



WHITNEY CENTER
HAMDEN, CT

AGC CT

2012 BUILD CT AWARDS

CONSTRUCTION MANAGEMENT/GENERAL CONTRACTOR:
LARGE RENOVATION (>\$20M)

DECEMBER 2011





APPLICATION – 2012 Build CT Awards

Project Name Whitney Center
 Address 200 Leeder Hill Road
 City Hamden State CT Zip 06517
 Date of Completion August 2011

Project Type (check one):

☐	CM/GC New Large Construction (>\$20 m.)
☐	CM/GC New Small Construction (<\$20 m.)
☐	CM/GC New Mid-Size Construction (\$5 m. to \$20 m.)
☒	CM/GC Large Renovation (>\$20 m.)
☐	CM/GC Mid-Size Renovation (\$5 m. to \$20 m.)
☐	CM/GC Small Renovation (<\$5 m.)
☐	Specialty Contracting: Electrical
☐	Specialty Contracting: Mechanical
☐	Specialty Contracting: Concrete (Co-sponsored by CRMCA and CCPC)
☐	Specialty Contracting: Interiors (Drywall, ceilings, flooring, wall coverings)
☐	Specialty Contracting: Exteriors (Exterior walls, roofing, building envelopes)
☐	Specialty Contracting: Sitework/Landscape
☐	Other Specialty Construction (Other construction not included in above categories)



Applicant

Firm name KBE Building Corporation
 Contact name Jonelle Lawhorn
 Phone 860.284.7431 Email jlawhorn@kbebuilding.com

Please List Project Participants (owner, designer, subcontractors, major suppliers etc.) Use additional pages if needed

Owner

Firm name The Whitney Center
 Address 200 Leeder Hill Drive
 City Hamden State CT Zip 06517
 Contact name Michael Rambarose, Senior Vice President of Administration
 Phone 215.253.721 Email rambarosem@whitneycenter.com

Designer/Architect

Firm name SFCS Architects
 Address 305 South Jefferson Street
 City Roanoke State VA Zip 24011
 Contact name Tye Campbell
 Phone 540.344.666 Email tc@sfcs.com

Other

Firm name Eventus Strategic Partners (Owner's Representative)
 Address 1600 Market Street, Suite 1702
 City Philadelphia State PA Zip 19103
 Contact name James Price
 Phone 215.253.7210 Email jprice@eventus-partners.com

Signature of Contractor _____

1 | JUDGING CRITERIA NARRATIVE

KBE Building Corporation has worked with Whitney Center, SFCS Architects, and Eventus Partners since 2005, providing preconstruction planning and Construction Management at Risk services for the major expansion of this existing Continuing Care Retirement Community (CCRC). The Whitney Center “Renaissance Project” encompasses the renovation of many areas within the existing facility, including new kitchen and dining areas, common spaces, new administrative and marketing offices, a new Maintenance Garage and a 2-level Parking Garage.

The project also included the construction of a seven-story, 195,000 sf independent living facility, which provides 87 additional Independent Living units ranging from 1400 sf to 1800 sf.

A one-story addition - called “Main Street” ties together the existing and new facility. This communicating corridor between the existing facility and new facility provides a dynamic setting for community functions and services, including a bank, offices, a community center, performing arts center, library, conference rooms, salon/message area, public restrooms and a Bistro/Market area.



The Whitney Center Renaissance Expansion has created additional living space and enhanced the residential community's offerings.

A. STATE-OF-THE-ART-ADVANCEMENT

KBE employed Building Information Modeling technology to facilitate the design and construction of the Whitney Center project. The project's design team provided traditional 2-D AutoCadd drawings. KBE's in house BIM Specialist built a Level Three 3-D BIM model from these 2-D documents, incorporating all design disciplines to help facilitate clash detection, assist with constructability issues, and aid in a timely coordination drawing process with the mechanical, electrical and plumbing subcontractors. This was of particular value in the renovation of the existing facility and tie-ins of building systems with the seven story addition. KBE also linked the CPM schedule with the model, utilizing the powerful 4-D scheduling capabilities of BIM 5.0. This enabled the team to provide the owner with a “snapshot” of construction at any given future point in time, supporting the owner's ongoing operations of the facility and various tenant events.

B. EXCELLENCE IN PROJECT MANAGEMENT

The Renaissance Project at The Whitney Center represents everything that can go right on a construction project - even when things go “wrong”, i.e., the inevitable bumps and surprises encountered on every construction project. When asked to sum up the essential ingredients that made the Whitney Center project so successful, KBE Project Manager Ross Mezzanotte says, “Patience, Planning, and Partnering,” and elaborates below.

Patience: Embarking on major expansion to a senior living facility is about far more than just planning the design and construction. Marketing and pre-selling the residential units is a core factor in successfully funding these types of communities, and Whitney Center needed to pre-sell 70% of the units before they could obtain financing. So, although KBE Building Corporation has worked with Whitney Center, SFCS Architects, and Eventus Partners since 2005, shovels did not touch ground until March 2010. KBE's efforts during those interim years included intensive preconstruction planning services, cost estimating, constructability reviews and value analysis to help keep the project in-line with the Owner's financial pro forma and to keep pace with changing marketing conditions and fluctuating construction materials and labor costs.

Planning: Orchestrating the complexities of this major construction project and interior renovation to the existing facility was a planning challenge. A three-month delay in the project construction start meant a scramble to get the addition buttoned-up before the following winter, or else face the additional costs of winter conditions. As a top priority, the KBE field team needed to coordinate all work to ensure the safety, comfort, and quality of life for residents of this vibrant, active

residential community.

Partnering:

The synergy between The Whitney Center (Owner), Eventus Partners (Program Manager), SFCs Inc. (Architect/Engineer) and KBE Building Corporation (Construction Manager) was evident from the start and set the stage for the next six years of work together.

So, what went right?

- The team's Preconstruction planning resulted in a final GMP that was under the owner's projected budget.
- The team overcame a particularly challenging, three-month delay in the start of construction - and, what's more, completed the project 30 days ahead of the owner's revised schedule. Groundbreaking took place in March 2010, with the first steel erected in May, and the 195,000 sf structure buttoned up by early December, avoiding costly winter conditions and allowing the interior fit-up work to proceed apace.
- The project demanded extensive planning and implementation of construction on an active campus for seniors. Work was conducted in occupied portions of an existing building and adjacent to the inhabited space with aged and elder care residents on site. The project included renovating the existing, fully operational kitchen and dining areas - without affecting residents' daily lives. The Owner's exacting requirements to create a high-end, high-quality environment for the facility's residents posed a worthy challenge that the design team, program manager, and construction manager worked hard to live up to - and succeeded. The Renaissance Project and renovations to the existing facility has enabled the Whitney Center to provide an exceptional lifestyle for its current and future residents, improve the quality of its programs and offerings, and better position the community for a secure and sustainable future.
- Supported the Owner's commitment to sustainability.
- Maintained "life as usual" for the center's residents, as evidenced by the remarkably high occupancy rate throughout construction.
- The project team - Owner, Program Manager, Construction Manager, Architect, and Trade Contractors - established an exceptional level of cooperation and professionalism throughout this six-year project - and many personal friendships and trusting professional relationships grew out of the team's work together over the years.



