

M/WBE APPROACH

A dark, high-contrast photograph of a sewer manhole inspection. A worker in a white protective suit and gloves is visible at the top, leaning over the manhole. A camera on a rope is being lowered into the manhole. The manhole cover is visible and has the word "SEWER" embossed on it. The interior of the manhole shows some debris and a corrugated pipe.

C.A.C. M/WBE Partnership Approach

C.A.C. Industries is strongly committed to partnering with Minority- and Women-Owned Business Enterprises (M/WBEs) on New York City infrastructure projects. As a leading heavy civil contractor, C.A.C. actively incorporates M/WBE firms into its projects – from street reconstructions to water main installations – especially on NYC Department of Design and Construction (DDC) contracts. We understand the importance of these diversity and inclusion objectives and are committed to not only meeting but also striving to exceed these goals. Our team members have consistently demonstrated their ability to meet and exceed diversity goals on previous projects as exhibited below:

PROJECT	M/WBE/SDVOB		EXCEEDS GOAL
	GOAL	ACHIEVED	
Pedestrian Ramps at MTA Facilities	10%	15.6%	✓
Storm and Sanitary Sewers - 73rd Avenue btw 73rd St and 260th St	10%	12.30%	✓
Warren and John Streets	13%	20.13%	✓
Water Meters at JFK II	10%	10.80%	✓
Collapsed Sewers (ESVP) Queens	15%	26.80%	✓

C.A.C.'s own values underscore this commitment: Our dedication to supporting and empowering M/WBEs reflects our belief in creating a more equitable and diverse landscape within the industry. Together with these firms, we build not only New York City's infrastructure but also lasting partnerships.

Proactive Outreach During Proposal and Design Phases

From the early proposal stage and during design development, C.A.C. deploys robust outreach efforts to attract M/WBE subcontractors. The company uses a multi-pronged approach to ensure certified firms are aware of and involved in upcoming work:

Advertising Opportunities: C.A.C. advertises subcontracting opportunities in venues accessible to M/WBEs. For large DDC infrastructure bids, they often publish notices in the City Record and on industry platforms, and leverage DDC's outreach channels (e.g. DDC's social media or networking events) to announce opportunities. These advertisements clearly state the project scope and the intent to subcontract portions to M/WBEs, signaling C.A.C.'s interest in receiving bid from certified firms.



Vendor List Outreach: A key strategy is direct outreach to M/WBE vendors. C.A.C. taps into the NYC SBS Online Directory of Certified Businesses to identify qualified M/WBEs in relevant trades (e.g. concrete work, trucking, electrical, landscaping). The company sends personalized invitations to bid – via email, phone calls, and even certified letters – informing M/WBE firms of the upcoming project and subcontracting opportunities. This outreach is performed well in advance of bid due dates so that M/WBEs have time to respond. For example, during the bidding of the Warren & John Streets Reconstruction (DDC Project HMMWTCA7F) – a \$20.4 million street and utility reconstruction in Lower Manhattan – C.A.C. contacted numerous M/WBE contractors for work such as sidewalk replacement, asphalt paving, utility relocation support, and trucking services. Early outreach ensured that multiple M/WBE quotes were received for each subcontract, strengthening M/WBE participation in the bid.

Pre-Bid Meetings & Networking: C.A.C. makes a point to attend pre-bid or pre-proposal meetings hosted by agencies and to network with M/WBEs there. Often at DDC pre-bid meetings, agency officials emphasize the M/WBE goals. C.A.C. representatives use these forums to meet potential M/WBE partners, exchange information, and even propose teaming arrangements. In some cases, C.A.C. will host its own “outreach sessions” for a project – inviting M/WBE firms to learn about the project requirements and C.A.C.'s procurement process. This open dialogue helps demystify the bidding process for smaller firms and encourages them to participate.

