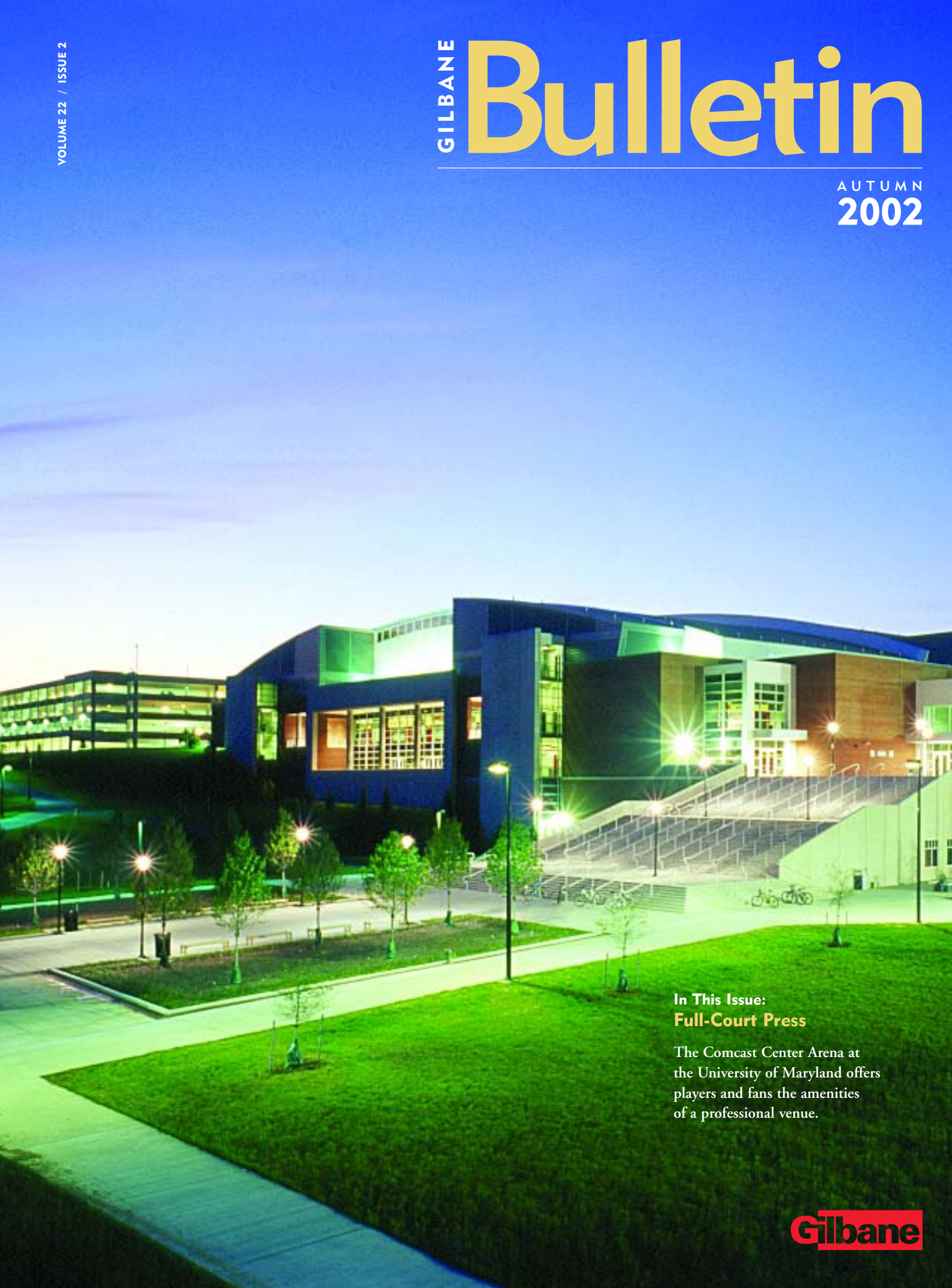


GILBANE **Bulletin**

AUTUMN
2002



In This Issue:
Full-Court Press

The Comcast Center Arena at the University of Maryland offers players and fans the amenities of a professional venue.



Staying Polished

It's been said that adversity will either wear you down or polish you up. Since September 11 and everything that has followed, Gilbane has been working hard to help our clients deal with the challenges that come with an economic downturn.

Unlike a lot of others, Gilbane sees this down time as an opportunity. An opportunity to do what we do best – serve as a rock-solid advocate for clients with the ability to complete even the toughest projects and save money in the process.