The team was able to overcome a three-month delay in the start of construction, and still complete the project 30 days in advance of the owner's revised deadline.

C. PROJECT TEAM EFFECTIVENESS

KBE has already demonstrated its ability to conduct work safely and respectfully within this occupied senior living facility. A \$2.6 million window replacement project at the existing facility, conducted during the Preconstruction phase of the Renaissance project, upgraded all windows within the existing facility. The scope encompassed the reconstruction of existing masonry lintels at all window locations (449 total), selective demolition and installation of new flashing, new weeps and brick. Existing windows were removed and replaced with new vinyl clad windows. The facility remained fully occupied and operational throughout the project, which required construction entry into every living unit. KBE worked carefully with residents and facility staff to coordinate the work around residents' daily lives and activities at the community, and were able to avoid relocating any residents during this work.

For the Renaissance project, coordination of construction in the midst of this senior community was a critical charge that every member of the team worked to make successful. Engaging and keeping residents informed was essential. The Whitney Center management team had started the process in the very early phases of the project by holding in "Town Hall" style meetings that got residents involved with the planning and programming stages. These meetings continued through construction, with KBE's Project Manager Ross Mezzanotte and Superintendent Larry Goodine presenting construction updates and answering residents' questions - of which there were many.

“We were disrupting the lives of people who are, on average, in their mid-80s,” explained Whitney Center CEO Greg Gravel. “It was vital that they be part of this at every step. “There were some tough questions, to be sure. But mostly it was excitement and curiosity about the project. But we were able to get through this major upheaval with truly very few complaints.”

D. INNOVATION IN CONSTRUCTION TECHNIQUES, MATERIALS OR DESIGN

CONSTRUCTABILITY CHALLENGES Over the course of this four-year planning effort (a time frame driven by the Owner’s financial requirements and need to pre-sell units as a condition of financing) KBE, the design team, and the Owner had many opportunities to explore constructability and value analysis items.

- One of these included the integration of balconies at many of the 87 living units in the seven-story Renaissance Center addition, always a challenging design issue. KBE worked closely with the architect and structural engineer to tailor the structural steel design to cost-effectively integrate the balconies while also mitigating future maintenance requirements and the potential for water leaks and/or deterioration.
- Another constructability challenge at The Whitney Center expansion were the large spans in the first floor Cultural Arts Center. KBE and the design team explored a number of options, ultimately choosing a Vierendeel truss (a rigid frame with an assemblage of rectangles and trapezoids but no diagonal members) that was integrated from the first to fifth floor of the addition. KBE worked closely with the Design Team on the steel shapes as well as the sequencing of placement of the concrete floors, which had to be poured in reverse order to enable proper loading of the trusses.
- As part of the overall expansion of the existing Whitney Center senior living facility, KBE was charged with completing the extensive renovation and upgrade to the existing Kitchen/Servery that supports the Center’s senior residents - without disrupting a single meal. The renovations included demolition of existing Kitchen facility, including abatement, and all interior fit-out: installation of new subfloor, flooring, new MEPs, new hood, sheetrock and interior finishes, millwork, and appliances. Project also included construction of a new dry storage area. The KBE team coordinated the set-up of a full commercial kitchen in trailers just outside the dining area, allowing food service to seamlessly continue while the construction team tackled the renovation work.
- KBE also coordinated the individual custom fit-outs for the 87 living units - a significant organizational and staffing challenge.



The balconies represented a significant design challenge, both in terms of constructability and long-term maintenance requirements.

KBE’S MANDATORY BADGING PROGRAM is used on every KBE job site, including the Whitney Center project, to help verify the US workforce eligibility of every trade contract employee working on our projects and confirms their status as eligible employees and not independent contractors. Every worker on our sites must provide KBE with I-9’s and W-4’s prior to the start of work, enabling us to verify their worker status. Once approved, the employee is provided with a badge that must be presented and verified each day in order to work on our sites. Workers who cannot demonstrate that they are legally documented workers and employees covered by Worker’s Compensation insurance are not allowed to work on KBE’s jobsites.

SAFETY KBE lived up to its promise of keeping the jobsite safe for Whitney Center staff, residents, and all construction personnel.

- KBE and the State of Connecticut Department of Labor, Division of Occupational Safety and Health (CONN-OSHA) selected the Whitney Center project for a Strategic Safety Training Partnership. Some of the OSHA Partnership goals included:
 1. Reduce workforce fatalities, serious injuries, and illnesses and provide a safe work environment for employees at the Project.
 2. Limit the number of injuries, illnesses, and fatalities to less than the national incident rate for residential

construction. With an emphasis on reducing injuries and fatalities resulting from falls, struck-by, caught-in-between, electrocution and trenching.

3. Allow OSHA and CONN-OSHA to focus resources on companies that require attention from OSHA, rather than on companies, such as KBE, that have demonstrated existence of effective safety programs
 4. Make OSHA and CONN-OSHA safety and health resources available to KBE Building Corporation, and its subcontractors on site.
- KBE's Corporate Safety staff was on site a minimum of 24 hours per week. Project Superintendent Marc Browne served as the, full -time, on-site Safety Officer, with responsibility for implementing and monitoring the Project Specific Safety Plan.
 - Ongoing communication and construction updates to residents were instrumental in protecting their safety as well as that of the field team.
 - An exterior construction elevator was installed to hoist workers and materials to the upper levels of the 7-story addition. The elevator not only enhanced site safety, by reducing the use of the interior stairways, but also provided great time efficiency in getting workers and materials where they needed to go. KBE provided a dedicated, specially trained elevator operator, whose only role was to man the elevator and conduct the daily safety inspections to ensure its safe operations.
 - Over the course of 18 months of construction and more than 500,000 manhours, there were only eight OSHA recordable incidents, none life-threatening.