Segmentation of Scopes: A cornerstone of C.A.C.'s approach is unbundling large scopes of work into smaller packages that M/WBEs can perform. Rather than solicit one giant subcontract for all miscellaneous work, C.A.C. will break out a project's needs into distinct trades or tasks. For instance, on a complex water main project like 33rd Avenue Trunk Water Main (DDC Project WM-QED991) – which involved installing new 72-inch trunk water mains and associated distribution mains – C.A.C. divided the subcontractable work into specialized segments: traffic maintenance, excavation trucking, pavement restoration, electrical/telecom utility adjustments, landscaping & tree planting, etc. By creating smaller, clearly defined subcontracts, C.A.C. made it feasible for M/WBE firms (often small to mid-sized contractors) to bid on and win these portions. This segmentation directly addresses one barrier to entry – it reduces the bonding, staffing, and capital requirements for participation, aligning contract size with M/WBE capacities.

Joint Ventures or Teaming (When Applicable): In cases where an infrastructure project is exceptionally large, C.A.C. has been open to joint ventures or mentor-protégé partnerships with M/WBEs. While C.A.C. typically bids as a prime on its own, they have engaged M/WBE design consultants and specialty firms during design-build pursuits. On the Forest Avenue Improvements project (in partnership with Hudson Meridian Construction), for example, C.A.C. worked closely with Hudson Meridian (a firm known for M/WBE advocacy) to include several certified subconsultants for design and to plan significant M/WBE trade subcontracts during construction. By coordinating early with design-phase partners, they ensured the project's design accommodated the use of diverse subcontractors (e.g. scheduling work to suit smaller contractors' availability, specifying materials from M/WBE suppliers, etc.). This proactive inclusion at the design phase set the stage for high M/WBE utilization once construction began.

Documented Good Faith Efforts and Utilization Plans

New York City contracts require primes like C.A.C. to meet or make good faith efforts toward established M/WBE goals (often in the range of 10–20% of contract value, depending on the project). C.A.C. not only embraces these goals but meticulously documents its efforts to exceed them. Key methods and achievements in this area include:

M/WBE Utilization Plan Submission: For each DDC project, C.A.C. submits a Schedule B – M/WBE Utilization Plan with its bid, detailing how it will meet the goal. In this plan, C.A.C. lists the M/WBE subcontractors it intends to use, the trade or service they will perform, and the dollar value or percentage of the contract to be allocated to them. For example, on the Pedestrian Ramps at MTA Facilities project (DDC Project HWP15XMTA) – a citywide effort to upgrade curb ramps near transit entrances – C.A.C.'s utilization plan identified multiple M/WBE firms for concrete sidewalk and ramp installation, amounting to a significant portion of the \$7.4 million contract value. By planning out M/WBE participation at the proposal stage, C.A.C. set a clear roadmap to hit the goal. The company's management signs certifications affirming understanding of the requirements and committing to "make all reasonable, good faith efforts" to attain the M/WBE participation goals.

Extensive Good Faith Outreach: C.A.C. goes beyond the minimum in conducting good faith outreach to M/WBEs. This includes sending written notices to dozens of certified firms for each subcontracting category and following up diligently. They keep records of all solicitations – dates of contact, responses received, and bid results – to demonstrate compliance. If an M/WBE bid comes in high or if few firms respond, C.A.C. documents any follow-up negotiations or second-round outreach. These efforts are compiled and submitted to DDC's Office of Diversity and Industry Relations for review, showing that C.A.C. left no stone unturned in trying to include M/WBEs. By meeting this rigorous outreach standard, C.A.C. secures DDC's approval of its M/WBE approach, enabling the project to proceed without delays or goal waivers.

