



## CORPORATE CHARACTER AND INTEGRITY – WHO WE ARE MATTERS

I like being a CEO, and I am definitely proud to be the Heery CEO – part of a team of such distinguished professionals (the best in the industry, both my point of view and our clients'). However, not everyone has the same positive environment that I have. Unfortunately, Corporate America and the many CEOs, CFOs, accountants and all decent hard-working people in all types of companies – are being tarnished by the activities of some egotistical, greedy turkeys. Retirement funds, stocks and individual saving programs are being hammered unjustly because a few individuals violated our trust.

Well, none of us can do it all, all the time, so we have to trust in other people and in their actions, kind of like obeying a stoplight. Unfortunately, a recent survey by Golin/Harris revealed that nearly 69 percent of Americans “don't know whom to trust anymore” – sad. The survey went further to ask for recommendations about what companies could do to win back trust. The highest ranked suggestions included: (1) being open and honest in business practices; (2) communicating more clearly, effectively and straightforwardly; and (3) providing the best value in products and services. This sounds a lot like our Seven Point Program on KnowledgeNet, which I suggest that we all reread and continue to commit ourselves to following.

As many of you know, regardless of all the training and technology systems we continually invest in, I rely on a fairly simple way of looking at the on-going condition of our business. We provide services, do a “job” because someone else can't do it, doesn't know how to do it as well, doesn't have time to do it, or sometimes doesn't want to do it. For our “job” we are compensated, that is, paid money. We put this “money” into a “box”; we spend it on salaries and investments, and we take some of the “money” out of the “box” to pay for these items. At the end of each month, if all

of us are doing our individual jobs properly – here is where that word “trust” comes into play again – there should be some “money” still left in the “box”. That's called profit.

“Aggressive accounting” isn't right, and we don't do it at Heery. Thanks to Jack, Bob and our accounting staff, 2 + 2 equals 4, and for many years, thanks to all your hard work, it has always been a positive 4. We have always been conservative in our accounting and our cost-to-complete reviews, and we will continue along that road. I prefer to always adjust up when contract issues are resolved, not down.

Let me also share with you a few other basic common sense values that need to be readdressed.

Corporate character counts, but the foundation of any business is built on each person's individual character. Right now, corporate and individual character count more than anything. When we say that we will do something, we do it.

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## Bragging Rights

**B**aseball legend Dizzy Dean once said, “It ain't bragging if you can do it.” As a diverse company composed of people with multiple talents, Heery staff members have accomplished a great deal, giving everyone in the firm the benefit of a lot of “bragging rights.”

Consider Heery's prestigious contract with the National Archives and Records Administration (NARA). In addition to managing the design of the encasements for the Charters of Freedom, as well as the complete renovation of the National Archives museum in Washington, D.C., Heery is currently providing program management for the Gerald R. Ford Presidential Library in Ann Arbor, Mich., as well as the Ronald Reagan Presidential Library, Simi Valley, Calif., and a new visitors center at FDR Library in Hyde Park, N.Y. A new regional Archives facility in Georgia will commence this summer. In addition, Heery has provided services to the Harry S. Truman Presidential Library in Independence, Mo.; and the Jimmy Carter Center in Atlanta. Heery services under this nationwide construction management and design/build task order contract include construction management, site evaluations, design/build, exhibit design and installation, building commissioning and relocation services.



But the NARA contract is just one of Heery's many accomplishments. We are celebrating 50 years in business throughout 2002, which is a significant accomplishment for any firm in the design and construction industry. Our general business statistics demonstrate our commitment to local service, client relationships and staff development. For example, we have 30 offices in North America and Europe, more than half of which have been open for 10+ years. Our firm designs or manages construction on more than \$5 billion in projects annually for a wide variety of clients, 60 percent of whom are repeat clients. The Heery family includes nearly 1100 employees worldwide, whose average length of employment is nearly five years.

The reasons behind Heery's business statistics are equally impressive. We are organized on a regional basis, but bring national resources to bear in our key markets and services. We possess major strengths in the K-12 and higher education, government, sports, health care, corporate, transportation, international, and design/build sectors.

We'd like to share some facts that we think all Heery staff should know. We organize our strengths by sector, so

whether you're a designer, program manager, construction manager, engineer, or one of our specialists in logistics, commissioning or transition management, these facts are part of your corporate inheritance. Take the quiz on the back page after reading this to see how many “bragging rights” you remember.

Heery Has More K-12 Project Management Experience Than Any Other Firm in the Nation.



### K-12 EDUCATION

- We have accomplished more than \$16 billion in projects.
- 14 of the Top 20 School Districts are Heery clients.
- 150 K-12 districts nationwide are Heery clients.
- Managing statewide schools programs in 3 States – New Jersey, Ohio, Arizona.
- Approximately 55,000 classrooms delivered.
- ▼ 1.5 Million school children have better schools because Heery was involved in their districts' programs.



- Long-time members of the National School Boards Association, American Association of School Administrators, the Council of the Great City Schools and the Council of Educational Facility Planners, International.

For additional information, log onto the K-12 e-community to reach the more than 100 Heery staff members who work on K-12 projects or check out one of Heery's recent *School Report* publications for best practice details.