E. EXCELLENCE IN CLIENT SERVICES

The following illustrate KBE's contributions to excellence in client services:

- The Owner's demand for quality occasionally meant changes to building program and finishes, as the details of these items were sorted out and refined. The entire team fully supported these changes, and worked diligently to accommodate these without compromising an already tight schedule and budget.
- Full size mock-ups were created of all wall units and interior finishes. KBE conducted in-depth reviews of the mock-ups with the trade contractors before the start of each area of work, ensuring that everyone understood the requirements.
- The Whitney Center community maintained an exceptional 92% occupancy rate throughout construction - an remarkable achievement when the national average occupancy rate is in the mid-80s. Whitney Center CEO Greg Gravel calls that achievement "a testament to both Whitney Center's policy of open communication and KBE's fundamental respect for the residents' comfort and well-being".
- The Owner was fully committed to creating a high-end, high-quality living experience for the residents, both current and future. This commitment to quality began with the selection of a well-regarded design team, led by SFCS Architects, Eventus Management, a Program Manager with proven expertise in the development, programming, and marketing of senior living facilities, and KBE as Construction Manager. That focus on a quality team extended to trade contractor selection, where KBE's mandatory Prequalification process was instrumental in ensuring the Owner was getting the best value for the dollar by validating the experience, financial stability, and safety record of every trade contractor bidding, and ultimately working on the project. The Whitney Center's senior management - Greg Gravel and Mike Rambarose - were hands-on involved at every step of the way, working daily with the team throughout the process.
- As Whitney Center CEO Greg Gravel writes in his letter of reference, "KBE kept its promise of keeping our residents safe ... your commitment to quality and schedule have been exceptional. Your team faithfully met the architect's design criteria and quality expectations throughout ... The biggest plus of all is that all the participants from Whitney Center, Eventus and KBE have formed strong and lasting relationships that will outlive the project itself. There is a mutual trust and respect that has made this a very enjoyable project for all."

F. CONTRIBUTION TO THE COMMUNITY

CONTRIBUTIONS TO THE WHITNEY CENTER COMMUNITY

- The residents were fully engaged at every step of the process - from the initial decision to expand the community to major design and programming decisions and throughout the construction process, provided regular schedule updates and monthly meetings to address concerns and issues. These meetings included both KBE and Whitney Center staff.
- Because senior citizens and retirees tend to sleep a little later in the morning, construction work also started a little later to accommodate the residents. Instead of the usual 6 am work start, KBE required that work not begin until 7:30 or 8 am on

most days.

- **CONTRIBUTIONS TO THE COMMUNITY AT LARGE**

- The Whitney Center and KBE's close working relationship resulted in another partnership - this one focused on the community at large. Together, the companies coordinated a charitable giving program last Thanksgiving, packaging and delivery more than 150 Thanksgiving dinners to area families as part of KBE's second annual "Gift of Gobble" program. More than 30 KBE and Whitney Center staff gathered in the new Parking Garage at Whitney Center early one chilly Saturday morning last November and conducted a "bucket brigade" of Thanksgiving ingredients - potatoes, vegetables, stuffing, pies and of course turkeys to create the dinner baskets, which were then delivered to eight food pantries and social service agencies around the state.

G. MEETING THE CHALLENGE OF A DIFFICULT JOB

A three-month schedule delay was one of the most significant challenges thrown at the project team. Construction was planned for a January 2010 start. In late December, a site survey turned up extensive and problematic subsurface conditions that ultimately required three months to abate. When ground finally broke in March, the race was on to get the addition buttoned up before the following winter and thus avoid the cost of winter conditions - and keep the project on schedule. The Owner extended the date of Final Completion from 8/12/2011 to 9/30/2011. The KBE team worked closely with the trade contractors, scheduled selective overtime where needed, and engaged everyone in the team in meeting the new deadline. The effort more than paid off: KBE as able to turn over the facility on 8/31/2011 - thirty days ahead of the Owner's revised schedule, and only two weeks later than the original schedule.

Over the course of the five year preconstruction effort, KBE's Preconstruction team provided ongoing cost estimates, constructability reviews of the evolving design documents, and value management discussions with Whitney Center, Eventus, and SFCS to ensure we could bring the project in on budget and still meet the owner's high quality standards. This team effort resulted in a GMP being below the Project Budget.

As described earlier in this narrative, the Project Team was successful in overcoming the following challenges (and others) and creating a highly successful facility: Establishing and supporting the team relationships that would prove fundamental to the project's success

- Maintaining team momentum over a six-year project development process
- Maintaining residents' safety and comfort throughout the process, as well as the safety of the construction staff
- Coordinating the custom fit-up of 87 individual living units
- Overcoming an unexpected three-month schedule delay - and still delivering the project ahead of schedule
- Meeting the owner's challenging quality requirements

H. SENSITIVITY TO THE ENVIRONMENT AND THE SURROUNDINGS

While the owner chose not to pursue formal LEED certification, the Whitney Center project includes a number of sustainable measures, including:

- "Green roof" on the porte cochere and Main Street roof
- Energy-efficient lighting and rooftop air handling units.
- The project was recognized by the Connecticut Clean Energy Fund for "Energy Efficiency Leadership" and Whitney Center received a \$58,000 rebate from United Illuminating.



The "green" roofs at the porte cochere and "Main Street" rooftop help support the Owner's sustainability goals.

2 | SUMMARY

WHY THIS PROJECT IS SPECIAL AND WHY IT QUALIFIES FOR AN AWARD:

A. STATE-OF-THE-ART-ADVANCEMENT

- KBE's use of BIM technology provided a highly detailed framework for constructability reviews and a collaborative give-and-take between the design team and KBE. KBE's BIM model was also a critical tool in managing the tie-ins of building systems between the existing and new facility.

B. EXCELLENCE IN PROJECT MANAGEMENT

- Through sound project management, the team was able to achieve the following: - a collaborative Preconstruction process that yielded a GMP lower than the owner's projected budget; the successful completion of the project 30 days in advance of the owner's revised deadline to accommodate a 3 month delay in the start of construction; and maintained life as usual for the retirement community's residents, many of whom are 80 years old or more.

C. PROJECT TEAM EFFECTIVENESS

- The team fully engaged the residents throughout the process, which helped maintain an exceptional 92% occupancy rate throughout the construction process - well above the national average for similar projects.

D. INNOVATION IN CONSTRUCTION TECHNIQUES, MATERIALS, DESIGN

- Constructability and value analysis reviews enabled the team to resolve structural and maintenance issues for the balconies on the addition and to cost-effectively support the large spans in the first floor Cultural Center. As well, the team was able renovate the existing kitchen and servery, without disrupting a single meal for the community's residents - a feat accomplished by setting up a fully operational, commercial kitchen in temporary trailers while the renovation took place.