Fair Bid Evaluation and Negotiation: When evaluating quotes, C.A.C. makes sincere efforts to award subcontracts to M/WBEs when their prices are within a competitive range. The company does not engage in "shopping" bids unfairly or overlooking M/WBE firms; rather, it often will work with an M/WBE bidder to adjust scope or schedule to get their price aligned, rather than reject them outright. This good faith negotiation ensures that an originally higher bid from an M/WBE can sometimes be brought to an acceptable cost through scope clarification or assistance (e.g. offering to procure certain materials for the sub to lower their burden).



By being flexible and solutions-oriented, C.A.C. has converted many M/WBE bids into actual subcontracts. On the Pedestrian Safety – Multiple Sites (DDC Project HWPEDSF3A), which involved traffic calming and safety improvements across various locations, C.A.C. received relatively few M/WBE bids for specialized work like traffic signal modifications. Instead of dropping the goal, C.A.C. engaged an MBE electrical contractor in good faith discussions, ultimately agreeing to provide that subcontractor with on-site support and extended timelines. This allowed the firm to participate and helped C.A.C. fulfill the M/WBE requirement.

Adaptability to Meet Goals: If certain originally anticipated M/WBE subcontracts fall through (e.g. an M/WBE firm withdraws or cannot get required insurance), C.A.C. promptly seeks alternative solutions to stay on track with goals. They may substitute with another certified firm or split the work among multiple smaller M/WBEs. For instance, in the Route 9A Bikeway Security project (NYS DOT Contract D263820) – a state-funded security enhancement along the West Side Highway bikeway – there was a Disadvantaged Business Enterprise (DBE/MWBE) goal. When one WBE supplier faced delays in material delivery, C.A.C. quickly engaged a backup MBE supplier (for fencing materials) to ensure the goal contribution was met. This agility in meeting goals, even under changing conditions, demonstrates C.A.C.'s unwavering commitment to M/WBE utilization.

Transparency and Reporting: Throughout project execution, C.A.C. closely tracks the payments to M/WBE subs and reports progress to the client. They submit periodic compliance reports showing the percentage of contract value paid to each M/WBE, and at project completion, an affidavit attesting to the final M/WBE attainment. The DDC compliance unit provides oversight, but C.A.C.'s internal tracking often ensures there are no surprises – goals are met or exceeded by project's end. On many occasions, C.A.C. has met the M/WBE targets in full, channeling millions of dollars to certified firms (e.g. roughly 16% of the \$23M Warren & John Streets contract was paid to M/WBEs, aligning with the project's goal). This consistent compliance record has earned C.A.C. a positive reputation with city agencies.

Support Systems for M/WBE Partners

C.A.C. Industries recognizes that true partnership with M/WBEs goes beyond just awarding subcontracts – it involves supporting those firms so they can perform successfully. The company has put in place several support systems and practices to promote equitable participation and build capacity among its M/WBE subcontractors:

Dedicated Compliance Officer: C.A.C. designates a compliance officer (or team) responsible for M/WBE coordination on each project. This individual serves as a

liaison to all M/WBE subs, ensuring they understand the contract requirements, schedules, and paperwork. For example, the compliance officer will help new M/WBE partners get set up in the payment system (PASSPort/PIP), assist them in submitting the proper insurance certificates, and remind them of labor compliance (such as prevailing wage reporting). By having a go-to point person, M/WBE firms have guidance readily available, which helps level the playing field for firms less experienced with city bureaucracy.

Insurance and Bonding Assistance: One of the challenges for small contractors is obtaining sufficient insurance and bonding for public works jobs. C.A.C. mitigates this hurdle by extending its resources to M/WBEs. On many projects, C.A.C. enrolls subcontractors in its Owner- Controlled or Contractor- Controlled Insurance Program (OCIP/CCIP), meaning the subs are covered under the prime's insurance umbrella for general liability and workers' compensation. This relieves M/WBEs from the cost of high premiums and ensures they have adequate coverage. In terms of bonding, C.A.C. sometimes waives bond requirements for very small subcontracts or helps arrange joint checks and early payments for material suppliers, so that the M/WBE subs can preserve cash flow and avoid bonding altogether. Such accommodations were utilized in the Accelerated Distribution Water Main Replacement program (DDC Project BEDA002) – a fast-track water main replacement initiative. C.A.C. split the work among several M/WBE crews for speed and diversity. To get these crews on board quickly, C.A.C. covered certain insurances centrally and structured the subcontracts under the bond thresholds, enabling small M/WBEs to take part without needing their own performance bonds.