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Jim Moynihan  
President and CEO  
Heery International



# Bragging Rights

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## HIGHER EDUCATION

- Projects ranging from Oxford University in the UK to University of Puget Sound outside of Seattle.
- Prestigious clients, including Oxford University, MIT, Georgetown University, Johns Hopkins University, University of Maryland, University of North Carolina, Emory University, University of California, Berkeley, University of Washington, University of Texas, University of Arizona.
- ▼ More than 250 different higher education projects in our history for nearly 150 different institutions of higher learning.



- Members of the Society for College & University Planning, the National Association of College & University Business Officials, and the National Association of Collegiate Directors of Athletics.

Here's a new resource for you – the Higher Education e-group, accessible through KnowledgeNet for all those interested in higher education projects. You can also read up on some of our success stories in Heery's *Higher Education Report*, published in July.

## CORPORATE CHARACTER AND INTEGRITY...

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When someone asks us to do something that isn't right – morally or legally – we don't do it. If we make a mistake, we admit it and fix it. It is not wrong to make a mistake if you are sincerely trying to do what's right. It is wrong not to correct it.

I also believe in marketing based on facts, not puffery, and in publicizing each of your work efforts. Heery has an incredible track record built up over the past 50 years. There is much to be proud of and we have a tremendous number of wonderful examples that should convince even the most cautious of clients of our technical capability and enthusiasm to do the job. Read up on some of our bragging rights in this issue of Heery News and you'll see what I mean. Also, keep on innovating and delivering spectacular products so we continue to establish new bragging rights.

Remember that personal relationships matter. When people don't know whom to trust, the person with the track record, who's been there in the good times and the bad, will get the nod. Our client may sign the contract with Heery, but the client is hiring you. Remember that we are organized so that everyone should be supporting the individual project teams, making sure that they have what they need to do the best job possible; our firm's success is based on personal relationships and great products.

Times are tight right now, but we are doing well. We are all working hard to do a good job for our current clients, as well as to attract new business. It's important for us to demonstrate our core values – integrity, honesty and reliability.

## GOVERNMENT

- More than 60 percent of Heery's work is public sector at the local, state and national level, and for the East Region, that number is more than 80 percent.
- \$4.5 billion in GSA projects since 1988.
- Currently working on 16 million square feet of GSA space nationwide.
- Working with every region of GSA.
- ▼ More than 20 federal courthouses.



To get some expert in-house advice or information on federal sector projects, contact Alex Johnston or Woody Gregory, both in the Landover office, at 301/577-9408.

## SPORTS

- Designers of more than 180 stadium/arena projects.
- More than \$3 billion in construction value.
- More than 1 million seats.
- Heery has a flawless track record in delivering projects for the original budgets and original schedules.
- ▼ College/University Strength: Universities of Florida, Georgia, Alabama, Virginia, Arkansas and Texas; James Madison University; Rutgers University; Texas A&M; Clemson University; The Citadel; Iowa State University; Delaware State University; Oklahoma State University; College of Charleston; Central Michigan University; University of Tulsa.



- Some of Heery's innovative design solutions include bringing suites and seats closer to the field of play and allowing views of the field of play from the concourses.
- Long-time members of the National Association of Collegiate Directors of Athletics and the International Association of Auditorium Managers.

Heery's sports contacts can let you know more. For stadiums, contact Mike Holleman or Tad Shultz at 404/881-9880; for convention or civic centers, call Ian Vingoe at 813/875-9656.

## HEALTH CARE

- Heery's first health care facility project was in 1973.
- More than \$3 billion in construction value.
- Heery is active both nationally and internationally in this market.



- ▲ Project experience includes research facilities, academic medical centers, regional referral centers, community acute care hospitals, specialty institutes, rehabilitation facilities, geriatric and extended care facilities, ambulatory care and outpatient clinics, medical office buildings.
- More than 100 different health care clients, including current or recent assignments with Mayo Clinic, University of Colorado Health Sciences Center @ Fitzsimons, Walter Reed, Sheppard Pratt Health System, Tenet Health Systems, the Veterans Administration, and Dryburn Hospital in the UK.
- Heery's specialty practices set us apart: medical equipment planning and procurement; commissioning; transition management; and move management.

You have a number of resources at your fingertips. For planning and design issues, call Bob Guinn at 404/881-9880; for commissioning, call Matt Beekingham at 253/752-8235; for medical equipment planning & procurement, here's an untapped resource, Anne Johnson at 303/572-7922.

## JUSTICE

- Heery does both incarceration and courthouses in this sector.
- More than \$4 billion in construction value.
- 20 federal courthouses and 6 local courthouses in the past 5 years.
- More than 60,000 cells put in place.
- ▼ Heery's first correctional project was in 1978.



- Current specialty in juvenile justice: Georgia, Colorado and Ohio.
- Clients include Federal Bureau of Prisons; Montgomery County, Md.; States of Oregon, Washington, Colorado, California, Georgia, Utah, Idaho, New York, North Carolina, Tennessee; Yuma County, Ariz.; Cuyahoga County, Ohio; and Pinellas County, Fla.

- Long-time members of the American Correctional Association.

If you need to know more about Heery's skills in the Justice market, contact Su Cunningham at 512/248-1245.

#### CORPORATE

- Half of the Fortune 100 are or have been Heery clients.
- 29 of the Top Fortune 50 are or have been Heery clients.
- ▼ Call/Data Center specialty: Bank of America (Nationsbank), Franklin Templeton, MBNA, Salomon Brothers (Tampa), Home Depot, Alamo Rental Car.



