



# Commercial Construction

## Best Practices and Experiences

Daniel P. McQuade  
President  
Tishman Construction Corporation



Tishman Construction Corp.

[www.tishman.com](http://www.tishman.com)



## Overview

- ❑ Founded in 1898
- ❑ Privately-held
- ❑ Built 435 million square feet of space
- ❑ Expert at managing complex construction projects
- ❑ Headquartered in New York City  
➢ 900 employees in 10 US offices and Abu Dhabi
- ❑ Affiliated with Tishman Hotel & Realty
- ❑ 33 projects seeking LEED® certification currently under construction – more than any other firm

### Office Locations



Tishman's first project  
519 East Thirteenth St  
New York

Tishman's largest project  
City Center, Las Vegas



## Tishman Hotel & Realty



### Current Portfolio:

- 7 million square feet (11 properties)
- 7,390 hotel rooms
- 660,000 square feet of meeting space
- 290,000 square feet of retail space
- 59 restaurants



## Corporate History

**1957** Tishman builds its headquarters at 666 Fifth Avenue, New York, NY.

**1966** MSG built using CM methodology. Our first construction project for a third-party owner.

**1972** World Trade Center constructed. Tallest buildings in world at completion.

**1982** 600-acre EPCOT Center completed in Orlando.

**1986** Tishman completes a remarkable fast-tracked 28-week renovation of Carnegie Hall.

**1990** The Tishman-owned and built Swan and Dolphin Hotels open at Walt Disney World.

**1996** Construction of 4 Times Square, the first speculative green office building ever built, starts in New York City.

**2006** The Water Club at the Borgata opens. Tishman also built the original Borgata Hotel and Casino in 2003.

**2009** Reconstruction of historic Hoboken Terminal Clock Tower is completed.



## Industry Rankings

BUILDING

DESIGN + CONSTRUCTION

INSPIRING THE BUILDING TEAM

**2008 GIANTS 300  
TOP  
CONSTRUCTION MANAGERS**

		2007 VALUE* (in millions)	COMMERCIAL	INDUSTRIAL	INSTITUTIONAL	PRIVATE	OFFICE	HOTEL	MIXED-USE	MULTIFAMILY	GOVERNMENT	K-12 SCHOOLS	UNIVERSITIES	HEALTHCARE	OUTSIDE U.S.	RECONSTRUCTION
			%	%	%	%	%	%	%	%	%	%	%	%	%	%
1	5	Tishman Construction	3,555.40	65	10	15	70	35	40	5	10	15	5	5	5	20
2	2	Jacobs Engineering Group	3,516.36	2	70	28	69	1	1	1	18	2	2	4	4	41
3	3	Hill International	3,500.00	30	5	55	55	5	5	5	10	20	5	5	5	65
4	24	URS Corp.	3,000.00	8	2	88	5	5	3	5	2	48	15	6	10	10
5	1	Bovis Lend Lease	2,825.66	32	5	21	95	9	6	8	42	4	2	4	13	1
6	4	Heery International	2,400.00	12	—	80	—	6	—	—	21	58	3	11	1	20
7	7	Gilbane Building Co.	1,333.31	20	7	73	—	35	—	—	17	20	14	14	—	57
8	10	Parsons Brinckerhoff	1,250.00	25	10	40	20	11	8	2	20	40	6	6	2	40
9	13	Barton Malow	590.87	3	24	73	24	2	—	—	10	25	16	20	1	40
10	12	Swinerton	580.00	60	—	15	11	11	22	24	25	1	—	11	20	10



## A Green Leader

- ❑ Managed construction of the first sustainable commercial office tower - 4 Times Square
- ❑ Managed construction of first commercial office tower to achieve LEED certification in New York City: 250 Greenwich Street, 7 WTC
- ❑ Current Chairman and CEO Dan Tishman is also Chairman of the Board of the Natural Resources Defense Council
- ❑ Tishman has managed more than 50 million square feet of sustainable construction
- ❑ Tishman Sustainability Corp established to manage LEED and/or Green Globes certification process and provide specialized green construction consulting services.



