

A37149

March 25, 2025

STATEMENT OF QUALIFICATIONS

DESIGN-BUILD SERVICES FOR ACCESSIBILITY UPGRADES
AT 42ND ST-BRYANT PARK & FIFTH AVENUE STATIONS

SECTION

1

CERTIFICATION OF
COMPLIANCE AND
EXECUTIVE SUMMARY



FORM 1

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Certification of
Compliance with
SOQ Requirements

FORM 1: CERTIFICATION OF COMPLIANCE WITH SOQ REQUIREMENTS**Respondent Name:** C.A.C. Industries, Inc.**Respondent Address:** 5408 Vernon Blvd. Long Island City NY, 11101**Date:** 03/05/2025

MTA Construction & Development

2 Broadway Room D18.80, New York NY, 10004

Attention: Alexander Wanless, Assistant Director, Construction Contracts, MTA C&D

Re. Submission of SOQ in connection with MTA Construction & Development RFQ: Contract A37149 - Design-Build Services for Accessibility Upgrades at 42nd St-Bryant Park & Fifth Avenue Stations

The undersigned (“Respondent”), submits this Statement of Qualifications (this “SOQ”) in response to the Request for Qualifications for MTA C&D Contract A37149 - Design-Build Services for Accessibility Upgrades at 42nd St-Bryant Park & Fifth Avenue Stations, dated 03/05/2025 (as amended by Addenda 1 through 2, if any, the “RFQ”).

Enclosed, and by this reference incorporated in and made a part of this SOQ, are each of the submittals required in accordance with the RFQ. For reference purposes, attached hereto as Exhibit 1 is a list of the Respondent’s Major Participants.

The Respondent represents and warrants that it has read the RFQ and agrees to abide by the contents and terms of the RFQ and the statements and commitments in the Respondent’s SOQ. Furthermore, the Respondent agrees that MTA C&D will not be responsible for any errors, omissions, inaccuracies or incomplete statements in the RFQ.

The Respondent acknowledges that it received all addenda, together with those sets of RFQ Comments and published responses made available through the SOQ Due Date.

The Respondent understands and agrees that all costs and expenses incurred by it in preparing this SOQ and participating in the procurement process for the Work will be borne solely by the Respondent, except to the extent of any stipend that may be offered under the terms of the RFP to Shortlisted Respondents.

The Respondent understands that MTA C&D is not bound to shortlist any Respondent and may reject any SOQ that is submitted.

The Respondent acknowledges and agrees to the protest provisions and understands that it limits the Respondent’s rights and remedies to protest or challenge the RFQ or any determination or shortlisting thereunder.

For purposes of future communications, the Respondent’s address and “Official Representative” are as follows:

Official Representative

Name: Michael A. Capasso

Title: President

Employer: C.A.C. Industries, Inc.

Phone: 718-729-3600

Email: mcapasso@cacindinc.com

Respondent Address

Name: C.A.C. Industries, Inc.

Address: 5408 Vernon Blvd. Long Island City NY, 11101

Phone: 718-729-3600

This SOQ shall be governed, construed and interpreted in accordance with the laws of the State of New York without regard to any conflicts of law principles.

Furthermore, by submitting this SOQ, the Respondent:

- (a) consents and submits to the exclusive jurisdiction of (i) any state court of competent jurisdiction located in New York County, New York or (ii) the United States District Court

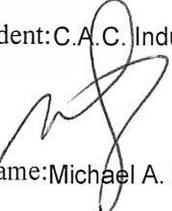
of the Eastern or Southern District of New York, in either case (i) or (ii) for any actions, suits or proceedings arising out of the RFQ (and agrees not to commence any litigation relating thereto except in such courts; and

- (b) waives any objection to the laying of venue of any such litigation in such courts.

Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
- (i) the person named above is authorized by the relevant entity to sign this letter on behalf of the Respondent; and
 - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in the SOQ in respect of such entity for which he or she signs have been authorized by such entity, is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that MTA C&D is relying on his or her representation to this effect.

Respondent:C.A.C. Industries, Inc.

By:


Print Name:Michael A. Capasso

Title: President

Date:03/05/2025

NOTICE TO SIGNATORIES

A material false statement, omission or fraudulent inducement made in connection with this letter is sufficient cause for disapproval of a Respondent's and or a Major Participant's participation in the procurement for Contract A37149. In addition, such false submission may subject the person or entity making the false statement to criminal charges.