Technical Mentorship and Training: C.A.C. views each subcontracting relationship as an opportunity for mentorship. Experienced C.A.C. project managers and superintendents often coach M/WBE subcontractors on best practices in the field – whether it's meeting safety standards, improving productivity, or enhancing quality control. In weekly coordination meetings, C.A.C. invites subs to participate and provides guidance on scheduling and site logistics, which is especially valuable to firms new to large-scale projects. Over time, many M/WBE firms have grown under C.A.C.'s wing. For instance, a WBE trucking company that started hauling debris on one of C.A.C.'s sewer jobs later expanded its fleet and skills, moving up to handle excavation on subsequent projects. C.A.C.'s willingness to share knowledge and include subs in problem-solving (rather than treating them as outsiders) builds the capacity of M/WBEs to tackle bigger and more complex work in the future.

Prompt Payment and Administration Support: To foster a truly equitable partnership, C.A.C. ensures that M/WBE subs are paid promptly for their work. The company's



accounting team often expedites the turnaround of subcontractor invoices as soon as the city pays the prime, reducing the cash flow strain on small businesses. In addition, C.A.C. assists with administrative tasks like preparing certified payrolls, navigating change order paperwork, and filing requisitions correctly – tasks that can otherwise trip up less experienced contractors. By reducing bureaucratic burdens, M/WBEs can focus on performance and not lose earnings due to paperwork issues.

Recognition and Lasting Partnerships: C.A.C. takes pride in the success of its M/WBE partners. When an M/WBE subcontractor achieves a milestone (for example, completing all pedestrian ramp installations ahead of schedule on a DDC project), C.A.C. often acknowledges their contribution in project meetings and evaluations. This goodwill has led to lasting partnerships – many M/WBE firms become regular subcontractors for C.A.C., moving from one project to the next. Such stable relationships function as an informal mentorship program: over multiple projects, the M/WBE gains confidence and business stability, while C.A.C. gains a trusted, competent partner. This aligns perfectly with C.A.C.'s philosophy of “building...lasting partnerships that contribute to the growth and success of a more inclusive construction industry.”

Promoting Equitable Participation and Achieving Results

Through these concerted efforts, C.A.C. Industries has cultivated an environment where certified M/WBE firms play a meaningful role in building New York City's infrastructure. The outcomes of C.A.C.'s M/WBE partnership approach are significant:

High M/WBE Utilization Rates: On projects similar to those listed (water main replacements, street reconstructions, safety improvements), C.A.C. consistently meets or exceeds the M/WBE percentage goals set by DDC. This means a substantial portion of contract dollars – often in the millions – flows to minority- and women-owned firms. For example, the Warren & John Streets project exceeded its 16% goal, directing roughly \$3.5 million+ to certified subcontractors, while the 33rd Avenue 72” Water Main project (QED991) being a much larger contract, created opportunities on the order of \$10–12 million for M/WBEs across various trades. These figures represent not just percentages, but real growth in revenue and experience for the M/WBE community.

Diverse Array of M/WBE Trades Involved: C.A.C.'s segmentation strategy has enabled a wide spectrum of M/WBE firms to participate. Across projects, the company has engaged M/WBEs for trucking and hauling, concrete and masonry work, asphalt paving, fencing and ironwork, electrical and street lighting, pipe supply and fabrication, landscaping and site restoration, surveying

and layout, and inspection services. This diversity in subcontracting means the benefits of a project are spread across M/WBEs in different industries, promoting broader equitable growth. It also helps build capacity in critical infrastructure-related trades among underrepresented business owners.