E. EXCELLENCE IN CLIENT SERVICES

- The teamwork and camaraderie that grew over the six-year project was instrumental in the team's ability to work efficiently and effectively together to meet the many project challenges and evolving project needs. The owner commented at the project's end that "the biggest plus of all is that all the participants .. have formed strong and lasting relationships that will outlive the project itself. There is mutual respect and trust here that has made this a very enjoyable project for all."

F. CONTRIBUTION TO THE COMMUNITY

- The Renaissance project has significantly enhanced the quality of life for Whitney Center residents by providing expanded community offerings and an exceptional living environment. The Whitney Center and KBE team also partnered on a larger community event, together coordinating a charitable giving program that provided Thanksgiving dinners to more than 150 area families.

G. MEETING THE CHALLENGE OF A DIFFICULT JOB

- Overcoming a three-month schedule delay at the start of construction - caused the discovery of unexpected site conditions - was a major hurdle. The team worked successfully with trade contractors and local agencies to overcome the time deficit. The result? The project was completed 30 days in advance of the Owner's revised deadline.

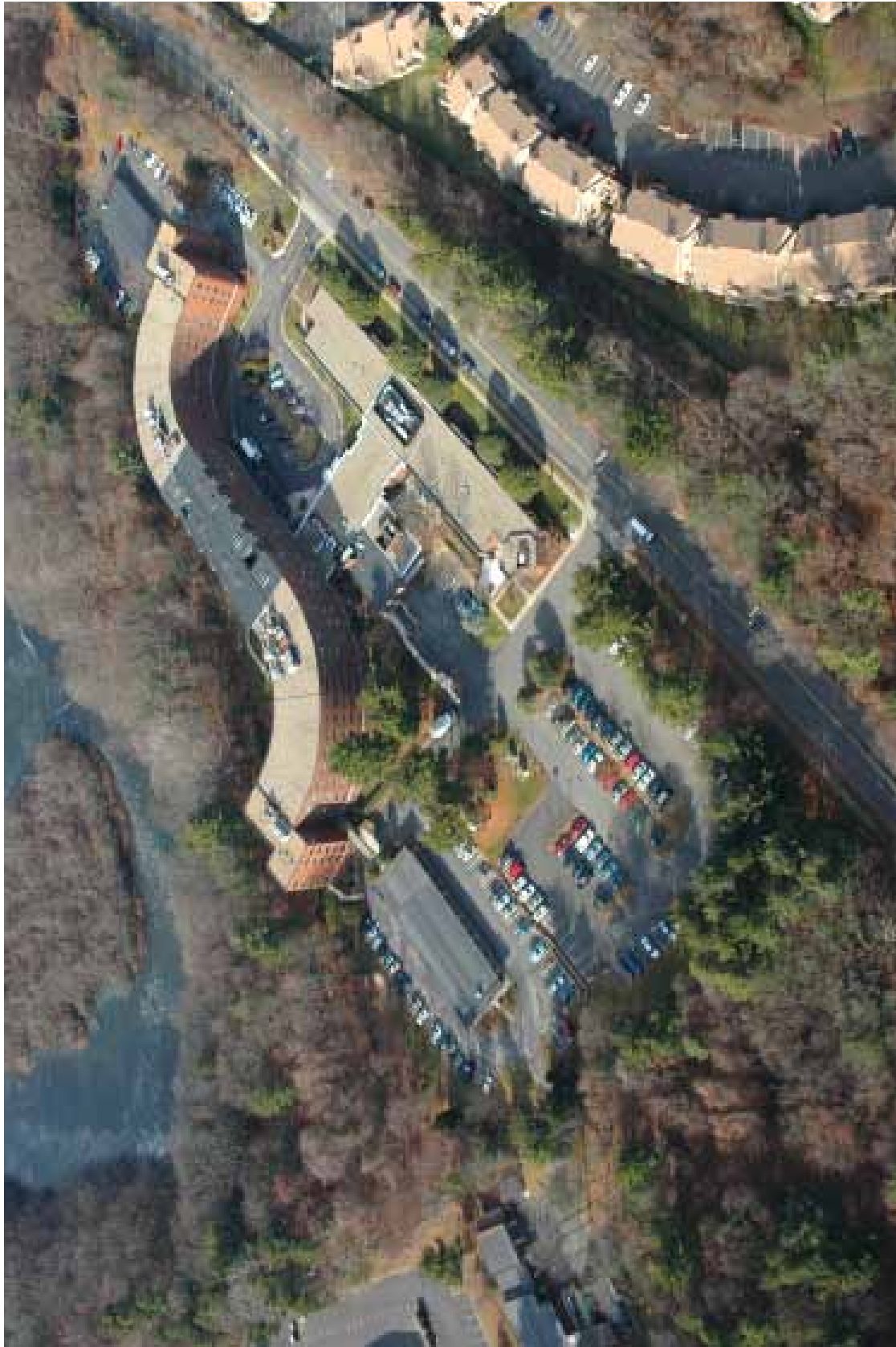
H. SENSITIVITY TO THE ENVIRONMENT AND THE SURROUNDINGS

- The project features high-efficiency MEP and lighting systems, and a green roof, among other measures that earned Whitney Center a \$58,000 rebate from United Illuminating and a "Energy Efficiency Leadership" award from the Connecticut Clean Energy Fund.

3 | PHOTOGRAPHY



The Renaissance Expansion at The Whitney Center continuing care retirement community provides 87 Independent Living Units and a Main Street™ Connector (located at the ground floor row of windows on right side of building) that is home to a Cultural Arts Center, library, bank, spa and salon and other community services.



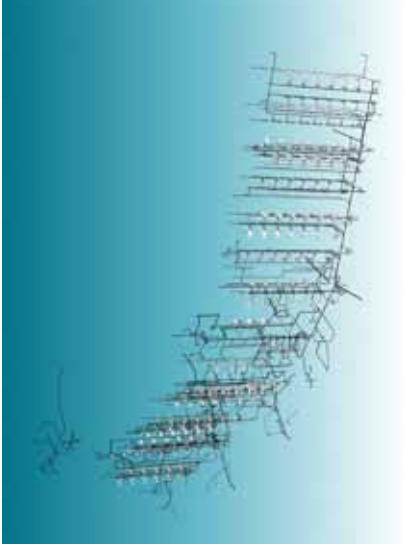
This "BEFORE" aerial shows the original, serpentine-shaped senior living facility.



The seven-story, 195,000 Renaissance addition was designed by SFCs Architects of Roanoke VA, and reflects the serpentine curves of the original facility. A "green roof" covers the porte-cochere and "Main Street" corridor at the front of the building. Walkways lead to a new, two-story covered parking garage. Extensive landscaping and sidewalks, as well as a retaining pond, were added, further enhancing the natural setting.