In good times and bad, we work hard to become partners with our clients and understand their businesses. When budgets tighten, that knowledge helps us find ways to shave costs without losing quality. Knowing our clients also allows us to think outside of the box and make suggestions the team may not have considered before.

With any luck this downturn in our economy will be short-lived, but while it lasts we're working to stay polished and help our clients do the same.

Paul J. Choquette Jr.
Chairman and CEO

P5



▲ Inside the bookstore at Worcester Polytechnic Institute (WPI) in Worcester, Mass.

contents

2. Full-Court Press

With luxury suites, team stores, replay boards, unobstructed viewing and other coveted amenities, “pro-legiate” venues offer creature comforts typically found in professional arenas.

5. Feature Program Management

Many owners are turning to program management, a consulting service that offers a broad spectrum of facility-related expertise, for their complex construction projects and programs.

9. Capitol Gains

After years of planning, design and preparation both the World War II Memorial and the U.S. Capitol Visitor Center in Washington, D.C., have broken ground and are underway.



▲ P9

10. It's Show Time

At 1.4 million square feet, the Reliant Center in Houston is huge – even by Texas standards. It takes its place in Reliant Park, the state's premier sports and entertainment complex.



▲ P10

12. Gilbane Spotlight

The majestic Park Regency Condominiums, a 28-story luxury tower in Atlanta, has received a 2002 CMAA Project Achievement Award.



▲ P12

Full-Court PRESS



▲ The new arena is the ideal showcase for the Terrapins' 2002 Championship trophy.

GILBANE'S WINNING TEAMS DELIVER NEW BASKETBALL ARENAS FOR THE TERRAPINS AND RAMS.

Midnight Madness and pep rallies mark the opening of collegiate basketball seasons across the country. This year, these events also christened the 17,100-seat Comcast Center Arena at the University of Maryland and the 8,000-seat University of Rhode Island's Thomas M. Ryan Center. With luxury suites, team stores, replay boards and other coveted amenities, these "pro-legiate" venues offer creature comforts typically found in professional arenas.

Delivering these world-class facilities according to schedules driven by athletic contests, other entertainment events and academic calendars is no small task. The mass of these projects makes them comparable to heavy industrial work with complicated configurations. The project teams must replace the facilities and infrastructure that construction activity displaces to keep the universities operational, carefully coordinating work to minimize disruption to students, faculty and staff. Arena projects often encompass far more than construction, allowing Gilbane to demonstrate that we are building more than buildings.



▲ Food and concessions areas



▲ The Terrapins' team store

Starting Line-up

To meet the needs of the University of Maryland's Terrapins – the 2002 NCAA men's basketball champions – the joint-venture team of Gilbane/Smoot Construction and Architect Ellerbe Becket worked together to adhere to a fast-paced schedule filled with extraordinary challenges. Design changes enlarged the men's coaches' areas and relocated the women's coaches' space. An accelerated construction schedule was developed for the parking garage as a result of late approvals to start work. The project team faced each obstacle with a firm resolve to meet its client's steadfast end date.

One of the team's early tests involved erecting steel for this 460,000-square-foot arena – a cavernous space providing unobstructed viewing from every seat. Preplanning every aspect of steel erection, involving four 295-ton box truss spans that make up the box truss assembly, was essential to maintain a safe working environment. Given the enormity of these trusses, the erector built them in two halves. The first monster 87-ton roof truss was initially assembled horizontally on the arena floor. It took three Manitowoc cranes to place it on temporary shoring towers – two 888s to lift it vertically and hoist it and one 777 outside of the arena to tie in the truss to the other building structure. Setting this truss began on a Friday at 6:00 a.m. and progressed throughout the day and into the night. Crane operators stayed with the crane all night while the load was active. Work resumed the next morning and was ultimately completed by 11:00 a.m.

“This is not your typical steel erection,” says Gilbane Project Executive John Taylor. “With something this big and heavy, there's a higher risk of accidents, so we picked a contractor who had previous experience in erecting trusses for arena projects to ensure safety.”

17,100 SEATS

Every step of the way, the project team faced the challenges of intermediate deadlines in addition to the milestones that had to be achieved during arena construction. By meeting a primary milestone – getting the structure up – the team was able to mobilize and effectively coordinate the work of nearly 600 on-site tradesworkers, who completed this first-class arena on schedule.

ON THE SIDELINES

Given the arena's sheer size, complicated scenarios like this one typified this project's life cycle, as did major deliverables of smaller projects that were integral to the facility's success. The project team also completed the commuter parking lot, major improvements to an adjacent road, a softball field for the women's team and a 1,200-car parking garage simultaneously with the arena construction.