- Financial Services specialty: Chase, Franklin Templeton, MBNA, Bank of America (Nationsbank), T. Rowe Price, Legg Mason, Salomon Brothers, SunTrust, AmSouth, Goldman Sachs, Alex Brown.

Heery folks who know a lot about this market include John Furman in Heery's Baltimore office at 410/685-7400; Linda Sheldon in the Atlanta office (404/881-9880); and Chris Houchin in the London office (44 (193) 225-2725).

#### MASS TRANSIT

- Two-thirds of the electrification projects in the U.S. have used Heery's "Electrack" electrification engineering services.
- Heery's worked for most of the "Big Systems" – SEPTA, Metro North, Connecticut DOT, Baltimore Light Rail.
- Prestigious current projects include traction power studies for the New Orleans Regional Transit Authority's historic streetcar lines; an on-call assignment for an 8-mile light rail transit starter system in Norfolk, VA for Hampton Roads Transit; part of the winning design/build team for Metro-North's Highbridge Yard project, an important component of New York City's huge East Side Access Project; and an 18-month subconsultant contract to provide resident engineering services for the construction pole line that carries electrical feeders for Delaware River Port Authority's Lindenwold Line.
- Heery's "Electrack" has a decades-long relationship with Amtrak, having worked with them since 1977, when the firm was retained for electrification design on the original Northeast Corridor Improvement Project (NECIP), through the recent completion of the electrification from New Haven to Boston.
- Heery is a member of the American Public Transportation Association.

A good source for information on Heery's capabilities in the Mass Transit market is Dan Ferrante at 609/392-2922.

#### AVIATION

- ▶ Heery managed the design and construction of two 100% hold baggage screening systems – at Heathrow Airport and Glasgow Airport in the UK. The UK was the first country in the world to implement 100% hold baggage screenings in all of its airports.

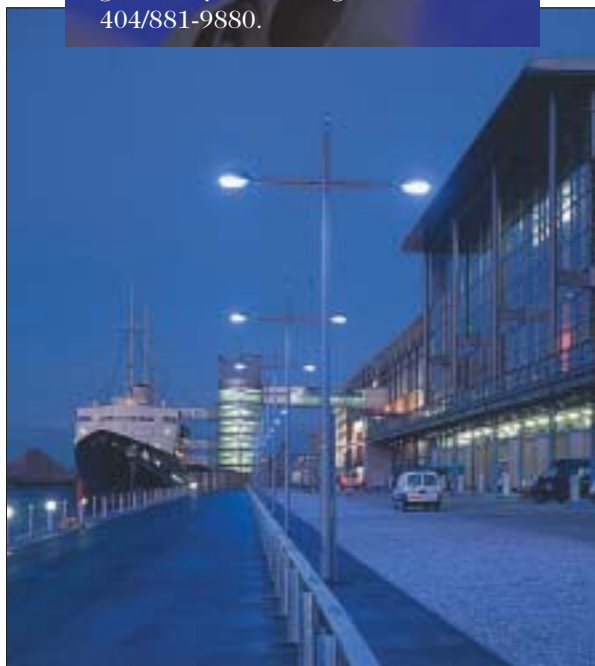
- Heery is a member of the program management team for the Seattle/Tacoma International Airport expansion, has designed the wayfinding and signage system for Baltimore/Washington International Airport, and was recently selected for a major architecture and engineering support services contract at Hartsfield Atlanta International Airport.
- Heery is a member of the American Association of Airport Executives, the Airport Council International-North America, and the Airport Consultants Council.

Meet Joe Bellanca. Joe has more than a dozen multibillion-dollar airport design and construction projects under his belt, has been a leading project executive for both national and international aviation projects. He has a strong understanding of the issues affecting the aviation industry and how those issues impact design and construction programs...and he's now part of our team, joining our existing staff from Seattle and others who've committed themselves to this market. Contact Joe at 404/881-9880.

#### INTERNATIONAL

- Fifteen percent of Heery's revenues come from European operations
- Heery Europe staff: nearly 180 people.
- Offices in London (2), Scotland, Germany (2), and Spain.
- Major heritage projects, like Bank of England, Gilbert Collection at Somerset House and Playfair Project.
- Higher education strength with clients such as Oxford University, Kings College, University of Durham and University of North Hertfordshire.
- ▼ Prestige projects include Ocean Terminal, a shopping center that incorporates the former Royal Yacht Britannia in one of Edinburgh's landmark buildings, and a comprehensive redevelopment of the Bank of England's landmark facility.

Your first call on all things involving Heery and Europe should be to Chris Houchin in the London office (44 (193) 225-2725). If he can't help you, he'll get you to someone who can. We also have an e-brochure that outlines Heery's European capabilities, and you can get one by contacting Rick Gore at 404/881-9880.



#### DESIGN/BUILD

- Even though a growing practice, we've already won two national awards and one regional award for our work!
- Specialty in minor league ballparks and interior fit-outs.
- ▲ Most Heery projects have a major logistical challenge – Dare County Courthouse is on the Outer Banks!

To learn more about our Design/Build practice, check out our previous issue of *HeeryNews* devoted to this topic. You'll find it on KnowledgeNet.