Tishman's sustainable projects clockwise from top left:  
7 WTC, 4 Times Square, Vdara Hotel, Natural Resources Defense Council Headquarters



## Signature Projects



### Clockwise from left

- Freedom Tower  
• New York
- CityCenter  
• Nevada
- McCormick Place Expansion  
• Illinois
- Boston Convention and Exhibition Center  
• Massachusetts
- Strathmore Concert Hall  
• Maryland
- Trans-Hudson Express Tunnel  
• New Jersey



## One World Trade Center



New York, NY

**CLIENT**  
The Port Authority of NY and NJ

**PROJECT TYPE**  
New construction - office building

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
4/06 – 6/12

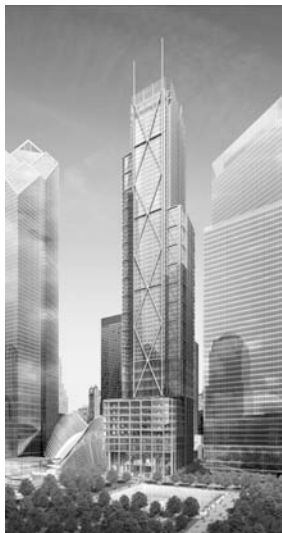
**SQUARE FOOTAGE**  
2,600,000

**CONSTRUCTION VALUE**  
\$2.8 billion

**LEED Goal**  
Seeking Gold



## 175 Greenwich Street – WTC Tower 3



New York, NY

**CLIENT**  
Silverstein Properties

**PROJECT TYPE**  
New construction - office

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
2/08 – 7/12

**SQUARE FOOTAGE**  
2,500,000

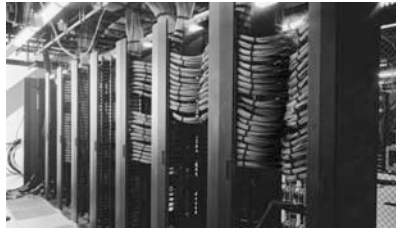
**CONSTRUCTION VALUE**  
\$1.3 billion

**LEED Goal**  
Seeking Gold





## The Bank of America Building at One Bryant Park



New York, NY

**CLIENT**  
Bank of America/Durst Org.

**PROJECT TYPE**  
New construction - office

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
9/04 - 10/08

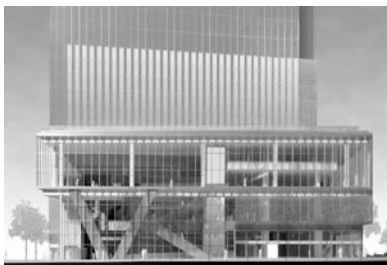
**SQUARE FOOTAGE**  
2,100,000

**CONSTRUCTION VALUE**  
\$850 million

**LEED Goal**  
Seeking Platinum



## 150 Greenwich Street – WTC Tower 4



New York, NY

**CLIENT**  
Silverstein Properties

**PROJECT TYPE**  
New construction - office

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
2/08 – 7/12

**SQUARE FOOTAGE**  
2,300,000

**CONSTRUCTION VALUE**  
\$900 million

**LEED Goal**  
Seeking Gold





## 250 Greenwich Street (Seven WTC)



New York, NY

**CLIENT**  
Silverstein Properties

**PROJECT TYPE**  
New construction - office

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
6/02 – 3/06

**SQUARE FOOTAGE**  
1,700,000