\$54 million, 202,500 SF

Prized Possession

On the University of Rhode Island's pastoral campus in Kingston, Gilbane delivered the \$54 million, 202,500-square-foot Thomas M. Ryan Center, the largest project in the university's history. The center, home court for the men's and women's basketball teams, will also host nonathletic events, such as concerts and lectures.

Like its counterpart in Maryland, the project team was challenged by the long span steel erection. Typically, an erector team would put up falsework and assemble the trusses in the air. The team chose Capco Steel, who assembled the trusses on the ground and used two cranes to hoist them. By eliminating the exercise of setting up and dismantling falsework, a long and expensive process, Gilbane and Capco developed a more cost-efficient and expedient system.

The Gilbane team also dealt with a very unique situation during routine soil borings – the discovery of a burial ground that was part of an 18th-century farm. Local historians identified some of the remains as Native American and African-American slaves. Religious customs prevented the team from relocating the graves. To solve the problem of delivering the arena while respecting this hallowed ground, Architect HOK Sport revised its design, moving the facility seven yards from the cemetery. Today, a gray fieldstone wall with a descriptive plaque surrounds the graves.

LEADS IN ASSISTS

Because Gilbane, led by Program Director Larry Bacher, acted as program manager on the Ryan Center project, its role broadened beyond arena delivery. Gilbane assisted with site assessment, architect selection, business planning, sustainable technologies and much more. Following the design phase and during value engineering, URI further expanded Gilbane's role as program manager to include management of construction in the field.

"It was my responsibility to put together and oversee the project team, so with Gilbane on the construction side and HOK Sport on the design side, we had a very good lineup. The staff Gilbane assigned to this project was an excellent grouping of experienced and dedicated individuals who, under Larry's management, really made this project a success." – Paul DePace, P.E. Director, Office of Capital Projects, University of Rhode Island

The university also relied on Gilbane to help it evaluate options for the new 1,000-car parking surface. Gilbane suggested an option that allows rainwater to soak through permeable pavement and become beneficial groundwater instead of runoff. The project team also assisted with design-phase management for this project.

From advising the university about gravesites to aggressively promoting green building options, the Gilbane team, as program manager, effectively delivered this high-profile arena, the centerpiece of URI's athletic and recreational complex.



▲ The Rams' arena seats 8,000 fans.



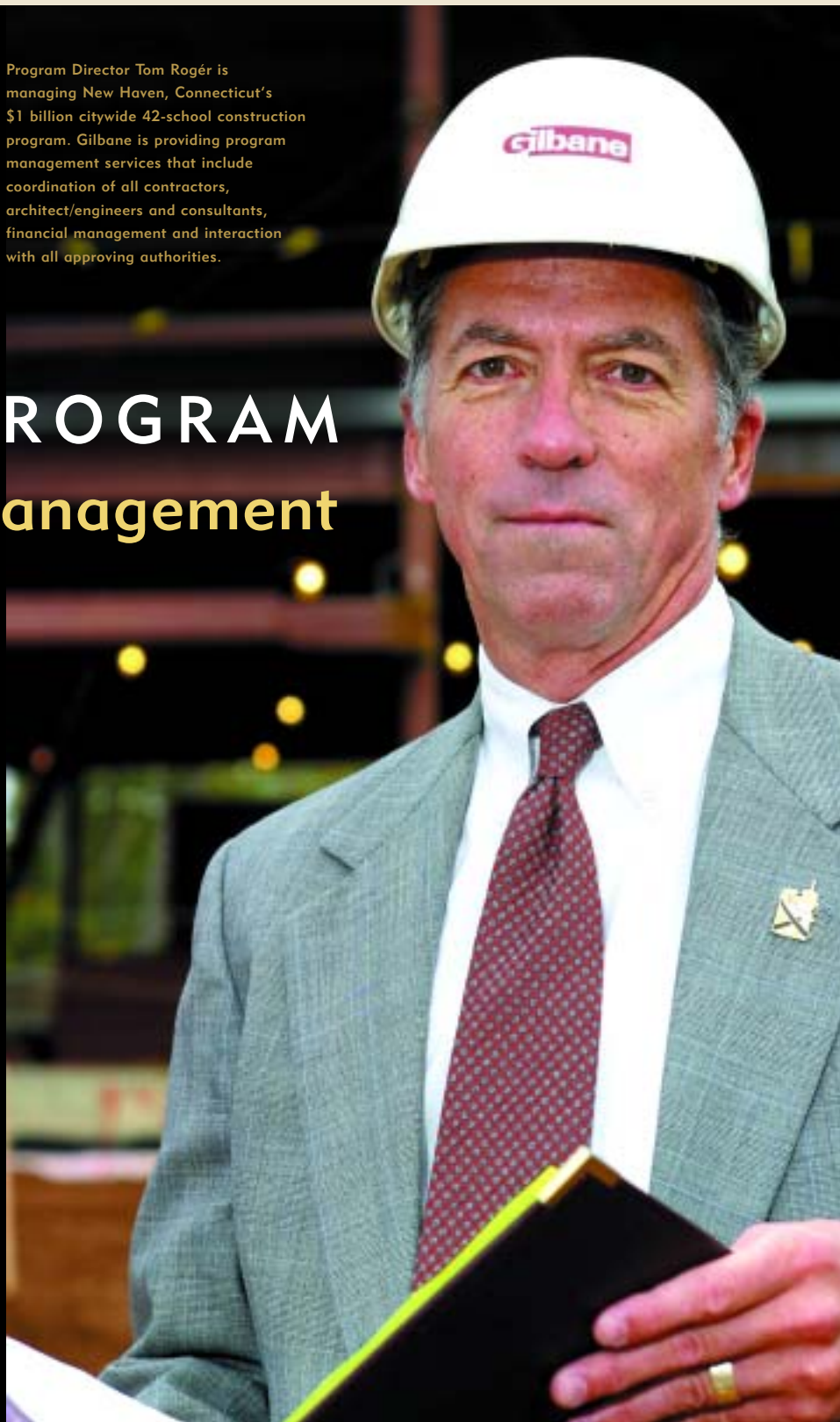
▲ The concourse also overlooks URI's football field.