## KUDOS

*Dave Peterson (Denver) recently celebrated his 1st anniversary on the Board of Directors of Goodwill Industries of Denver. As part of Dave's involvement on the Board, he assists in making policy and program decisions, as well as soliciting corporate donations.*

*The South Atlantic Chapter of the Construction Management Association of America (CMAA) awarded Heery the 2002 Project Achievement Award for Public Sector Less than \$10 million for the Key West High School's Glynn R. Archer Jr. Center for the Performing Arts.*

*Heery recently won a Silver Considerate Constructor Award for its management of the University of Durham's Wolfson Research Institute site. Heery was recognized for going to great lengths to show consideration for the surrounding commercial buildings, particularly the river approach route – a popular tourist attraction.*

*Originally awarded the Investors in People standard in September 2000, Heery's European Operations was recently re-accredited for the second time.*

*Heery earned a prestigious Gold Award from the Royal Society for the Prevention of Accidents (RoSPA), marking the company's outstanding Occupational Health and Safety record for the last four years.*

*Corporate Communications won an APEX Award of Excellence for the Interiors and Planning Brochure.*

*Dave Young (Arizona) is serving on the Board of Directors for the newly chartered Arizona Chapter of CMAA.*

*Athletic Business awarded Heery a 2002 Facility of Merit Award for the University of Virginia – Carl Smith Center/Scott Stadium Expansion.*

# REGIONAL REPORT



## SOUTHEAST

▲ Heery is providing architectural design services for **Plantation Pointe**. Located in Lancaster, S.C., the multiple medical office development (approximately 18 facilities) provides medical office space, general office space and retail facilities, totaling an estimated 108,000 SF. To date, the following facilities have been completed: Carolina Cardiology, Mobley Drug, Lancaster Imaging Center, Mackey Family Practice, Wade Dental Clinic, an urgent care facility, a specialty practice suite, and Lancaster Surgical Associates.

■ **New Hanover County Schools (N.C.)** recently commissioned Heery to prepare system-wide design guidelines. The district hopes these guidelines will strengthen its relationship with design professionals and contractors by establishing a clear set of parameters and preferences at the onset of design and construction. New Hanover County Schools has been a Heery client since 1997, and as a result of Heery's preliminary ADA surveys, transition & implementation plans, and schedules, the system recently received a \$500,000 Federal School Repair & Renovation Grant to complete ADA remediation projects throughout the county.

■ **The College of Charleston** recently retained Heery International to analyze arena renovation and expansion options. Heery's feasibility study will help determine whether the existing facility and the adjacent land, currently used as tennis courts, can be effectively renovated to yield a state-of-the-art, 4,000-seat arena. Heery is working with the Charleston-based architecture firm Glick Boehm to prepare a brief building program, exploratory sketches, conceptual cost estimate and schedule.

■ **The University of Tulsa** has retained Heery to develop plans for upgrading its 70-year-old Skelly Stadium to improve fan and player amenities, bringing the stadium in line with other institutions in the Western Athletic Conference. Heery has been hired to conduct a six-week planning study for phased improvements to the stadium, which will include concessions, restrooms, concourse renovations, football team facilities, new press facilities, suites and club seating, and a seating bowl reconfiguration.

■ As part of a worldwide medical indefinite delivery, indefinite quantity contract (IDIQ), Heery International recently accepted its first three assignments with the **Corps of Engineers**. The first task order involves architectural and engineering design services for an \$18 million life safety upgrade to Wilford Hall Medical Center at Lackland Air Force Base in San Antonio, Texas. The second task order calls for the architecture and engineering design of a new Physical Evaluation Center for the Ranger Barracks Complex at Fort Benning, Ga. The third appointment calls for the design of a new outpatient clinic at Laughlin Air Force Base in Del Rio, Texas. The Corps' Savannah District awarded Heery this Worldwide IDIQ contract to provide architecture and engineering services for Army and Air Force healthcare facilities worldwide. The contract's initial term is for one base year with four optional renewal years. The range of the task orders includes assessment studies, feasibility studies, programming/master planning, design implementation, construction administration, and special studies.

▼ **Franklin Templeton Investor Services, Inc.**, has retained Heery for two additional assignments at its St. Petersburg, Fla., campus. In April, Heery completed a 24,000 SF fit-out for Amerisure, a sublease tenant of Franklin Templeton's. Currently, the Tampa office is conducting a feasibility study. These are Heery's fourth and fifth assignments, respectively, at Franklin Templeton's 580,000 SF Carillon campus. Heery's previous projects consisted of four similar, two-story buildings in a cluster arrangement and parking for all four buildings. In 2000, the firm completed an additional assignment for an 8-story, 300,000 SF office building and 1,750-car structured parking deck, which were integrated with the existing four buildings to maintain a cohesive campus.



■ **DeKalb County (Ga.)** selected Heery to analyze operational issues and facility requirements for county departments and to assess the ability of its current facilities to meet those needs. Over a 90-day period, Heery conducted facility assessments of 562,000 SF in five buildings and the 25 operating departments within those buildings. Heery developed long-range facility plans to support the county's move toward customer-focused service delivery, along with recommendations for meeting facility requirements for the next 5, 10 and 15 years. The final report provides strategies for space allocation, renovation, acquisition and facility construction.