**CONSTRUCTION VALUE**  
\$421 million

**LEED Certification**  
Achieved Gold



## The Plaza Hotel and Residences



New York, NY

**CLIENT**  
Elad Properties

**PROJECT TYPE**  
Renovation - residential

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
7/05 – 9/08

**SQUARE FOOTAGE**  
930,000

**CONSTRUCTION VALUE**  
\$185 million

**UNITS**  
434



## Intercontinental New York Times Square



New York, NY

**CLIENT**  
Tishman Hotel and Realty

**PROJECT TYPE**  
New construction - hotel

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
8/07 - 12/10

**SQUARE FOOTAGE**  
300,000

**CONSTRUCTION VALUE**  
\$200 million

**LEED Certification**  
Seeking Silver



## Westin New York at Times Square



New York, NY

**CLIENT**  
Tishman Hotel and Realty

**PROJECT TYPE**  
New construction - hotel

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
7/99 - 6/02 (original)  
8/08 - 12/08 (renovation)

**SQUARE FOOTAGE**  
670,000

**CONSTRUCTION VALUE**  
\$225 million

**UNITS**  
863



## *The Link at 310 West 52<sup>nd</sup> Street*



**New York, NY**

**CLIENT**  
Elad Properties

**PROJECT TYPE**  
New construction - residential

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
11/04 – 6/07

**SQUARE FOOTAGE**  
265,300

**CONSTRUCTION VALUE**  
\$85 million

**UNITS**  
215



## *Alvin Ailey American Dance Theater and School*



**New York, NY**

**CLIENT**  
Alvin Ailey Dance Foundation

**PROJECT TYPE**  
New construction - cultural

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
7/02 – 9/04

**SQUARE FOOTAGE**  
77,000

**CONSTRUCTION VALUE**  
\$37 million



## The Borgata and Water Club



### Atlantic City, NJ

**CLIENT**

Boyd Gaming and MGM Mirage

**PROJECT TYPE**

New construction - hotel and casino

**TISHMAN ROLE**

Construction Manager

**SCHEDULE**

5/01 – 6/03 (Borgata)

12/04 – 4/08 (Water Club Expansion)

**SQUARE FOOTAGE**

4,600,000 (Borgata)

1,100,000 (Water Club Expansion)

**CONSTRUCTION VALUE**

\$1.1 billion (Borgata)

\$220 million (Water Club Expansion)

**UNITS**

2002 (Borgata) 800 (Water Club)