Building Section for MEP Systems



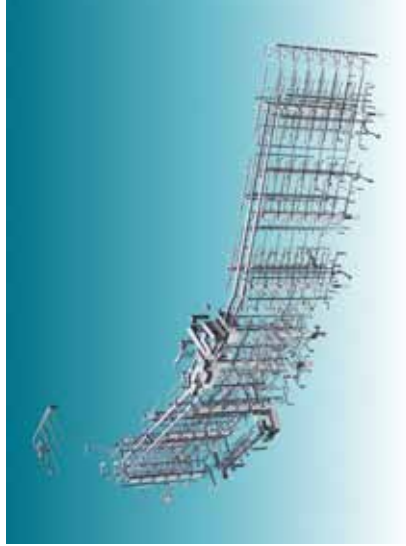
MEP Gravity



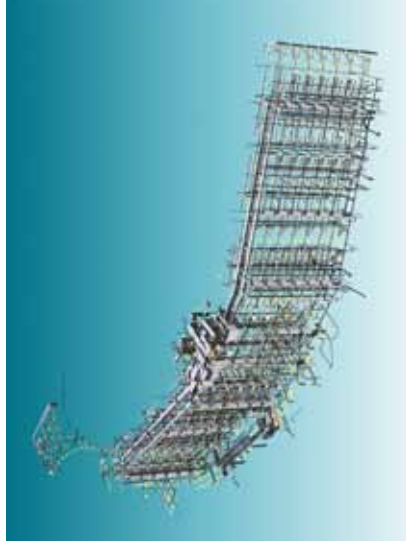
MEP Fire Protection



MEP Electrical



MEP Ductwork



Full MEP Systems

KBE Building Corporation

KBE's inhouse BIM services enabled us to create a 3-D model from the architect's 2-D CADD drawings. The model was instrumental in coordinating the construction of the superstructure and installation of MEP systems. The BIM images shown above illustrate the level of detail provided through the BIM model.



The Cultural Arts Center, part of the newly constructed “Main Street” connector, provides a venue for the many art performances, lectures, and presentations offered to the residents.



One of the major areas of renovation to the existing facility was the renovation and upgrade of the dining facility, servery, and kitchens. KBE set up a full-service, temporary kitchen facilities in trailers outside the building during the renovation. Food services were not disrupted, and the updated dining center is a major draw for residents.

4 | OPTIONAL SUBMISSIONS



July 21, 2011

Mr. Simon Etzel
Senior Vice President of Procurement
KBE Building Corporation
30 Batterson Park Road
Farmington, CT 06032

Re: Whitney Center - Renaissance Project

Dear Simon,

As the Renaissance Project at Whitney Center nears completion, I wanted to let you and the KBE Building Corporation team know what a pleasure it has been to work with you throughout the planning and construction of this exceptional facility. It's hard to believe that this journey began seven years ago. Throughout that entire period, KBE has provided Whitney Center's team with an extraordinary level of professionalism, commitment, and service. Your team's planning and estimating expertise were critical to the project's success. KBE's comprehensive Preconstruction effort culminated in a Guaranteed Maximum Price that was below our project budget - always welcome news for an owner. It's been very clear that KBE's position as a merit shop contractor gave us the flexibility we needed to achieve the lowest price without compromising quality or safety through the engagement of qualified subcontractors that spanned both union and non-union firms without discrimination.

As we moved into the construction phase in 2009, our most important concern was the safety and comfort of our residents throughout the project. KBE kept its promise of keeping our residents safe, and your team's regular meetings with our residents was a great example of your commitment to communication. I know that open, forthright communication is a KBE point of pride, and it clearly made the difference, not only for our residents, but for the entire team, from Whitney Center staff to your subcontractors. Your staff - Project Executive Tony Maselli, Project Manager Ross Mezzanotte, Superintendents Larry Goodine and Marc Browne, Assistant Project Manager Jim Glaser, and Field Assistant Karin Rinaldi - exemplified teamwork at its best. Their work ethic and dedication made for a well-organized and documented project process, while their sense of camaraderie made for a very enjoyable team experience.

200 Leeder Hill Drive • Hamden, CT 06517-2749
Phone: (203) 281-6745 • (800) 237-3847 • www.whitneycenter.com



Whitney Center's mission is to offer excellence in senior living through a continuum of care that promotes independence while meeting housing, social, cultural, health care and security needs of those we serve.



Mr. Simon Etzel
KBE Building Corporation
Page 2

Your commitment to both quality and schedule have been exceptional. Your team faithfully met the architect's design criteria and quality expectations throughout. The full-size residential mock-up units were particularly instrumental in meeting our quality goals. KBE's proactive management of unknown site conditions experienced at the onset of construction greatly mitigated the delay to the overall schedule, and your team found ways to absorb the schedule impacts of these unexpected conditions as well as our changes made over the course of the construction.

The biggest plus of all has been the strong relationships that every member of the team - Whitney Center, Eventus Strategic Partners, SFCS and KBE - has forged through our work together. These are the bonds created by the mutual respect and trust we share, and has made this a very enjoyable and rewarding project for all.

I heartily recommend KBE Building Corporation to any owner – your company and the KBE's Whitney Center team have definitely lived up to your firm's mission of "Building Excellence Together."

Sincerely,

A handwritten signature in cursive script, appearing to read "Greg", is positioned above the printed name.

Gregory B. Gravel
President/CEO

SAFETY TRAINING MATRIX: The matrix below illustrates the scope and depth of training provided by KBE and OSHA to trade contract staff working on The Whitney Center Renaissance Project in Hamden, CT. The safety training effort was part of the Safety Training Partnership between KBE and Connecticut OSHA.