■ The Marcus Foundation recently hired Atlanta-based Heery International to provide program management services for the new **Georgia Aquarium**. As project manager/owner's representative, and the first consultant to be named, Heery services range from aquarium concept development through commissioning and grand opening. Heery is also providing space programming and managing the design and construction contracts. The Home Depot co-founder Bernard Marcus, through the Marcus Foundation, has pledged \$200 million to build and endow the facility, which is set to open late 2005. The Georgia Aquarium will boast five million gallons of unique and exotic aquatic life and will be among the largest and most celebrated in the world.

■ Heery International was recently hired by Miami-Dade County to head the design team responsible for the new **Homestead Air Reserve Park**. The 212-acre track, originally part of the Homestead Air Force Base destroyed by Hurricane Andrew, will include a new meeting hall, park manager's office, athletic equipment storage, food vending facility, maintenance and equipment storage, restrooms, four picnic shelters and two soccer fields. Services include architecture, structural engineering, landscape architecture, interiors and construction administration. Heery has also selected local Hispanic firms, C3TS and EMTec, to provide additional engineering services. The project is slated to break ground February 2003, with a target completion of April 2004.

■ **The Athens (Ga.) Regional Medical Center** recently hired Heery to provide facility assessment, programming and strategic facilities planning to address its 3-, 5- and 10-year needs.

## EAST

▶ **The City of Worcester, Mass.**, selected Heery to provide construction management services for a new vocational high school. The new \$90 million, 400,000 SF school is believed to be the largest, single school project that Heery has ever managed. Groundbreaking for the project was held Monday, June 10.



- Heery, in a joint venture with DMJM, was awarded a construction management services contract for the new headquarters complex for the U.S. Census Bureau. The new \$300 million facility will be located in the Suitland Federal Center in Maryland and will consolidate Census employees from three other Suitland Federal Center buildings, as well as another three leased buildings in the Suitland Area. The project includes design/build construction management services for a 771,000 SF building and a 3,000-car parking garage. Completion is expected in 2006.

- ▼ On June 18, the new \$18 million minor-league Ripken Stadium officially opened in Aberdeen, Md., 20 miles north of Baltimore. Aberdeen is the hometown of Baltimore Orioles' great Cal Ripken, for which the 6000-seat stadium was named. Heery provided pre-construction and construction management support services. The Aberdeen Ironbirds, a Baltimore Orioles affiliate team, will host about 70 Atlantic League games each year.



- The General Services Administration's National Capital Region awarded Heery a contract for **Comprehensive Workplace Solutions and Services** for the Washington, DC Metropolitan Area. Under this five-year contract, Heery is providing turn-key project management for various projects, which include the coordination, scheduling and accomplishment of the many tasks necessary to prepare a work environment for occupancy. The tasks could include virtually any design or construction services, ranging in scope from 21,000 SF to 300,000 SF in both leased and government owned facilities.



- ▲ With a flourish and a cheer, Baltimore City Schools and elected officials joined Cecil Elementary students and staff to cut a huge ribbon and formally open the renovated school. The ribbon-cutting ceremony, coordinated by Heery, included tours, student readings, singing and remarks from school and city officials. The \$5 million renovation involved upgrading the 1965 school. The interior was completely gutted and rebuilt – essentially producing a new school for a price well below the cost of actual new construction. Improvements included ADA compliance, wiring the school with data, voice and video lines, installing an energy-saving heating system, upgrading the school's security, and installing new windows.

- The U.S. General Services Administration has retained Heery to support the **United States Patent & Trademark Office** in occupying the largest leased space development project in the D.C. area – a 2.4 million SF, 5-building, built-to-lease office complex. The USPTO complex also includes two parking garages that provide 3,525-parking spaces.

#### NORTHWEST

- ▶ The \$40 million **West Seattle High School** will open this fall – on time despite severe damage sustained during an earthquake that occurred Feb. 28, 2001. Shown is Heery Project Manager Forrest Schall, discussing the renovation and expansion progress with West Seattle High School Principal Phil Brockman and Seattle Mayor Greg Nickels June 14.

- Citing the Heery Tacoma office's close proximity to the site for a new \$17.2 million middle school and the firm's previous experience with similar Geopier Foundation support systems, the **Tacoma Public Schools** selected Heery to manage the construction of a new 125,000 SF school for 800 7th-9th graders. The 15-acre site has sensitive soil conditions, which will require special attention, making the foundation support system an especially critical part of the project. The school's construction must be completed in 14 months, including demolition of an existing elementary school on the site.

- Heery was recently selected by Jefferson County (Ore.) School District 509J to provide construction program management and commissioning for major additions and renovations. The \$15.8 million program involves **Madras High School and Buff Elementary School**, which is currently being used by the high school. Once construction is completed on the high school, the elementary will be vacated for its renovation and addition. Program completion is slated for July 2004.

- One of the **Oregon Department of Corrections' (ODOC)** four new correctional facilities moved a step closer to reality in July, with the groundbreaking for the Lakeview minimum-security work camp. Construction of this 400-bed facility for men is scheduled for completion in Spring 2004. Other projects in the ODOC building program include a 400-bed minimum-security correctional facility for men at Madras, a 1,300-bed medium security correctional facility for men at Madras, and a 400-bed minimum-security correctional facility for men in Junction City. Heery International is providing construction management for all four new ODOC facilities.