## CityCenter



### Las Vegas, NV

**CLIENT**

MGM Mirage and Dubai World

**PROJECT TYPE**

New construction – residential, retail, hotel, casino, & convention center

**TISHMAN ROLE**

Construction Manager

**SCHEDULE**

4/06 – 12/09

**SQUARE FOOTAGE**

18,000,000

**CONSTRUCTION VALUE**

\$9 billion

**LEED**

Gold





## Bank of New York Data Center



**Somerset, NJ**

**CLIENT**  
Bank of New York Mellon

**PROJECT TYPE**  
Retrofit - data center

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
4/03 – 3/04

**SQUARE FOOTAGE**  
108,000

**CONSTRUCTION VALUE**  
\$20 million



## Boston Convention and Exhibition Center



**Boston, MA**

**CLIENT**  
Massachusetts Convention Center Authority

**PROJECT TYPE**  
New construction - convention center

**TISHMAN ROLE**  
Owner's Representative

**SCHEDULE**  
11/98 – 6/04

**SQUARE FOOTAGE**  
1,700,000

**CONSTRUCTION VALUE**  
\$900 million



## McCormick Place West Expansion



Chicago, IL

**CLIENT**  
Metropolitan Pier and Exposition Authority

**PROJECT TYPE**  
Renovation and expansion - convention center

**TISHMAN ROLE**  
Owner's Representative

**SCHEDULE**  
6/04 - 10/07

**SQUARE FOOTAGE**  
2,300,000

**CONSTRUCTION VALUE**  
\$880 million

**LEED Certification**  
Achieved



## William Morris Endeavor Headquarters



Beverly Hills, CA

**CLIENT**  
George Comfort and Morgan Stanley

**PROJECT TYPE**  
New construction - office

**TISHMAN ROLE**  
Construction Manager

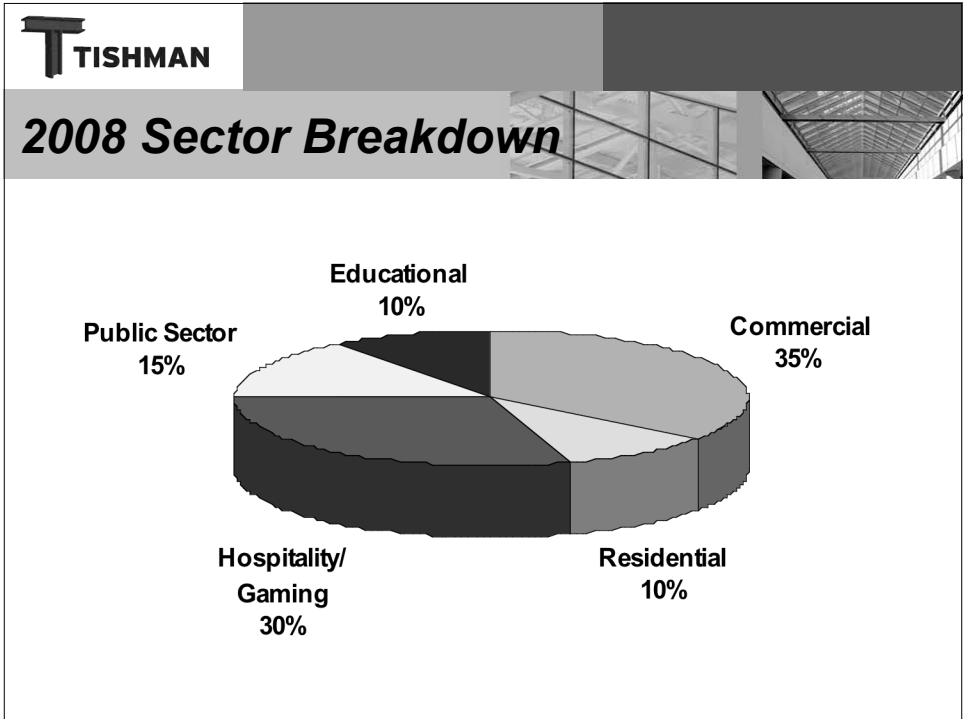
**SCHEDULE**  
2/08 - 11/10

**SQUARE FOOTAGE**  
195,000

**CONSTRUCTION VALUE**  
\$83 million

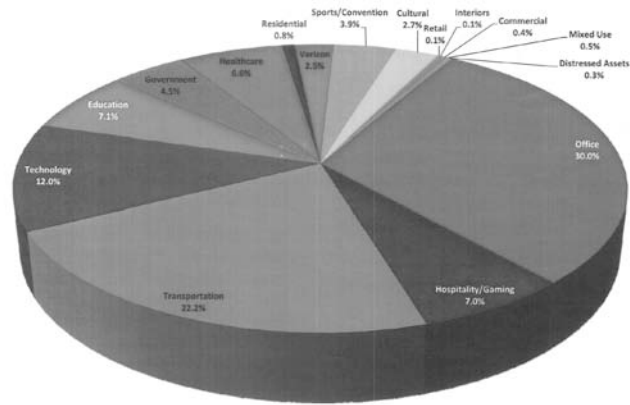
**LEED Goal**  
Seeking Certification



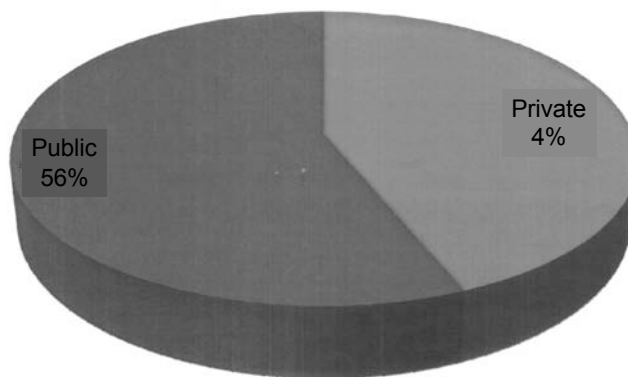




## 2010-2014 Projected Fees by Sector



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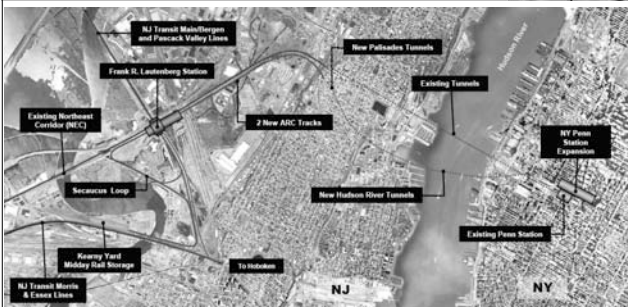




## Effects of Stimulus Funding



## Trans-Hudson Express Tunnel



North Bergen, NJ

**CLIENT**  
NJ Transit

**PROJECT TYPE**  
New construction - transit

**TISHMAN ROLE**  
Joint Venture Construction Manager

**SCHEDULE**  
2007 - 2019

**CONSTRUCTION VALUE**  
\$8.6 billion



