



A CONVERSATION WITH

DANIEL R. TISHMAN

Dan Tishman, Chairman and CEO of Tishman Construction and Tishman Technologies (the subject of our cover story) took some time out of his busy schedule to speak to *Perspective New York* about how his company has developed, the direction of the organization, and the importance of being responsive in tough economic times. Dan is not only a well-respected leader in the real estate and building industries, but he is also a champion of environmental sustainability in his professional and private lives, serving as Chairman of the influential Natural Resources Defense Council.

Perspective New York: "Could you share a little bit about your personal background? You are the fourth generation in your family to lead the company. Could you comment on the company's values and philosophy and how they contributed to the company's success historically and today?"

Dan Tishman: "Tishman was founded in 1898 by my great-grandfather, Julius Tishman, with the construction of a six-story apartment building on Manhattan's Lower East Side. Tishman soon became the owner and builder of multiple luxury apartment buildings around Manhattan. My father, John L. Tishman, joined the firm in 1947. Under his guidance, Tishman Construction helped create and popularize construction management. In 1990, I joined the firm and currently serve as Chairman and CEO of Tishman Construction Corporation, and its related companies, including Tishman Technologies.

My background is rooted in environmental studies. I received my bachelor's and master's degrees in Ecology & Planning and Environmental Studies, respectively, and have worked in both research and educational settings in these areas. I remain committed to preserving the natural environment, through various organizations like the Natural Resources Defense Council and by working to protect land in Colorado and Maine, which are both places that mean a great deal to me.

Our company's values have remained largely the same throughout our history: people, integrity, safety and environmental responsibility. We remain committed to recruiting, training and retaining talented professionals. Integrity and upholding the highest ethical standards have always been our guiding principles and have helped us build a reputation with clients as being trustworthy.

Safety remains a core principle, as we strive for an injury-free



*Daniel R. Tishman, Chairman & C.E.O.,
Tishman Construction and Tishman Technologies*

environment and the safest workplace possible for our employees, clients, tradespeople and the general public. Additionally, Tishman Construction is committed to protecting and preserving the natural environment, whether through reducing the impact our business operations have on the environment or by delivering the best possible environmental solutions to our clients. I feel that we have developed a reputation based on these values, and they have contributed to our long-standing client relationships."

Perspective New York: Please comment on the iconic projects in which Tishman Construction is involved currently (Freedom Tower, the rebuilding of the World Trade Center site).

Dan Tishman: "Tishman Construction has the privilege of being a part of the World Trade Center rebuilding effort. We served as Construction Manager on Seven World Trade Center for Silverstein Properties and are currently the CM for One World Trade Center (Freedom Tower), 150 Greenwich Street (Tower 4) and 175 Greenwich Street (Tower 3). We take great pride in our role in this monumental project and the ability to help bring a symbolic rebirth to New York City. As the builder of the original Twin Towers, it is especially rewarding for our company to be a part of the rebuilding."

Perspective New York: Under your leadership the firm has launched the Tishman Sustainability Corporation. Would you comment on your firm's commitment to "green" construction methods, and your own history as a conservationist and Chairman of the Natural Resources Defense Council?

Dan Tishman: "Tishman Construction's commitment to environmental responsibility means being on the cutting edge of sus-

tainable building. We have been working with clients to build “green” buildings for many years and have built, or are currently building, over 50 million square feet of sustainable projects. We launched Tishman Sustainability in 2007 as a way to deliver to our clients the expertise we have acquired in sustainable building, by providing distinct consulting and project management services for LEED® and Green Globe™ projects.

As a conservationist, I am especially excited about the accelerating “green” building movement. I take a great deal of pride in the fact that Tishman Construction has been a part of such trend-setting projects as 4 Times Square and the Bank of America/One Bryant Park tower in New York City.

My history as a conservationist dates back to a very young age and in 1990, when I joined Tishman Construction, I incorporated sustainability into our business activities to the fullest extent possible. I continued my involvement in environmental advocacy organizations, such as the Natural Resources Council of Maine and the Trust for Public Land. In 1996, I joined the Board of Trustees of the Natural Resources Defense Council, one of the world’s leading environmental advocacy organizations. NRDC is the nation’s most effective environmental action organization and uses law, science and the support of 1.2 million members and online activists to protect the planet’s wildlife and wild places and to ensure a safe and healthy environment for all living things. I have had the opportunity to experience, both as a board member and currently as Chairman, global and local environmental issues and work towards achieving solutions.”

Perspective New York: The firm expanded into Las Vegas under your leadership. Are there future expansion plans? What do you see as the key areas (geographical, product type, etc.) for growth for the company?

Dan Tishman: “Tishman Construction continually seeks to meet the needs of our industry and clients. We have multiple offices established around the country, but the nature of our industry requires the ability to adapt and grow, or contract, along with different sectors, locales and clients. In the case of Las Vegas, we had a tremendous opportunity to work on some monumental projects and have built a major regional office there. Tishman Construction continues to pursue opportunities strategically, while maintaining the expertise and culture our clients expect.”

Perspective New York: Tishman Technologies is committed to being the “thought leaders in mission critical” and its executives note that the entire company is committed to research and development on a level not typically seen by competitors. Can you comment on this?

Dan Tishman: “As a U.S.-based leader in location analysis, planning, construction and commissioning of 24 x 7 data centers and technology infrastructure, Tishman Technologies Corporation takes a very forward-looking approach to its unique industry and clients. Rather than reacting to industry changes, it aims to anticipate the direction in which the field is heading. Tishman Technologies stands apart from the competition by its ability to be involved in a project from the early stages of a company’s evaluation and assessment of needs. Our professionals offer strategic planning analysis, which includes locating sites, determining a scope and projecting costs. We are experts in critical issues, such as energy conservation and creation, telecom infrastructure and tax incentives specific to locale. We also focus on the environmental aspects that clients might pursue, such as LEED compliance and eco-friendly solutions. Tishman Technologies is committed to a thorough understanding of, and ability to deliver, solutions to an industry with unique challenges.”

Perspective New York: What is your perspective on the real estate, design and construction market through the end of 2009 and over the next three to five years?

Dan Tishman: “The last few quarters have seen a dramatic decline in construction activity in certain areas of the market and we anticipate that this trend will continue for several years. However, some key sectors will have steady or increased activity. For example, we see strong activity in the healthcare, college and university, and public sectors, which will be further stimulated by the American Recovery and Reinvestment Act. In the Tishman Technologies arena, we anticipate a continuing need for new or upgraded secondary and tertiary data centers, as technology becomes more sophisticated, corporate and public agency needs increase and change, and users simply determine that new locations are better for their facilities and people.” ■



LEFT: Tishman Construction Corporation is serving as Construction Manager to the Port Authority of NY & NJ for 1 World Trade Center, which is pursuing LEED Gold status and is the most environmentally sustainable project of its size in the world. RIGHT: One Bryant Park in New York, which Tishman Construction and Tishman Technologies is building for The Durst Organization and Bank of America, is pursuing a U.S. Green Building Council LEED Platinum rating. ВОТТОМ: The state-of-the-art Price Center for Genetic and Translational Medicine at Albert Einstein College of Medicine, was recently built by Tishman in The Bronx.