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# REGIONAL REPORT

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- ▲ The new girls-unit at the **Mount View Youth Services Center** in Denver, Colo., was dedicated this week in honor of Betty K. Marler, former director of the Division of Youth Corrections for the State of Colorado. This 40-bed facility was constructed to house female juvenile offenders, with design features and spaces that focus on their needs with respect to education, training, health care, mental health, family and addiction issues and concerns, and was a special project for Ms. Marler. Heery International provided project management services for the \$8 million project. The Mount View director commented on Heery's services, stating that the firm "understood how special this facility would be to Colorado youth care and that the facility would be a model project for the nation. And that commitment and understanding came through!"

## CENTRAL

- Working with the **Facilities Department of Cleveland Municipal School District (CMSD)** since the beginning of the year, the Heery team of Mike Brown, Tom Vaughan, Rory Turner and Mariann Escoe have played a major role in the initial phase of the District's massive \$1 billion building program. They recently completed the Master Plan for this multi-year, comprehensive renovation and upgrade of every CMSD school. Already, twenty-nine schools are undergoing repairs and upgrades.



- ▲ The project team for the **Youngstown City School** program moved into a new office in downtown Youngstown. Steve Ludwinski, Brad Adams and Ken Monsman are enjoying their new surroundings and the convenience of being just around the corner from the district's administration offices.

## WEST

- Heery personnel are busy providing program and project services across the **State of Arizona** on more than 1200 projects at 27 school districts with a total value in excess of \$130 million and growing. The project types range from very basic repairs and remodels to complete school replacements. The 34 Arizona-based Heery employees are hard at work to get projects completed by June 2004.
- Heery was one of several PM firms selected for full project management services for the **Los Angeles Unified School District's** \$3 billion new construction program. Heery commenced work on June 17 and will be continually adding staff to the program over the next several months.

- Heery was selected by the **County of Sacramento** to provide staff augmentation services to the County on over \$70 million worth of current and future design and construction work. Heery is providing construction administration services for the County's design and construction group.
- Heery has completed its peer review of the 1.4 million SF **Letterman Digital Arts Complex** for the Presidio Trust in San Francisco. The next stages include peer review of construction documents and then construction administration and inspection services once the facility begins construction.

## EUROPE

- The well-established **Heriot-Watt Research Park** is to be extended in a further phased development, with Heery International as project manager and planning supervisor for the infrastructure works. The £4.3 (US\$6.7) million project will almost double the research park, which is located on the Southeast side of Edinburgh. Heery's success in winning this project follows on from a similar contract completed recently for a new biotechnology manufacturing campus at Gowkley Moss outside Edinburgh.
- The contract to undertake a major refurbishment of **Parsifal College in Finchley, London**, has been awarded to Heery. The College is to become the focal UK site for the ESCP-EAP, a French Grand Ecole and leading trans-national post-graduate business school in Europe. Parsifal College occupies a site within a conservation area in London, totaling about 134 acres. The main building is approximately 115 years old and was originally designed and constructed as a religious college housing 60 monks. Work is due to start on site in October 2002, with completion in August 2003.

- ▼ Prudential Property Investment Managers Ltd has appointed Heery as construction manager for its £6 (US\$9.1) million redevelopment at **Caledonian House, Glasgow**. The major project will create a mixed retail and residential property of approx 100,000 SF. Heery carried out the pre-construction and planning services for the project, which started on site in late June. The project involves the complete refurbishment of the existing L-shaped building and the construction of a new 7-story extension, all around a central courtyard. This will create three large retail units with residential units above.



## Safety

### HEERY UPDATES SAFETY AND HEALTH PROGRAM

It can happen when you least expect it...you are working through your daily activities and without warning, an accident occurs in the workplace. Safety is compromised and injuries and property damage result. How do you respond? How does the incident affect our operation? Most important, what measures could have prevented the accident? These questions are common, particularly just after an accident has occurred.

At Heery, our primary safety strategy is to commit the resources and training needed to provide a safe and healthy workplace early in the project. This helps us identify and eliminate potential hazards and deficiencies before accidents occur. One way we monitor our progress is by tracking accident frequency rates and setting aggressive safety and health performance targets.

Our 2002 Safety and Health Program targets include:

- A 10 percent reduction from 2001 in the accident frequency rate of all reportable accidents and incidents in year 2002;
- The introduction of annual improvement targets of 10 percent beginning in 2003;
- Continue our 2001 zero frequency rate of major injuries and dangerous occurrences; and
- Continue our 2001 zero frequency rate of fatal accidents on projects where Heery provides "at-risk" services and projects under Heery control.

To achieve these goals, we must continue to develop our firm-wide safety program that fosters a "Safety First" culture - all regions, all disciplines, all offices and all employees! Shared ownership is fundamental for making Heery the safest, most cost effective, most respected, and most profitable professional services provider.



▲ Heery has won a second project at the **University of Durham** following the successful handover of the Wolfson Research Institute at its Stockton on Tees campus last year. The latest project is for the design, planning, procurement and construction of a new office and laboratory complex on the University's Central Science Site in Durham. Heery was appointed in April and construction commenced in July, with completion scheduled for October 2003. The new facility will provide some 5,750m<sup>2</sup> (61,870 SF) of research laboratories, offices and support facilities for the e-Science, Geology and Geography departments of the University.