## World Trade Center – Transportation Hub



New York, NY

**CLIENT**  
Port Authority of New York and  
New Jersey (PANYNJ)

**PROJECT TYPE**  
Transportation/Infrastructure

**TISHMAN ROLE**  
Construction Manager (Joint  
Venture)

**SCHEDULE**  
2009 - 2014

**SQUARE FOOTAGE**  
800,000

**CONSTRUCTION VALUE**  
\$ 1.6 Billion



## St. Elizabeth's Campus Project



Washington, DC

**CLIENT**  
General Services Administration

**PROJECT TYPE**  
Renovation

**TISHMAN ROLE**  
Owner's Representative  
(Joint Venture)

**SCHEDULE**  
2010-2016

**SQUARE FOOTAGE**  
5,900,000

**CONSTRUCTION**  
\$16 Million



## Public Safety Answering Center



**Bronx, NY**

**CLIENT**  
City of New York

**PROJECT TYPE**  
New 911 Call Center

**TISHMAN ROLE**  
Construction Manager

**SCHEDULE**  
2009 - 2013

**SQUARE FOOTAGE**  
550,000 sf



## ARTIC – ANAHEIM REGIONAL TRANSPORTATION INTERMODAL CENTER



**CLIENT**  
City of Anaheim - Public Works  
Department/Transit Division

**PROJECT TYPE**  
Public/Transportation

**TISHMAN ROLE**  
Program Manager (Tri-Venture with  
STV & Harris)

**SCHEDULE**  
8/09 – 12/14

**SQUARE FOOTAGE**  
68,000

**CONSTRUCTION VALUE**  
\$140 Million



## State of Pennsylvania Department of General Services



Supporting the Department of Community & Economic Development with Stimulus Funding on their Energy Conservation & Weatherization in the following areas:

- Evaluation
- Recommendations
- Planning
- Fiscal Controls
- Reporting
- Management Systems



## Response to Economic Downturn

- World Trade Center (NY)
- Public Work
- Re-clad Projects
- Data Centers
- Healthcare
- College/Universities



## World Trade Center



## RE-CLAD: 1095 Avenue of the Americas Repositioning



New

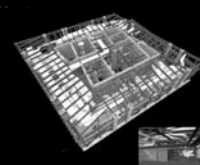


## ***Effects of Economic Downturn***

- Decreased Overhead
- Decreased Head Count
- Seeking Joint Venture Opportunities
- International Opportunities

## ***New Initiatives***

- Building Information Modeling (BIM)
- Alternative Project Deliveries (Lean, Design/Build, Integrated Project Delivery)
- Sustainability/Energy Opportunities





**T** TISHMAN