliver the structures faster.

EVERYDAY

*Precision*



Senior Project Manager Jim Penland at the Reliant Center, Houston

*Legend has it that “everything’s bigger and better” in Texas. That’s certainly true for the 1.3 million-square-foot Reliant Center. The Center is “big” enough to house 30,000 head of livestock during the annual Houston Livestock Show and Rodeo. Big also means tall and wide enough to assemble the latest deep-water drilling equipment during the annual Offshore Technology Conference.*

“MOMENTUM MEANS  
EVERYTHING ON  
A BUILDING OF  
THIS SIZE.”

Jim Penland  
Senior Project Manager

“It’s big,” says Senior Project Manager Jim Penland. The main exhibit hall alone measures more than two football fields wide and five football fields long. “We had 700 tradespeople working the site at one point, and still you could walk into whole sections of the building and not see a soul.”

Gilbane’s contribution to the project began early on, during the initial financing stages. In the middle of the planning and design process, Harris County officials decided to create a new government corporation to oversee construction and manage the new exhibit hall. With the change came an expanded vision for the Reliant Center, the latest addition to Houston’s Reliant Park campus, site of the Reliant Arena, the Astrodome and Reliant Stadium, home of the NFL Houston Texans.

Gilbane proposed a delivery method that would save significant dollars on the \$140 million project while giving the new entity greater control over budget and quality. One challenge of building a 30-acre structure was coordinating material delivery, sequencing work and deploying tradespeople in a way that conserved travel time. “Momentum means everything on a building of this size,” Penland says. “We wanted trade contractors to walk onto the job and see an organized and predictable workflow. That allowed the trades to get people and work in place quicker.”

The Reliant Center opened on time for the 2003 Livestock Show and Rodeo. The event kicked off with Go Texan Day, with Houstonians dressed in Western regalia, ready to enjoy the world’s largest barbecue cook-off.

EVERYDAY

*Ingenuity*

“Innovation is one of our core values

AND NOWHERE IS THAT VALUE MORE APPARENT

than in buildings like Building 220.”

William C. Steere Jr., Chairman Emeritus, Pfizer Inc.

# Inspiration

## A DIFFERENT ANGLE

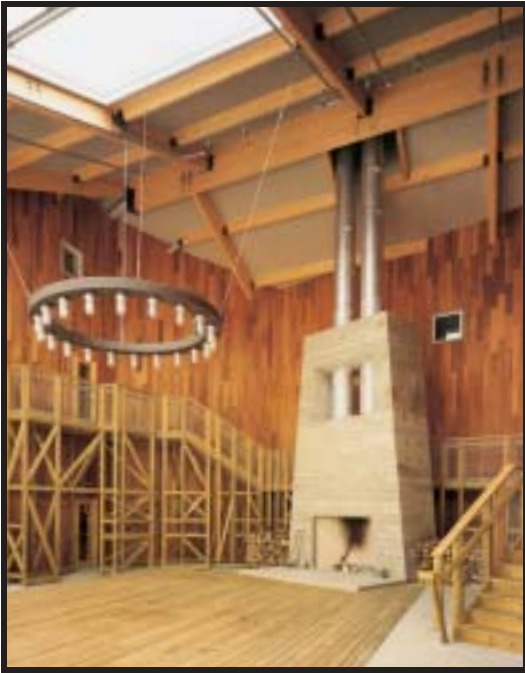


Curved walls and labs at Pfizer's Building 220

Pfizer Inc.'s Building 220 is the gateway to its enormous corporate research campus in Groton, Connecticut. The team assembled to build the discovery research laboratory adopted “Innovation” as its motto and for a very good reason. Much of the actual design and construction was made possible thanks to the imagination of the team. The 586,000-square-foot building's curved wings and center atrium form a butterfly shape, its wavy roof mirrors the nearby ocean swells and a rounded interior circulation path forms convenient meeting and interaction space designed to stimulate and relieve scientists from the rigidity of their work.

Creative solutions were needed every step of the way to make the unique facility a reality. Runs of piping, normally straight lines and right angles, were bent to follow the sweeping curves of the structure. An ever-present need for speed sparked new ideas to solve issues during construction, including an innovative procurement schedule and phased construction and commissioning plans. More than just an ideal, “thinking outside the box” was a requirement to see the building to completion.

## FASHIONABLY UNCONVENTIONAL



This fire pit is a key meeting place on the A&F campus

Deep in the woods of New Albany, Ohio, lies the sprawling, camp-style headquarters campus of clothing retailer Abercrombie & Fitch. True to its commercial brand, the complex reflects A&F's corporate culture: a casual, out-of-doors attitude so captivating to its youthful clientele.

The headquarters structure shields the heart of the campus from the site's bucolic surroundings. Anchoring one end of the village street is the Wexner Commons building, with its red-rusted Cor-Ten steel skin, exposed post-and-beam construction and finger-like mechanical ductwork sprouting up to the ceiling. At the other end, an outdoor meeting area, complete with a fire pit and rough-hewn seating. In the center stands the CEO "fire" tower office structure, where one can see for miles over the tops of the trees. In a nearby clearing, a 750,000-square-foot distribution center looms.

The project team was asked to manage the construction of a project that was unlike anything that had been done before, embodying techniques and materials that were sometimes quite contrary to traditional building. As complicated as it is unusual, the project demanded not only excellence in design and construction, but also the creativity born from fully embracing A&F's vision of its new home.