▼ Work on the £26 (US\$40.6) million **Playfair Project** is progressing on track for completion in 2004. Work started in May 2001 with Heery International as construction manager. The two main elements to the project are: the refurbishment of the interior and exterior of the Royal Scottish Academy (RSA) and the creation of the new underground building. Work is underway to excavate approximately 18,000m<sup>3</sup> of material to enable the construction of the Link Building. The RSA will be handed over in February 2003 and the Link Building in mid 2004, when a dramatic new entrance in Princes Street Gardens will be open.



## HR ANNOUNCES NEW CIGNA FEATURE

CIGNA now offers Internet access to our accounts. This feature allows you to review your retirement information and process routine transactions through CIGNA's AnswerNet. Along with access to your CIGNA accounts, you can also visit the Academy by CIGNA for information regarding investing and retirement planning. Check out Human Resources on Heery KnowledgeNet for log-on instructions.

## ACCOLADES

■ "Thank you so much for all your help. I am very pleased with how it has all turned out. Your quick grasp of our objectives and your amazingly fast turnaround of the various alternatives made my task light years easier. It is great to have real pros on the team. Thanks again."

Mark Rusche  
Alston & Bird

■ "This project has progressed smoother and faster than any of its size that I have been associated with. I believe this is in large part due to Mr. [Butch] Back's work ethic and experience in the building trade."

William T. Jones  
Chief Building Inspector  
County of Dare (N.C.)

■ "The County has been extremely impressed with the team approach taken by the CM@Risk staff at Heery from the very first day...Heery has demonstrated an incredible level of cooperativeness and an ability to manage the construction schedule in dealing with a County error with wetlands permits that resulted in a work stoppage at the site for a period of six weeks. Heery has recovered that time loss completely."

David Clawson  
Director/Assistant to the County Manager  
County of Dare (N.C.)

■ "As the Bureau's first Federal Correctional Institution to use the Design-Build method for project delivery, Petersburg was a great success. Although complicated by its proximity to the existing institution, the project managed to finish ahead of schedule. The desperately needed cells are now on line."

Jon M Gomborg, NCARB  
Chief, Technical Support Section  
Projects Administrator  
Federal Bureau of Prisons  
U.S. Department of Justice

■ "The quality of your presentations and supportive materials – attested to by participant feedback during and following the conference – speaks volumes about Heery International. And your commitment to work on the Council [of Great City Schools] in its continuing efforts to improve public education on behalf of children in our nation's largest cities attests to your own personal qualities as a trusted colleague and friend."

Bob Carlson  
Director, Management Services  
Council of Great City Schools

■ "Thank you for your comments regarding my briefing on the status of the war on terrorism...I found your suggestions regarding the implementation of security programs for our airports very interesting."

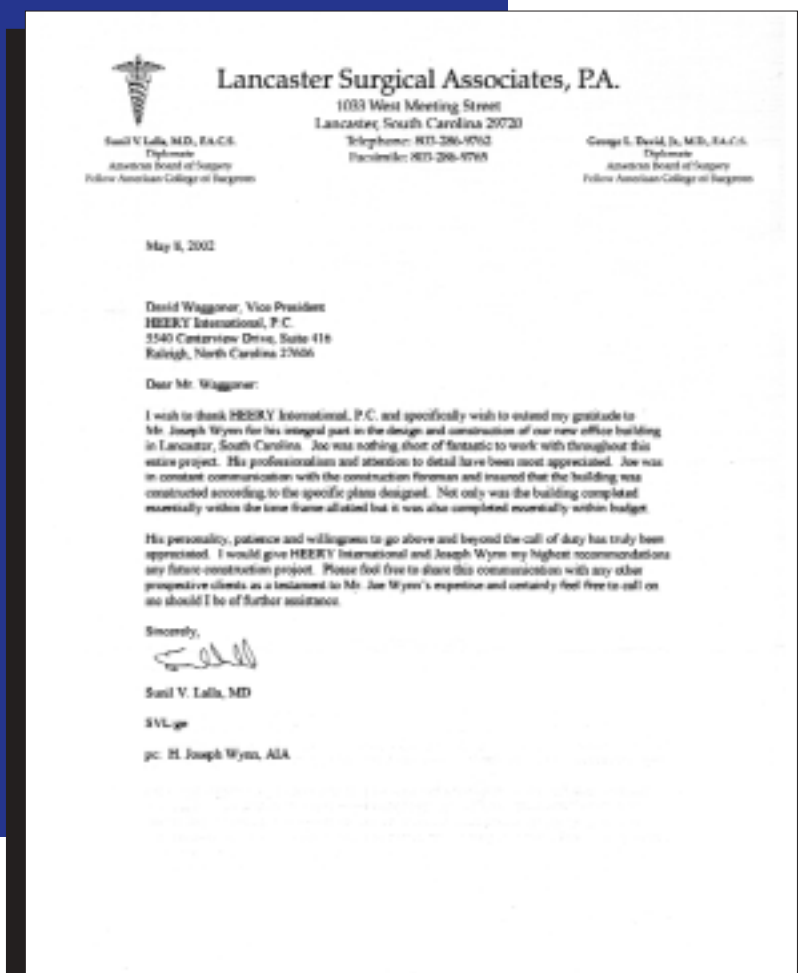
Johnny Isakson  
Member of Congress  
6th District, Georgia

■ "I extend my heartiest congratulations to James J. Moynihan, President and Chief Executive Officer of Heery International. Your commitment to excellence and your dynamic leadership ensure great success for Heery International for years to come. Best wishes for a memorable 50th anniversary."