▲ Spacious locker rooms rival those of professional stadiums.

Program Director Tom Rogér is managing New Haven, Connecticut's \$1 billion citywide 42-school construction program. Gilbane is providing program management services that include coordination of all contractors, architect/engineers and consultants, financial management and interaction with all approving authorities.

PROGRAM Management



▲ 1

Construction planning is often an overwhelming experience, especially when the owner does not ordinarily engage in the design and construction of large-scale projects.

Most owners, given the option, would probably want a super hero to plan their complex construction programs. But getting the Man of Steel to commit to a project can prove to be difficult.

So owners barraged with decisions regarding issues such as sites, architects and budgets for their huge building programs are turning to program management (PM), a consulting service that offers owners a broad spectrum of facility-related expertise.

PM is an increasingly attractive alternative for overwhelmed owners who do not ordinarily engage in the design and construction of large-scale projects. It also appeals to experienced owners with limited

1. Worcester Polytechnic Institute (WPI) selected Gilbane to lead its program management team to build a new 69,849-square-foot campus center. The student union is a popular meeting place in the new facility.

2. The center's two octagonal towers offer striking views of the campus.

3. WPI's cafe is also popular with students and faculty.



▲ 2



▲ 3



Talking Telecom

Gilbane also provides program management services for **Verizon, Inc.** and **SBC Communications, Inc.**, for ongoing capital construction projects related to these telecommunications giants' product: dial tone. Since the volume of work varies greatly according to the companies' budgets and stock market performances, Gilbane's main challenge is maintaining excellent service levels with fluctuating staff and resources.

Gilbane's Project Manager Frank Gallucci says his team has worked on projects ranging from building additions to roofing jobs to mechanical upgrades for **Verizon** as part of a multiyear program in several Northeastern states. But, says Gallucci, the program does not entitle the team to all of Verizon's jobs. "There are no guarantees that we'll get work. To earn more assignments, we have to keep our quality high and keep sharp."

He says his team stays flexible to best react to the needs of the client – through the peaks and valleys of its business. "We need to keep our client happy and do great work for them. At the same time we need to keep our people working and challenged." To battle idle periods, the team has become tight-knit and self-sufficient, taking small jobs, like single office renovations, that last for three or four months.

In the Midwest, another Gilbane project team maintains a three-year master alliance with **SBC** that positions Gilbane to do work for all SBC projects in Wisconsin and Illinois. This team has also managed office renovations, mechanical upgrades and roofing programs. According to Project Manager Tom Leonard, however, his challenge is not keeping people working...but keeping up with the work.

"We have to make sure we're doing project close-outs and completing jobs," to continuously maintain excellent service levels to the client, he says. To combat spreading itself too thin and being left with inexperienced or inadequate manpower, the team invests a great deal of time in fully training members on working with switchgear equipment and keeps them on the team as long as possible. "One of the benefits of this arrangement is that we can keep a committed team ready to meet SBC's needs."