THE WHITNEY CENTER Hamden, Ct B05001B-01						Training Log As of 9/30/2011 OSHA PARTNERSHIP																					
OSHA 10 / 30 CARDS				Training performed for the Whitney Center project																							
Sub-Contractor	OSHA - 10 Total Employees	Supervisor on site & OSHA 30	OSHA - 30 Total Employees	TOTAL EMPLOYEES ON SITE	Propane	Electrical	Scaffolding	Fall protection	Power Actuated tools	Fork lift / All terrain	Aerial lift	scissor Lift	Respirator	Safe Driving	Power Industrial Truc	Trench Box	Holst operator	Osha - 10 training for Whitney Center Project	Osha - 30 training for Whitney Center Project	Live Work NFPA-70E elect. safety	OSHA Haz Com Presentation -1.5 hr	OSHA Fall Presentation - 2hr	Conn-OSHA Safe Driving 1hr	Asbestos Abement	TOTAL EMPLOYEES TRAINED FOR WHITNEY CENTER	PERCENTAGE OF SUBCONTRACTORS TRAINED	
Acranom	32	11		33	4		4	9		12	13		2					22	1							71	16%
PEC	53	6	6	59		2				1		6		2				13		2	2	2	2			32	7%
Sarracco	93	2	2	95		4			3			10		6				15		2		3	6			49	11%
Drywall Unlimited	64	2	2	66		3			16		10	10		3	4			17	2	2	2	2	3			74	17%
Island Fireproofing	4	4		8							3															3	1%
McCarthy Concrete	31	2	2	33														4								4	1%
Mack Fire	10	2	2	12		3		1					1					1		2	1	2				11	2%
Richards Corp.	59	1	1	60					7				2			9		4			1		2			25	6%
R&S Corp.	38	6	6	44									1	8							1	2	2	4		18	4%
A1 Glass	3	1	1	4									1										1			3	1%
BKM Flooring	18	7	7	25		3							1					2	7	1	1		1			15	3%
Eastern Steel	25	10	10	35																						0	0%
Schindler Elevator	3	1	1	4									1					1								2	0%
Spectrum Paint	19	3	1	23		5		4					15	3				4		1		2	2			36	8%
Cherry Hill	17	1	1	18										2				12								14	3%
Daniel's Caulking	3	5	5	8		2							1													3	1%
Chef's Equipment	8			8														5								5	1%
Modern Millwork	21	1	1	22		4												10		1	1	1				17	4%
Elite Const.	11			11	4					2	2		1			5	11				2	1	1			29	7%
Blakeslee	11	1	1	12																						0	0%
Stair & Steel	2		0	2							2															2	0%
Clarence Blair	3		0	3																						0	0%
Ceiling Systems, Inc.	6		0	6									1													1	0%
Overhead Door	2		0	2																						0	0%
Environmental T & B	3		0	3																						0	0%
KBE	0	8	8	8	2	2		2	2	2	2	2	2	2			2			1	1	4	1			27	6%
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KBE Expands Whitney Center

SFCS Project Architect

Hamden CT - Like many other established continuing care retirement communities, Hamden-based Whitney Center knows that to be competitive it has to upgrade its facilities from time to time. When constructed in 1979, this attractive CCRC was a state-of-the-art community. Changing demographics and evolving demands of the retirement market over the years caused Whitney Center to reevaluate its offerings. Today, Whitney Center is readying itself to make far-reaching improvements to the community, which is now home to 250 residents.

KBE Building Corporation, formerly Konover Construction, began working with Whitney Center and SFCS Inc., the project's architect, in 2005 on an in-depth preconstruction program to address this "Renaissance Project." This comprehensive expansion of the existing building will further enhance the high quality of life that residents already enjoy. Design is complete and



Whitney Center

construction is planned to start by this fall.

The project will include a new eight-story building with 100 spacious new apartments, a new cultural arts center and a host of other amenities. To the north of the existing building, a new four-story building will provide 32 new assisted living apartments, a

new health and wellness center with 48 skilled nursing beds and other services and programs. Other amenities include restaurants, a bistro, salon, upgraded fitness center, expanded library, and resident business center.

With these renovations, Whitney Center will be better equipped to take advantage of the science behind good health. The new facilities will help with preventive care, health monitoring and fitness programs, all of which are ongoing mission targets for the community. The fitness center features advanced equipment specifically designed to be safe and effective for users 55 and older, a heated indoor pool and a relaxing spa. In total, the expansion will cover more than 325,000sf.

"This project really points out how valuable preconstruction services

and planning are for any major renovation," said KBE senior vice president and principal, Simon Etzel. "We are working closely with SFCS Inc. and Whitney Center to make sure we carried their vision for the project to fruition. Through our years of experience, we have developed a very robust preconstruction process that allows us to maximize the owner's resources, establish an understanding of what is expected from all stakeholders and foster a sense of partnership between owner, architect and construction manager."

Etzel says what is so valuable about the preconstruction phase is the collaboration between the owner and the design team to evaluate the evolving design. This evaluation encompasses not only the cost of the proposed design, but also its constructability, impact on schedule and effect on the building's long-term durability and operating costs. The cost evaluation is done throughout each of the design phases – schematic, design development and construction documents – along with a comprehensive effort to provide full value for every dollar spent within an owner's budgetary constraints. Though an experienced preconstruction team will always look for opportunities for both long- and short-term savings, they will also work hard to preserve the owner's program and the design team's vision and provide the owner with the best value.



Newly expanded Whitney Center

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High-Profile Monthly Up Front Connecticut News

Herbert S. Newman Honored

New Haven, CT - Herbert S. Newman, FAIA, founding principal of Herbert S. Newman and Partners PC, an architectural, planning and interior design firm in New Haven, received the C. Newton Schenck III Award for Lifetime Achievement in and Contribution to the Arts from the Arts Council of Greater New Haven.

The award singled out the restored City Hall, the Ninth Square, the Audubon Arts District, the award-winning restoration of Union Station, the Dixwell Community Center, numerous buildings at Yale University and the revitalized Broadway District.



Newman

DPM Hires Ken Lazar

Stamford, CT - Diversified Project Management, Inc. (DPM) announced that Ken Lazar has joined the firm as a senior project manager and will serve as head of the Stamford, Conn. office.

Lazar brings over 35 years of experience to the job. He has made a career in the successful management of design and construction projects for a number of Fortune 500 companies including Oracle Corporation, General Reinsurance, Olin Corporation, James River, Westinghouse Satellite Communications, Continental Can and others.

"With more than three decades of project management experience in a wide variety of industries, Ken is a perfect fit to head our Stamford office and our local project management team," said Bob Keeley, president of Diversified Project Management.

Triumph Expands, Relocates

Rocky Hill, CT - Triumph Corporation has relocated its Manchester office to a new and expanded facility in Rocky Hill.

Triumph's new office and trailer site is located at 145 Dividend Road in Rocky Hill. The move brings about a more centralized location for Triumph, better serving the Connecticut market.

The move also provides a significant increase in shop space for the company.

Triumph provides temporary and permanent modular space solutions, ranging from simple storage products to its LEED certifiable SmartSpace building system, to educational institutions, hospitals, corporations and the construction industry.

Center Grows with Community

Hamden, CT - When the Whitney Center Inc., a continuing care retirement community (CCRC) located in Hamden, was built in 1978 it was a state of the art facility. Fast forward 30 years later and the facility is taking steps to once again establish itself as one of the finest and most modern CCRC in the Northeast.