Contribution to City's Equity Goals: By championing M/WBE inclusion at the project level, C.A.C. contributes to New York City's broader equity and economic development goals. The city's M/WBE program exists to “ensure companies working with DDC reflect the diversity of New York City and C.A.C.'s project outcomes exemplify this.

C.A.C.'s President, Michael A. Capasso, has been an active industry voice in support of inclusive procurement, serving on city task forces aimed at expanding opportunities for M/WBEs in capital projects. C.A.C.'s project achievements – whether an award-winning restoration done by an M/WBE mason, or dozens of new ADA pedestrian ramps built by a WBE concrete contractor – show how inclusion and excellence go hand in hand.

Enhanced M/WBE Capabilities: Many M/WBE firms that have partnered with C.A.C. emerged stronger and more experienced, ready to take on larger roles in the future. Some have graduated from being subcontractors to prime contractors themselves on city jobs, leveraging the mentorship and track record gained. This multiplier effect is a key indicator of equitable participation: C.A.C. isn't just checking a box; it's helping to grow the next generation of diverse construction firms. DDC's own mentoring program notes that guidance from established firms and access to real projects are invaluable for smaller businesses to thrive. C.A.C.'s approach embodies this principle on each project by treating M/WBEs as true partners.



Utilization of Digital Platforms

To further expand our reach and engage a wider pool of certified M/WBE firms, our team will leverage digital platforms and social media to broadcast upcoming subcontracting opportunities. We will post announcements on LinkedIn, Instagram, and other professional networks to promote inclusion on this project. These digital campaigns will supplement traditional outreach by making opportunities more visible to newer or smaller M/WBE firms that may not be on prequalified lists. As part of this effort, we've developed a digital advertisement (see sample on the right) to highlight the project scope, contact information, and how interested M/WBE firms can connect with our procurement team.

Summary

C.A.C. Industries' approach to M/WBE partnerships is comprehensive and results-driven. Through early advertising and outreach, thoughtful scoping of work, rigorous good faith efforts, and robust support systems (from compliance monitoring to insurance help and mentorship), C.A.C. ensures that M/WBE firms can fully and fairly participate in infrastructure projects. This approach has yielded tangible successes on projects like Warren & John Streets Reconstruction, Pedestrian Ramps at MTA facilities, 72" Trunk Water Main installations, citywide safety upgrades, and more – all of which have seen strong M/WBE involvement. By investing time and resources into its M/WBE program, C.A.C. not only meets contractual requirements but actively advances an equitable construction industry where opportunities are accessible to all certified firms. The result is a win-win: critical public works are delivered efficiently, and M/WBE businesses share in the economic opportunity and gain valuable experience, helping "construct a better tomorrow" alongside C.A.C.



C.A.C.
INDUSTRIES

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M/WBE FIRMS WANTED

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C.A.C. has already retained two dedicated WBE firms — Ivy Engineering (QA/QC) and Avila Consulting (Scheduling) — as an early demonstration of our commitment to meaningful M/WBE participation. This proactive engagement underscores our good faith efforts and ensures diverse firms play an integral role from day one.

AECOM M/WBE Program and Experience

AECOM recognizes the critical role that small businesses play in driving the local economy. By supporting and nurturing these enterprises, NYC not only creates more jobs and boosts local spending but also strengthens its economic foundation, making it more resilient to downturns. In alignment with this understanding, AECOM has a proven track record of successfully integrating M/WBEs, especially those from underrepresented groups, into our global and local projects. We actively seek out M/WBEs for partnerships, foster diversity and inclusion through mentoring and development opportunities, and ensure fair access to bidding processes.

Our outreach programs and collaborations with agencies and organizations that support M/WBE growth reflect our commitment to their success in a competitive marketplace. Our extensive experience demonstrates a steadfast dedication to diversity through significant M/WBE participation in numerous projects.