"An academic environment is a complicated one to work in because a lot of different people are involved. Our goal is to improve instruction and to build facilities to match that goal. Gilbane is sensitive to that, and we've had great success. Gilbane has really understood what we're about as an academic environment and has been able to translate that into designs and ultimately, bricks and mortar buildings."

Vice President of Finance and College Services Mike Brandy, DeAnza College

staffing resources to support large multiple-project programs.

PM offers a degree of standardized criteria and consistency with regard to project control, reporting and contract administration – a single point of management. Under the PM umbrella, owners choose from a menu of available services – from real estate assessment through a specific number of estimates – that are best suited to their needs.

While PM is not a contractual project delivery system in itself, one of PM's principal merits is the flexibility it offers relative to actual project contract delivery. Program managers can consult with owners, assess the issues impacting construction programs and recommend specific project delivery methods available for individual projects or the program as a whole. These options may include general contracting, agency construction management (CM), at-risk CM and design/build.

"Given Gilbane's expertise, owners often extend our PM role into broader CM responsibilities," says Vice President Ken Harms of Gilbane's Western Regional office. "As an example, the Los Gatos-Saratoga Joint Union High School District hired Gilbane as program manager to review its 10-year, \$96 million master plan. Gilbane offered an alternative plan that shaved almost five years off the schedule, saving the district nearly \$6 million that can be reinvested in the schools. The district endorsed

this schedule and subsequently selected us as CM."

OFFERING VALUE EVERY STEP OF THE WAY

Program managers offer expertise throughout all project phases. When Gilbane is engaged early in the program, the program team can assist with master planning, feasibility studies, designer selection and design and operation standards. During design, Gilbane's responsibilities may include estimating, design and constructibility reviews and value engineering. While construction is under way, Gilbane can provide full-time quality control supervision in addition to budget control. At occupancy, the project team is available to train the staff in operating the facility and coordinate move-in.

WHERE DO WE GO FROM HERE?

In November 1999, northern California voters passed a \$248 million general obligation bond to fund repairs, renovations and new construction at the Foothill-DeAnza Community College District's (FHDA) two campuses. FHDA officials found themselves in an unusual position – community colleges rarely have the opportunity to allocate large sums of money to capital projects.

"Usually, there is not enough money to do anything, so there's no infrastructure to handle any kind of large projects," states Mike Brandy, vice president of

finance and college services at DeAnza College. “Community colleges, in particular, are just not geared up for that.”

With limited resources to support multiyear construction, FHDA administrators recognized the need to augment its staff and hired Gilbane to manage its program. The more than 100 projects, ranging in value from \$100,000 to \$30 million, include roof replacements and ADA upgrades, as well as new buildings for student services and science programs.

A group of 17 Gilbane professionals with broad design and construction backgrounds oversees all aspects of the program, providing assistance with designer recommendation and selection, schematic design, design development and constructibility reviews. The team has a clear understanding of the program’s phases, and that insight keeps the project moving smoothly.

BALANCING ACT

While clients use program management to obtain professional oversight from planning through completion, an owner often uses the delivery approach as a cost-saving measure. When representatives from the City of San José’s Department of Public Works, Parks and Recreation Facilities Division discussed implementing its \$228 million bond program, they considered the scope of work, the timetable and the work strength necessary to complete 90 projects. San José’s booming economy in 1999 and 2000 would have made it difficult and expensive to hire the needed 50-60 employees with the required skill sets in a timely manner to support the fast-track program.

Gilbane analyzed the individual project scopes and is providing funding, budget, cost and scheduling control services. The budget and cost information is “cost-loaded” monthly into the



▲ 1



▲ 2

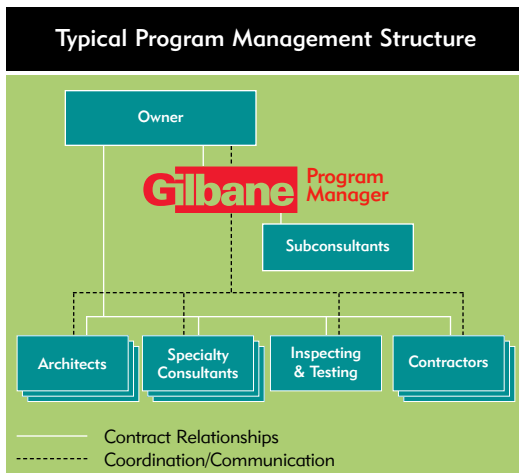


▲ 3

1. With Gilbane’s help, DeAnza College is realizing dreams few community colleges can share – with ample funds provided through bonds, the school has launched a large-scale construction program.