EVERYDAY

*Ingenuity*



Project Executive Tom Rogér at Wexler School in New Haven, Conn.

*How did New Haven's initial school-upgrade program transform into a 43-school, \$1.1 billion national model of community revitalization?*

"Trust," says Gilbane Project Executive Tom Rog er. "It took a couple of years for the mayor's vision and Gilbane's capabilities to come together. During that time we were establishing the trust needed to manage a program of this magnitude."

"IT TOOK A COUPLE OF YEARS FOR THE MAYOR'S VISION AND GILBANE'S CAPABILITIES TO COME TOGETHER. DURING THAT TIME WE WERE ESTABLISHING TRUST."

Tom Rog er

Project Executive

Four-term New Haven Mayor John DeStefano Jr. initially called upon Gilbane to pick up the management of his flagship school construction program. Mayor DeStefano says, "without Gilbane's experience and reputation for being tough but fair, this effort could have ended before it really began."

Gilbane quickly established oversight standards and assumed budget control. With a change in culture came improved results and new expectations. The community started asking for a plan beyond school repair to one of total community involvement and revitalization, Rog er says.

Mayor DeStefano asked Gilbane for a revised master plan: a 13-year program involving six new schools and renovation of 37 existing structures by 2011. Currently well into their partnership, the city and Gilbane have completed 11 schools valued at over \$300 million.

Step into the sunlit lobby of the newly renovated Isadore Wexler School (PreK-8), a few blocks from Yale University, and you see the true face of satisfaction. Principal Jeffy Frazier spent 34 years in the New Haven system, trying to make music rooms out of utility closets and apologizing to visitors about the lack of a public restroom. "I have everything here that I always wanted," Frazier says. Her wish list included a well-appointed auditorium for student performances and community events, a bright media center/library and a gymnasium that stays open late for neighborhood kids.

"Gilbane showed up on day one and they kept showing up whenever we had a question or a request," Frazier says. "They listened to the concerns of the community and turned words into action. A lot of people call this my building, but it's everyone's building. I like to say that this school became a family before it became a school."

EVERYDAY

*Trust*

“IF YOU FEEL LIKE YOUR GOALS ARE IMPORTANT

to the person across the table,

then you know they are making decisions on your behalf.”

Barbara White, Director of Project Management and Planning, Rice University

# relationships

## BUSINESS AS USUAL



The intricate façade of the Jones Graduate School of Management

Rice University's Jones Graduate School of Management features high-tech amenities designed to emulate the real business world. The school's simulated trading room includes Wall Street technology found in major trading firms. Classrooms are equipped with distance-learning technology for students in remote locations. The business information center provides students with everything from periodicals and annual reports to online retrieval of financial information.

Looking at the completed school, one might not guess how rocky the road to completion really was. To achieve this level of sophistication and complexity, the team surmounted many challenges: an ever-evolving schedule of just 22 months; disastrous weeks of delay after Tropical Storm Allison dumped more than 9 million gallons of water on the site; and a “just-in-time” installation of millions of dollars in business technology, purchased at the last hour possible to ensure it was the very latest available. To complicate matters further, Rice had enrolled more business students in anticipation of the opening of its new school, so the project had to be completed on time.

It was ready for the start of the fall semester.

“If you feel like your goals are important to the person across the table, then you know they are making responsible decisions on your behalf. That's the basis of the trust relationship we have with Gilbane,” says Barbara White, director of project management and planning for Rice University.

## DELIVERING DIAL TONE



Gilbane is helping SBC meet its customers' demands

Telecommunications giants like SBC Communications have a big responsibility to their customers: they must deliver a dial tone consistently and efficiently 24 hours a day, seven days a week. It's what their customers demand.

Gilbane's alliance with SBC Communications is to manage new construction, office renovations, mechanical upgrades and roofing programs for all facilities in Wisconsin and Illinois. Just as SBC's customers expect the dial tone every single time they make a call, SBC relies on Gilbane for the same level of consistency and immediacy in the services we provide. At times, that commitment means a Gilbane staff of 65 is on hand to support SBC's operations. For every project, no matter the complexity, the Gilbane staff has adopted SBC's mission and matched its commitment to excellence and constancy. It's what our client expects.

EVERYDAY

*Trust*

## *Our Core Values:*

*Integrity*

*Toughmindedness*

*Teamwork*

Gilbane provides a continuum of diverse facility services that deliver outstanding value to each client we serve.

We practice our core values in our work, giving our clients an experience of trust and customer advocacy that is unique in the business. We seek to positively transform the built environment, serving clients in multiple industries and facility types.

*Dedication  
to Excellence*

*Loyalty*

### **Office Locations**

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Albany, NY	Dallas/Fort Worth, TX	Phoenix, AZ
Atlanta, GA	Glastonbury, CT	Providence, RI
Austin, TX	Groton, CT	Raleigh/Durham, NC
Boston, MA	Houston, TX	Sacramento, CA
Chicago, IL	Jersey City, NJ	San Diego, CA
Charlottesville, VA	Lawrenceville, NJ	San José, CA
Cleveland, OH	Milwaukee, WI	Washington, D.C./
Columbus, OH	Nashua, NH	Baltimore, MD
	Philadelphia, PA	

*Discipline*

EVERYDAY

*Gilbane*



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