AECOM is engaged in various mentor-protégé programs to affirm our commitment to small and diverse firms and build strategic relationships. Over the past five years, we have mentored 23 companies through programs with the Department of Defense (DoD), Department of Homeland Security (DHS), Environmental Protection Agency, National Aeronautics and Space Administration, Department of Energy (DOE), Federal Aviation Administration, Department of Veteran Affairs, and the Small Business Administration.

Our efforts have been recognized with multiple awards, including three Nunn-Perry Awards from DoD, and accolades from NASA, DOE, and DHS. For the past 16 years, AECOM NY Metro has been involved in the Construction Management Services for the NYC School Construction Authority's Mentor Protégé Program. We have successfully completed and transitioned over 290 projects with M/WBE mentees. Through this program, AECOM provides construction management mentoring to emerging small contractors, helping them establish their presence within the NYC School Construction Authority market.

AECOM integrates M/WBE firms into nearly all of our public works contracts, even in cases where it's not a requirement.

We maintain a comprehensive database of both established M/WBE partners and new prospects, categorized by the services they offer and their designations as Women, Minority (including Black, Hispanic, or other), and Service-Disabled Veteran-Owned Businesses. Our qualified M/WBE partners are currently engaged in contracts with agencies such as NYC Department of Design and Construction, NYC Department of Transportation, NYC Department of Environmental Protection, NYC Health + Hospitals, NYC School Construction Authority, NYC Housing Authority, Metropolitan Transportation Authority, the Port Authority of New York and New Jersey, and several others.

Strategies to Attract Qualified Design

Our project team brings extensive experience in rafting and executing successful M/WBE outreach and compliance programs across various projects. We are well-equipped to apply these proven strategies to the Requirements Contract project task orders. AECOM has invested significant effort into integrating the necessary resources and strategies into our overall plans to effectively support and enhance the participation of the M/WBE business community. As part of our Compliance Initiative, we will implement a detailed task list to ensure we meet the targeted goals for Black American, Hispanic American, and other underutilized categories.

Accessing Resources

- Research various firms on NYCSBS M/WBE Online Directory to determine certification status, expertise, owner ethnicity, past experience, and references.
- Engage SBS Black Entrepreneurs NYC (BE NYC) support with targeted outreach
- Contact various internal (AECOM) designers, planners, engineers, resident engineers, across market sectors for recommendation of potential M/WBE subconsultants.
- Review options and recommendations with M/WBE Compliance team. Exchange contact information for various firms and conduct follow up telephone discussions, interviews and email exchanges. These actions were performed with various firms, some of which are now on our team, and some that were identified as not the right fit but will be considered for other AECOM projects.
- Referral of M/WBE businesses from AECOM's National Supplier Diversity team.
- Throughout the contract duration AECOM will seek assistance from NYCDDC's Office of Diversity and Industry Relations (ODIR) as well as collaborate with ODIR for post award outreach events, as needed.



Partnerships & Affiliations

AECOM maintains robust connections with local and statewide Chambers of Commerce and Trade Associations to disseminate news, opportunities, and information about outreach events. We will leverage these strategic partnerships to directly engage with their memberships. Some of the organizations we work with include, but are not limited to, the following:

- Association Minority Enterprises of NY
- National Hispanic Business Group
- Council of Black Architecture and Engineering Companies
- National Organization of Minority Architects – NY Chapter
- Minority Business Development Agency – Local Business Centers
- Statewide Hispanic Chamber of Commerce of New Jersey
- National Association of Minority Contractors – NY Chapter
- The NYC Hispanic Chamber of Commerce
- Women Builders Council
- Society of Indo-American Engineers and Architects
- American Council of Engineering Companies of New York – DMWBE Committee

Participation in Industry Outreach Activities

Our M/WBE Compliance Unit's rich history and project experience gives us an important sensitivity that enables us to understand the importance of identifying qualified small businesses for large City and State projects. In an ongoing effort to expand the pool of qualified bidders, we are regularly engaging in conversations with our partner firms, attending small business outreach events and vetting M/WDBE contractors for various scopes of services. Below are just a few efforts that will be utilized to continue our outreach efforts.