The center, home to 250 residents, has selected Farmington-based Konover Construction Corporation as construction manager for additions and renovations that will encompass 325,000sf, adding independent living units or apartments to accommodate 97 new residents, in addition to expanding services at the facility.

"This project represents our commitment to adjust and evolve in order to meet the growing demands of the community," said Greg Gravel, president of Whitney Center Inc. "When this commu-

nity was built 30 years ago, residents were looking to downsize. Today, residents are looking for more space in their retirement housing, and so we are making the necessary adjustments."

Gravel says Whitney selected Konover Construction for the project because of the firm's demonstrated excellence in senior living construction, and knowledge of the Hamden area.

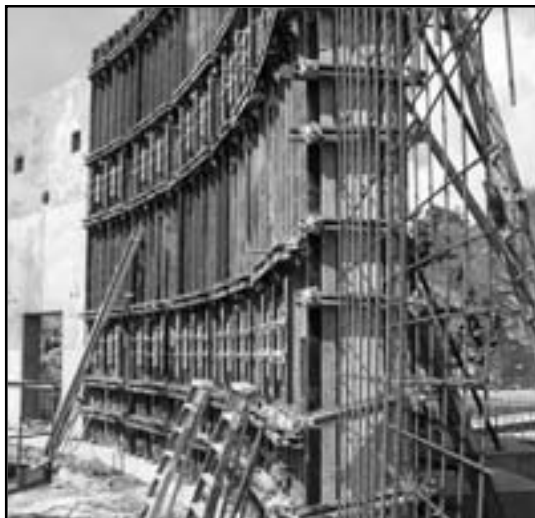
"I was also impressed with Konover Construction because the firm shares the Whitney Center's commitment to corporate citizenship and support of the local communities," he added.

The project will include restaurants, a bistro, salon, fitness center, game room, lounge, and Internet-ready computer lab. The center will also feature a new health-care center with 46 skilled nursing beds and 32 assisted living units.



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The New Haven Register (nhregister.com), Serving New Haven, CT

Business

Whitney Center expansion gets under way Wednesday

Tuesday, December 1, 2009

By Register Staff

HAMDEN — Whitney Center, a nonprofit retirement community, will break ground Wednesday on an expansion project that will bring 87 new independent-living apartments and various amenities to its Leeder Hill Drive site.

The project, dubbed the “Renaissance Expansion,” will be completed in two phases. Originally, the work was slated to be done all at once but, due to tight credit markets, the project will take place in two stages.

The first phase of construction will include a new, seven-story building with 87 independent-living apartments, a 218-seat cultural arts center, dining venues, a salon and spa, and a business center.

Also, the current building’s communal spaces will be renovated as part of Phase 1 construction and the library will be enlarged.

A “Main Street” thoroughfare will connect the new building to Whitney Center’s existing building, at 200 Leeder Hill Drive.

SFCS Inc. of Virginia is the architectural firm designing the project and KBE Building Corp. of Farmington is the general contractor.

The first phase of construction will be financed with about \$42 million in short-term bonds and \$47 million in long-term bonds.

Phase 2 of the project, slated for 2014, will complete a planned Health and Wellness Center. It will add a four-story building that will house 32 assisted-living units and the Health and Wellness Center, which will include nursing services.

The second phase of construction will take place once the first phase is complete and 95 percent of the units in the Phase 1 apartment building are occupied.

Whitney Center, founded in 1979, offers residential apartments, assisted-living services and nursing care to elderly residents from Greater New Haven and beyond.

More information on the expansion project, as well as virtual tours, can be found at www.whitneycenter.com.

URL: http://www.nhregister.com/articles/2009/12/01/business/d1-_whitney1.prt

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Whitney Center
Hamden

At the Center of It All

Life is golden at Whitney Center, where residents are anything but sequestered from the surrounding world

By Steve Higgins

When the Whitney Center retirement community decided in 2006 that the time was ripe for a major expansion, executives and board members spent a full two years reaching out to neighbors before applying to Hamden's zoning board for permission to start building.

They discussed parking and construction issues and showed the plans for two new buildings on the 15-acre campus on the west side of Lake Whitney, recalls Dale Kroop, director of economic and community development for the town of Hamden. The effort provided a good example of Whitney Center's dedication to the community, he says.

"They have always been a good corporate citizen," Kroop says. "They have a good history with the town."

Located at 200 Leeder Hill Drive, Whitney Center was the first continuing-care retirement community in Connecticut when it was built in 1979. Last year it celebrated its 30th anniversary by breaking ground on the biggest expansion in its history. The new apartments will be larger than the current living spaces and will offer eight new floor plans. The expansion will include new amenities such as an art gallery and salon.

"The product needed to change as people change," explains Gregory B. Gravel, Whitney Center's president and CEO. "People want more space, and they want more variety."

Currently the center has 170 residential living apartments, a 59-bed skilled nursing facility and assisted living apartments, with a total population of 240 residents. The first phase of the \$90 million expansion will add 87 new apartments in a seven-story building, a 218-seat cultural arts center, a new parking garage and other new amenities. The second phase will add a new four-story health and wellness center with 16 assisted-living apartments and 48 private rooms for rehabilitation, skilled nursing and memory support.

Current apartments range from 500 to 1,300 square feet, while apartments in the new building will range from 1,300 to 1,800 square feet. A glass-walled interior promenade called Main Street will link the new and the original residential buildings.



Photo: Priscilla Seares

President and CEO Gravel said Whitney Center 'needed to change as people change.' And so it has.

Plans call for the existing building to be upgraded and renovated after the new residential building opens in the fall of 2011.

New residents typically move into an apartment where they live independently, and later have the option of moving into an assisted living or skilled nursing area if the need arises.

Whitney Center's founders were primarily area academics, and the center has a long history of attracting retirees from the region's many educational institutions including Yale University, Quinnipiac University, Southern Connecticut State University, the University of New Haven and Albertus Magnus College.

Whitney Center is well known for offering a wide spectrum of entertainment and educational opportunities, including concerts, classes, lectures, exhibitions and social gatherings, along with free transportation to events in New Haven such as plays and concerts.

The facility is also dedicated to fitness. Whitney Center has a workout room and a large pool staffed by an aquatic instructor.

"It's important to help people stay healthy," Gravel says. "We maintain an emphasis on wellness as well as on opportunities for intellectual growth."

Residents Drive Decisions

While Whitney Center's residents range in age from 71 to 102, the average age is 83, Gravel says. That age group is more active and engaged than ever before, he adds.

"Years ago we would start programs for the residents. Today we are told what programs to start by the resi-

dents," Gravel says with a smile. "We are no longer dictating — we are responding."