Roy E. Barnes  
Governor  
State of Georgia

■ "...the University could not have received any better service than that provided by Heery International, and specifically, Mr. Jim Black. Jim served the project with the utmost attention and dedication. His efforts in the field were especially valuable coordinating the various inspection programs and resolving the many design and construction issues. His administration of the project paperwork was timely and reliable. Quite simply, this project would not have turned out as good as it did had it not been for Jim's efforts."

Brian Dolan  
Project Manager  
University of Arizona Facilities Design and Construction



# HEERY IN THE COMMUNITY



▲ For the City of Atlanta, April 15, 2002 was more than tax day. It was **Heery International Day**. In celebration of the firm's 50th anniversary, the proclamation from City Council President Cathy Woolard cited Heery as Atlanta's leader in design, engineering and construction management for landmark projects and clients, including Atlanta-Fulton County Stadium, Georgia Dome, Turner Field, Grady Hospital, Atlanta Botanical Garden Conservatory, Atlanta History Center, West End Medical Center, Georgia Institute of Technology, Coca-Cola, Georgia Power, The Home Depot and Alston and Bird. In addition, Atlanta City Council commended Heery for its many contributions to Atlanta's past, present and future skyline.

▼ Emily Miley, Kevin Younger, John Furman and Ken Wiswall from Heery's Baltimore office recently volunteered at **Claremont School's Annual Special Olympics Challenge Day**. Claremont is one of several Baltimore City Public School System facilities dedicated to providing a totally individualized learning environment for students with special needs, ranging in age from 13 to 21. The Challenge Day event was part of the Motor Activities Training Program developed by Special Olympics International in order to address the needs of students who are the most highly challenged with severe and/or multiple disabilities. Special Olympics Challenge Day gives students who are not able to participate in the Official Special Olympics events an opportunity to celebrate their accomplishments in improving their motor skills and physical fitness.



■ Staffers from Heery's Seattle office recently volunteered with **Rebuilding Together**. This nationwide, non-profit organization works with communities to rehabilitate the houses of low-income homeowners, particularly the elderly, people with disabilities, and families in need, so that they may continue to live in warmth, safety and independence. The grateful resident told Forrest Schall "You all are God's angels."



▲ Heery's Interiors group in Seattle participated in designing a product exhibit for Haworth at this year's **GreenWorld 2002**, an annual sustainable symposium hosted by the local IIDA chapter, partnered this year with EnvironDesign6, a national sustainable design trade show and symposium, to create an exciting, educational event for designers and manufacturers on green products and methods. Judy Peterson, Lisa Bolster, and Ana Allison created an exhibit using 100% natural and/or recyclable materials.

▼ With the help of his Nashville colleagues, architect-intern Anderson Kenny led Heery's contribution to the **Terrific Tree House event at Cheekwood Botanical Garden and Museum of Art**. Heery's design – one of 10 selected for the exhibition – embraces the requirements of the Americans with Disabilities Act (ADA). Designers focused on the experience of physically-limited observers, particularly children and those in wheelchairs. They treated ramps, guardrails and openings, not as design limitations, but as vital architectural opportunities. The display opened in May and will run until October 27.



▲ Usually ahead of market shifts, Heery is astonished by the fast-growing family sector. **Heery Bears** are being delivered to "new additions" in record numbers – 19 since May.

▼ The East Region staff, always up for a good party, used **Heery's 50th Anniversary** to host two client events. The first was a golf tournament at the beautiful and challenging Bulle Rock Golf Course in Havre de Grace, Md. Heery President and CEO Jim Moynihan and CFO Jack Hill joined East Region Manager Bill Heitz and other regional staff to host some of the area's top clients for a day of golf and a dinner at the club. The second event was an open house held at the Washington, DC, design studio for area clients, including those from the federal government and private corporations.



## BRAGGING RIGHTS TEST

Heery staff have a lot to be proud of – a fifty-year history with important assignments around the world in a wide variety of market sectors and services. Take this test on your Heery IQ by matching the number in the left hand column with the correct item in the right hand column. Good Luck!

5	A. Number of statewide education programs on which Heery is working.
3	B. Number of federal courthouses on which Heery has worked.
30	C. Number in billions of Heery's annual design and construction volume.
20	D. Number in millions of square feet that Heery is working on for GSA.
1977	E. Number of Heery offices worldwide.
2	F. Percent of clients who are repeat clients.
180	G. Number of companies in Fortune's Top 50 list that are or have been Heery clients.
1988	H. Year of Heery "Electrack's" first contract with Amtrak.
16	I. Year of first Heery health care facility project.
1973	J. Year of first Heery GSA contract.
60	K. Number of national design/build awards Heery has won.
150	L. Number of Heery staff in Europe.
29	M. Number of stadiums and arena projects.
200	N. Number of different institutions of higher learning that are Heery clients.

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Heery News is seeking regional and city "Best Practices," i.e., innovative processes, cost-saving techniques, etc. Please send us your comments or story ideas at the above address, via fax, 404/875-3273 or E-mail, carora@heery.com. Published three times per year.

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