2. DeAnza College’s new two-story Student and Community Services Center will provide an efficient and comfortable environment for students, community members and business representatives to access the college’s programs and services.

3. Collicot and Cunningham Elementary Schools will undergo \$28.5 million in additions and renovations. The combined project for these schools, that are located in Milton, Mass., is part of a district-wide \$130 million construction program.





As program manager for a new convention center and arena in Corpus Christi, Texas, Gilbane assisted its client with the evaluation of delivery method options for both projects. After assessing its options with Gilbane, the client decided to build the convention center under an at-risk construction management contract and used best-value competitive sealed contractor proposals (price and qualifications) for the arena project.

“During the design phase, Gilbane held a very significant value engineering session that was very well done. Many of the proposals from that session have been incorporated in the building design.”

**Charles Winchester,
Chairman of the School
Building Committee,
Milton (Mass.) Schools**

project schedule, and encumbrance cash flow and actual cash flow reports are provided to the city.

“Gilbane came into the Parks Bond program and established a cost-control system that integrated information from the disparate city systems into one system to provide program and project managers with the ability to proactively manage project costs, instead of reacting to historical data,” says Bob Crowder, Gilbane program manager.

This system also tracks bond revenue sources – revenue derived from the bond sale as well as interest earned on that money – allowing the client to plan bond sales for maximum benefit.

“That comprehensive visibility was not available before Gilbane established the current program management system. Our job is to balance the \$228 million, 10-year bond revenue with all the project budgets, and tracking individual project cost and schedule is paramount to that task,” states Crowder.

TIMING IS EVERYTHING

One way to prevent construction costs from spiraling out of control is to adhere to a predetermined schedule. Proper scheduling assumes even greater importance in the K-12 schools sector to ensure that construction activity will not disrupt learning environments.

In Milton, Mass., where Gilbane is serving as program manager for a district-wide \$130 million construction program, a complex phasing schedule is essential for the successful completion of five interrelated projects involving six schools. Once an addition to the existing high school is completed and occupied by students, areas they vacated will serve as swing space for elementary students whose school will be completely refurbished in phase two.

“We realized we needed professional supervision, given the phasing and importance of the projects,” states Chairman of the School Building Committee Charles Winchester. “With kids moving back and forth, it is critical that phase one is completed on time.”

Gilbane is coordinating contractors, subcontractors and consultants and monitoring construction to make certain that all of Milton’s public school children will have permanent space at the end of the five-year program.

MANAGING WITH AUTHORITY

Providing swing space was also a challenge for the team at the Chicago Housing Authority (CHA) project. At that site, Gilbane was responsible for the total rehabilitation of 4,500 elderly housing units, part of the

CHA’s \$1.5 billion transformation plan. Given the frail condition of many residents, the authority’s goal was to move people only once, even though swing space existed within the building.

The Gilbane team was also involved in drawing review and value engineering. It managed a comprehensive renovation that included new windows, elevators, doors, roofs and infrastructure. Each unit was also upgraded with new cabinets, flooring, fixtures and appliances. Given this volume of work, program management services met the client’s needs.

“The staff reductions related to the authority’s reorganization plan during the last five years were the driving force in choosing program management,” says Augie Chidichimo, director of the CHA’s Capital Construction Division. “Covering our manpower needs with private sources was particularly beneficial, given our fluctuating labor demands.”

CUSTOM-MADE FOR YOU

Gilbane works closely with owners to develop construction plans, since PM evolves for each client based on specific requirements. With 1,700 professionals across the country, Gilbane’s capabilities in delivering program management services are all-inclusive.



▲ A Tot Lot at an elementary school in Milton, Mass.

For more information call 800.444.5266
or e-mail: solutions@gilbaneco.com
www.gilbaneco.com





▲ Crews begin work on the World War II Memorial in Washington, D.C.



▲ A slurry wall panel excavator is used to dig the foundations for the 69 panels in the memorial.



▲ Steel beams and rebar cages are prepared for use in the construction of the memorial's slurry wall.

CapitolGains

After years of planning, design and preparation both the World War II Memorial and the U.S. Capitol Visitor Center in Washington, D.C., have broken ground and are underway.

THE WORLD WAR II MEMORIAL is starting to take shape with the installation of a slurry cut-off wall around the oval structure. The dredged fill in that area of the mall was removed, and more than 500 piles are now being driven. These piles will support the massive foundations that will hold the 100,000 cubic feet of granite that make up the memorial. Stone for the memorial is being fabricated now, and installation will begin in early 2003.

Gilbane's role includes providing design-, procurement- and construction-phase services such as project administration, change management, daily coordination and quality and safety reviews.