Gravel believes that's the way retirement communities should operate, and he says he enjoys responding to the needs of Whitney Center's residents. For example: When Gravel joined Whitney Center seven years ago, he noticed the gym equipment featured pins that users had to insert into stacks of weights to set the weight they wanted to use, which can be cumbersome for anyone, not just seniors. He quickly replaced all the gym equipment with a line of pneumatic workout machines that operate at the touch of a button.

Resident Alison Fox, who was riding a stationary bike in the gym recently, says she likes having access to the gym and agrees the equipment is easy to use. "I like the people and the staff," says Fox, 84, who has lived at the center for six years with her husband, Joseph C. Fox. "It's a real community."

Michael B. Rambarose, senior vice president for administration, says Whitney Center practices "person-centered care."

"We focus on the needs of the residents," he says. "The goal is to help residents live as independently as possible within the least restrictive environment."

Harry B. Adams, president of the center's Resident Council, agrees that Whitney Center is set up to serve the needs of its residents. Adams, 85, formerly was associate dean of the Yale Divinity School and served as Yale's chaplain from 1986 to 1992. He and his wife Manette moved into Whitney Center in 2005.

"The residents feel like it's their place, and the staff is here to help us make it a good place," he says. "The residents make a lot of decisions. There is a lecture committee, a music committee, a movie committee, a

dining services committee that meets with the dining room staff every month. There is a hospitality committee, which greets new people when they come and helps them make that transition. It's a very strong community."

Adams says some residents had mixed feelings about the expansion plans when they were first announced, expressing some concern that making Whitney Center larger might change the character of the community. Those concerns have dissipated, he says, and residents are looking forward to enjoying a new auditorium, new dining facilities and enhanced health-care options.

Bob Pattison, president of the Whitneyville Civic Association, confirms that Whitney Center also eased any concerns that neighboring homeowners and business owners may have had about the expansion.

"They contacted us very early on in the project, years before the groundbreaking," he says. "They showed us their plans and conceptual drawings."

Pattison says Whitney Center officials responded to concerns about increased street traffic during the construction period because construction work was pushed back by one hour. They responded to residents' concerns about the height of the new building affecting their views by floating balloons to test sightlines.

"They've always been a good neighbor," says Pattison, whose association regularly uses meeting space at Whitney Center.

Focusing on the Outside World

As focused as the residents are on keeping Whitney Center strong, most remain committed to the larger community as well — both Hamden and New Haven.

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Adams, for instance, notes that one group of residents met with area high school students once a month. Whitney Center provides a room for the meetings, which are designed to create stronger ties to community youth.

Kroop says that Whitney Center residents have long served on town commissions, attended town events and spent time with Hamden students.

"They bring a lot of intellectual capital to the community," he says. "Most of the residents have long educational backgrounds, and they are always available when we need someone on commissions. They really participate, too."

Kroop adds that the expansion is positive for the community in that it will add tax revenue while making use of existing infrastructure. It will also add about 20 employees to the center's current workforce of 220.

Rambarose says the expansion will allow Whitney Center "to offer more to the community at large," noting that it will include new meeting spaces and that the Cultural Arts Center will hold events open to the general public.

Whitney Center has a long history of supporting the arts in greater New Haven, and actively supports the Shubert Theater, the New Haven Symphony Orchestra, Long Wharf Theatre the Elm Shakespeare Co., Neighborhood Music School and the Hamden Arts Council. The center not only transports its residents to these venues, it also brings representatives from popular venues to Whitney Center for lectures, demonstrations and other events. Whitney Center hosts the Connecticut Music Teachers' competition and the Hamden Concerto Competition.

The center provides financial support to several arts groups and has been a primary sponsor for the Shubert and Elm Shakespeare for several years.

"We rely on their sponsorship and support, and it's a great match for us and for them," says Shubert spokesman Anthony Lupinacci. "The buses from Whitney Center show up regularly, and we're thrilled that it becomes a big part of their outings and their entertainment opportunities."



Breaking ground for Whitney Center's expansion, which will allow it 'to offer more to the community at large.'

Whitney Center sponsors one of the Shubert's Broadway shows every year, last year underwriting *The 39 Steps*. The center also sponsors a Great Performances series of one-night shows at the Shubert.

At Elm Shakespeare, Whitney Center is the lead sponsor for the arts education group's Free Shakespeare in the Park program at Edgerton Park each summer.

"They are just about the most generous and nicest people I work with," says Barbara Schaffer, Elm Shakespeare's development director. "They have provided important institutional support for Elm Shakespeare, and many residents of Whitney Center are tremendous supporters as well."

Whitney Center also partners with the wider community in several other ways. The center hosts meetings for groups that include the Hamden Land Conservation Trust, Z'mirah Chorale, East Rock Institute, Whitteville Civic Association, New Haven Scholarship

Fund, Hamden Chamber of Commerce, the Foote School and the Parkinson's Patients Support Group.

Education is another strong focus. The center supports the Institute for Learning in Retirement, which draws more than 100 people to weekly classes at the center. The center also sponsors an academic lecture every Monday night as well as monthly art exhibits, operates the Hamden High School/Whitney Center Bridge Builders program, hosts Hamden High School's nursing assistance education program and houses Hamden Adult Education programs.

In the end, engagement in the community helps the residents of Whitney Center stay active and engaged.

"Our residents want an environment that challenges them, that gives them an opportunity to be productive for as long as they want to be," he says. "They continue to volunteer, and many continue to work. They are not coming here to live as hermits. Remaining engaged helps them stay healthy." **BNH**

Congratulations WHITNEY CENTER

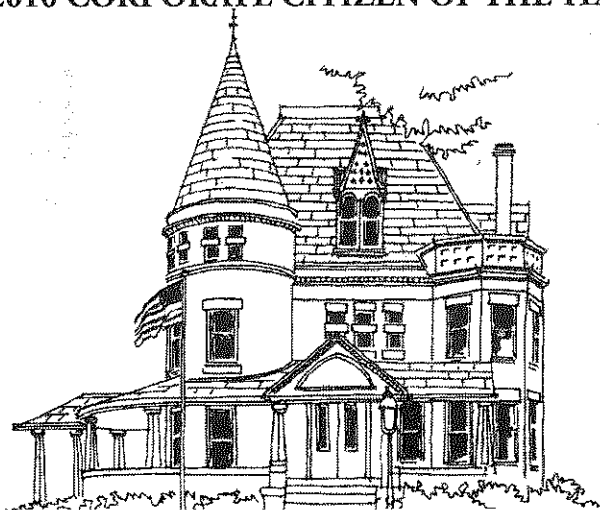
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