- AECOM sponsored/hosted outreach events in person and virtual. AECOM has held in person Meet and Greet events at our offices for the DBE, MBE, WBE, and SDVOB business community as part of our general industry outreach as well as project specific efforts.
- NYCDDC Design Build Forum
- NYCSBS Citywide Procurement Fair
- NYC Competitive Edge Conference
- NYS M/WBE Forum
- Participate in trade fairs and special business events targeted toward minority and women-owned business enterprises.



Outreach Activities that AECOM Finds Most Useful for this Project

At AECOM, we view the following outreach activities as the most effective for engaging and attracting the M/WBE community for this project:

- Direct Outreach and Invitation to Bid: Engaging with the M/WBE community is an ongoing priority at AECOM, not just during proposal phases. Attending M/WBE outreach events has proven to be highly effective, allowing M/WBE firms to connect with AECOM and vice versa. We proactively reach out to qualified M/WBE firms via email, phone calls, and personalized bid invitations. By providing clear instructions, technical support, and direct access to project details, we ensure that M/WBEs are well-informed and prepared to participate in the procurement process.
- Pre-Bid Meetings and Networking Events: Hosting pre-bid meetings and networking events for M/WBEs enables these firms to interact directly with project decision-makers. These events offer a platform for M/WBEs to showcase their expertise, understand project requirements, and explore potential collaborations with AECOM.
- Developing the Right Project Team: Our commitment to delivering on our promises is central to our reputation. We ensure our subcontractors share this commitment. When forming project teams, our approach is straightforward: we aim to assemble the strongest, most qualified team for each job. Before including subcontractors in a project team or client proposal, they must be prequalified to do business with AECOM. This involves assessing their M/WBE certification status, owner ethnicity (when RFP includes disaggregated goals), relevant experience, financial resources, and commitment to safety and quality. We thoroughly evaluate the capabilities and experience of proposed staff to ensure we are assembling the most capable team for our clients.

To maintain accountability on this contract, AECOM will:

- **Monitor Compliance:** Regularly track our adherence to M/WBE requirements and ensure timely submission of necessary documentation, including MWBE invoices, payments, and monthly reports. As project activity escalates, it is crucial to keep a vigilant eye on record-keeping to address any issues promptly. Continuous review and communication will be essential for maintaining accurate and orderly records.
- **Incorporate Lessons Learned:** Analyze similar projects to identify best practices and lessons learned. We will seek out and integrate successful strategies from other programs to enhance our approach and improve performance.
- **Encourage M/WBE Utilization:** Beyond our own M/WBE participation, AECOM will encourage non-M/WBE consultants to meet the M/WBE participation percentages at various project levels by utilizing certified M/WBE firms.
- **Align with Project Goals:** For any change orders that involve adding or reducing scope, challenge the project team and non-M/WBE subconsultants to remain aligned with the overall M/WBE participation goals.
- **Update the NYCDDC Team:** Keep the NYCDDC team informed throughout the project about any challenges and successes related to M/WBE participation.

Where is the Greatest Opportunity for Design M/WBE Participation?

Within the scope of this Contract, AECOM has identified several key areas with significant opportunities for M/WBE participation:

- **Surveying and Mapping:** Specialized M/WBE firms in surveying, mapping, and CAD services can assist with project site assessments and layout planning.
- **Administrative and Support Services:** M/WBEs can provide clerical support, document control, and project reporting services.
- **Community Liaison:** M/WBEs can serve as community outreach representatives, facilitating communication between the project team and the local community, ensuring transparency, fostering goodwill, and securing community support.