AT THE CAPITOL VISITOR CENTER, excavation and foundations that define the 580,000-square-foot, three-level underground structure have begun. Located on the east front grounds of the Capitol, this \$350 million project is on a fast track and is scheduled to open in 2005.

Gilbane is working for the Architect of the Capitol on this historic addition to the home of Congress. The project is especially challenging considering that work will be going on mere feet from the offices of some of the leaders of the House and Senate.



▲ Utility relocation work at the Capitol Visitor Center.



▲ The Reliant Center lobby area makes Texans feel right at home.

It's Show Time

*The Reliant Center Opens Its Doors
To Texas-size Trade Shows*

**AT 1.4 MILLION SQUARE FEET, THE RELIANT CENTER
IN HOUSTON IS HUGE – EVEN BY TEXAS STANDARDS.**

With more than 700,000 square feet of exhibit space that can be divided into 11 halls and a loading dock configuration that allows shows to turn around quickly, this exposition facility is an integral component of the 350-acre Reliant Park campus. The Reliant Center, along with Reliant Stadium, Reliant Arena and Reliant Astrodome, collectively represent the state's premier sports and entertainment complex.

"We saved a significant amount of money in the value engineering process. We ended up, on a per-square-foot basis, with one of the most affordable buildings of its type ever to have been built."

MIKE SURFACE

*Chairman of the Harris
County Sports and Convention
Corporation*



▲ 1

1.4 MILLION SQUARE FEET



▲ 2



▲ 3

1. The center is the latest addition to Houston's Reliant Park Campus.

2. The Reliant Center has seven times the exhibit space as the Reliant Stadium's playing field.

3. Lobby, registration entry and meeting areas encompass 225,000 square feet of the facility.

Gilbane's project team was faced with a host of challenges in trying to deliver this facility on time and within budget. Among the more taxing obstacles were a sewer system that reached capacity, stringent financing and Tropical Storm Allison.

KEEPING COSTS IN CHECK

The team realized early in the project's life cycle that the sanitary system, slated to support both the center and the stadium, was deteriorating and at capacity. The infrastructure was poor and had not been replaced or upgraded in recent times. Gilbane examined alternatives with the designer to identify the most cost-effective method to make the system work for both projects. Ultimately, the team decided to tie into an existing system three blocks north of the site, where the city's infrastructure could accommodate the Reliant Center and the Reliant Stadium. This solution saved the owner more than \$350,000. Cost-saving measures like this one were key to completing this \$125.1 million facility, as the owner's requirements exceeded the available budget.

"We were trying to do much more work throughout the campus than what we had funds to do," says Mike Surface, chairman of the Harris County Sports and Convention Corporation. "We saved a significant amount of money in the value engineering process. At the end of the day, we ended up, on a per-square-foot basis, with one of the most affordable buildings of its type ever to have been built."

WEATHERING THE STORM

Monitoring project cost was further complicated by Mother Nature, who delivered Tropical Storm Allison one year into the construction phase. Allison devastated portions of southeast Texas and caused more than \$1 million of damage to the site. Particularly hard hit were the drywall, air-handling units and electrical work. Some of the damage was repaired, but in some areas, tradesworkers completely replaced previously finished work. Through careful coordination and budget control, the project team met the schedule without incurring cost overruns.

WELCOME!

Since its opening in April, the Reliant Center has already welcomed thousands to a long list of varied events, including the Houston International Auto Show, the Mighty Mighty Bosstones concert and the Offshore Technology Conference, Houston's largest annual convention. With events scheduled through next year, such as the Houston Livestock Show and Rodeo™, it is not premature to call the project a success.

SAYS SURFACE, "GILBANE DID A GOOD JOB. WE HAVE A GOOD PRODUCT, AND EVERYONE IS HAPPY WITH IT."

Gilbane University **GRADUATES** its first class.

More than 70 Gilbane employees completed their required curricula through Gilbane University (GU), the company's employee development program. The presentation of certificates to this "honor roll" of employees is a crowning achievement for the program that has seen much development over the last year.

Also, GU programs have been awarded continuing education units (CEUs) through the University of Rhode Island's Feinstein College of Continuing Education in Providence, further validating employees who are committed to continuous learning.

Scott Nobel, a project engineer in the Northeast Region, completed the program for engineers, one of GU's more comprehensive and challenging. "It worked really well. The classes were organized very well and the information is very useful on a daily basis," he says. "In fact, the manuals are an easy reference for me on my project."

GUIDE for employee development

One of the biggest developments was the implementation of GUIDE (*Gilbane University Individual Development and Education*), GU's Web-based learning management system. GUIDE is a virtual registrar's

office that allows employees to register for courses, view an online course catalog and review their personalized transcripts. In an effort to make the system as flexible and accessible as possible, GU has recently made GUIDE available through the Internet as well as the company's intranet site.

Back to BASICS

One course is required for all employees and open to clients. Created and presented by GU's

leader, Executive Vice President Bill Gilbane, the course is titled "Building an Appreciation of Gilbane's History and Values to Deliver Exceptional Customer Satisfaction," and connects Gilbane's history and values to its number one goal: customer satisfaction. It discusses Gilbane's unique customer feedback process and provides a glimpse into the application that stores and reports feedback data.

LONG-DISTANCE learning

The GU program continues to be developed and shaped to meet employees' needs. When employees in Gilbane's newest regional office in Atlanta needed

The GU program continues to be developed and shaped to meet employees' needs.

WINNER OF THE
CMAA 2002 PROJECT
ACHIEVEMENT AWARD
IN THE PROJECTS
UNDER \$100 MILLION
CATEGORY.



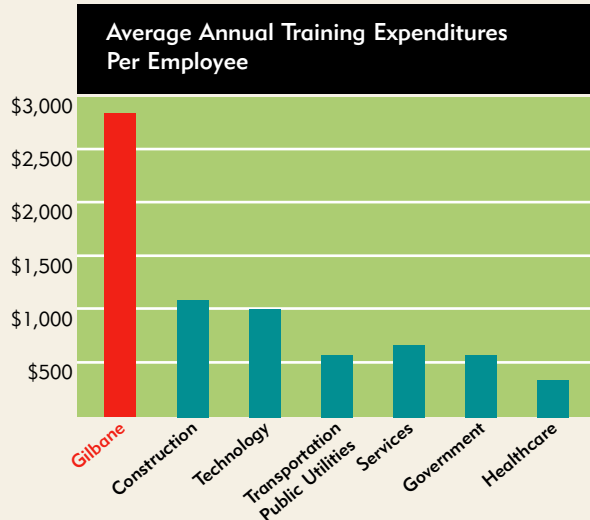
Height of Excellence

With a concierge area, steam rooms and lavishly landscaped gardens, the Park Regency Condominium complex in Atlanta's Buckhead area has reached new heights. It was selected as a winner of the Construction Management Association of America's (CMAA) 2002 Project Achievement Award in the private projects under \$100 million category.

The Project Achievement Awards program honors outstanding achievement in construction management. The criteria for evaluating nominations focuses on cost, quality, safety, schedule and overall project management that exemplify CMAA standards of practice.

This project is no stranger to high honors and praise. The Associated Builders and Contractors (ABC) also recognized it locally and nationally as a model of project safety. In 2000 and 2001, the ABC of Georgia honored the project team with Annual Safety Awards in the 500,000 to 750,000 work-hours category. Further recognizing Park Regency as America's safest large-scale project, the ABC awarded it first place in its 2001 National Safety Excellence Award program in the general building, 500,000 to 1 million work hours category.

information on HVAC requirements, the GU team discovered a challenge. "We wanted to bring the information to that region quickly," Diane Fasching, director of GU, explains, "so we brought the seminar to them using technology." The team bridged the distance by video conferencing a course being taught to employees in Providence, R.I., to their southern coworkers. "The employees in Atlanta were grateful. They asked so many questions, the seminar ran for a half-hour longer than scheduled," Fasching states. The next leap was a company-wide distance seminar on "Toxic Mold." The results were so positive that more sessions are planned for 2003.



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Gilbane Bulletin is published by Gilbane for its customers and other friends throughout the construction industry nationally.

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- p2/3: Alain Jaramillo (Comcast)
- p4: Suzanne Russell (URI)
- p5: Randall Photography (Tom Rogér); Frank Giuliani (WPI)
- p7: tBP/Architecture (DeAnza); Drummy, Rosane, Anderson, Inc. (Milton Schools)
- p8: TVS/Arquitectonica/Gignac and Associates (Corpus Christi); Drummy, Rosane, Anderson, Inc. (Milton Schools)
- p9: Alain Jaramillo
- p10/11: Michael Ralph Photography (Reliant Center)
- p12: Gil Stose (Park Regency)

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WE'RE Building More Than Buildings...

We've recently completed construction on our new Web site.

Visit www.gilbaneco.com for more news and information on our exciting projects. In addition, this online resource provides detailed descriptions of our services, markets and contact information for our network of regional offices.

Launch date, November 20, 2002.

Be sure to visit the site – use the "Contact Us" button and let us know what you think.

www.gilbaneco.com

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