¹ Each Major Participant that is not itself the Respondent shall sign this certification. For any Major Participant that is a Joint Venture, include signatures by each joint venture partner or member.

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- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that MTA C&D is relying on his or her representation to this effect.

Respondent:

By:

Print Name:

Title:

Date:

Any Major Participant who is not the Respondent shall complete the following:

On behalf of: **AECOM USA, Inc.**

By: 

Print Name: **Anil Parikh, PE**

Title: **Vice President**

Date: **3/12/2025**

NOTICE TO SIGNATORIES

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Respondent:

By:

Print Name:

Title:

Date:

Any Major Participant who is not the Respondent shall complete the following:

On behalf of: Mid-American Elevator Co., Inc.

By: **Michael Cullen Bailey**  Digitally signed by Michael Cullen Bailey
Date: 2025.02.17 11:57:15 -06'00'

Print Name: M. Cullen Bailey

Title: President

Date: 02/17/2025

NOTICE TO SIGNATORIES

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- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that MTA C&D is relying on his or her representation to this effect.

Any Major Participant who is not the Respondent shall complete the following:

On behalf of: Modern Elevator Installations Incorporated

By:



Print Name: Nikki Brown

Title: VP, Administration

Date: March 13, 2025

NOTICE TO SIGNATORIES

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FORM 1A

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List of Major Participants

FORM 1A: LIST OF MAJOR PARTICPANTS

Instructions: Complete the following with respect to each Major Participant.

Respondent Name: Name of Respondent Signatory: Title of Respondent Signatory:	C.A.C. Industries, Inc. Michael A. Capasso President
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Instructions: If the Respondent (or any Major Participant) is a Joint Venture, complete below for each entity:

Lead Contractor 1 Name: Name of Lead Contractor 1 Signatory: Title of Lead Contractor 1 Signatory:	
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Lead Contractor 2 Name: Name of Lead Contractor 2 Signatory: Title of Lead Contractor 2 Signatory:	
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Instructions: If the Respondent includes one Designer, complete below. If more than one Designer is included in the SOQ or proposed as a Joint Venture, complete below for each entity:

Designer 1 Name: Name of Designer 1 Signatory: Title of Designer 1 Signatory:	Aecom Usa, Inc. Anil Parikh, PE Vice President
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Designer 2 Name: Name of Designer 2 Signatory: Title of Designer 2 Signatory:	
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Instructions: If the Respondent includes one Elevator Manufacturer, complete below. If more than one Elevator Manufacturer is included in the SOQ or proposed as a Joint Venture, complete below for each entity:

Elevator Manufacturer 1: Name of Elevator Manufacturer 1 Signatory: Title of Elevator Manufacturer 1 Signatory:	Mid-American Elevator Co., Inc. Michael Cullen Bailey President
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Elevator Manufacturer 2 (if applicable): Name of Elevator Manufacturer 2 Signatory: Title of Elevator Manufacturer 2 Signatory:	Modern Elevator Installations Incorporated Nikki Brown VP, Administration
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Elevator Manufacturer 3 (if applicable): Name of Elevator Manufacturer 3 Signatory: Title of Elevator Manufacturer 3 Signatory:	
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Elevator Manufacturer 4 (if applicable): Name of Elevator Manufacturer 4 Signatory: Title of Elevator Manufacturer 4 Signatory:	
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Instructions: If the Respondent includes one Elevator Installer, complete below. If more than one Elevator Installer is included in the SOQ or proposed as a Joint Venture, complete below for each entity:

Elevator Installer 1: Name of Elevator Installer 1 Signatory: Title of Elevator Installer 1 Signatory:	Mid-American Elevator Co., Inc. Michael Cullen Bailey President
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Elevator Installer 2 (if applicable): Name of Elevator Installer 2 Signatory: Title of Elevator Installer 2 Signatory:	Modern Elevator Installations Incorporated Nikki Brown VP, Administration
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Elevator Installer 3 (if applicable): Name of Elevator Installer 3 Signatory: Title of Elevator Installer 3 Signatory:	
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Elevator Installer 4 (if applicable): Name of Elevator Installer 4 Signatory: Title of Elevator Installer 4 Signatory:	
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Instructions: If the Respondent includes one Elevator Maintainer, complete below. If more than one Elevator Maintainer is included in the SOQ or proposed as a Joint Venture, complete below for each entity:

Elevator Maintainer 1: Name of Elevator Maintainer 1 Signatory: Title of Elevator Maintainer 1 Signatory:	Mid-American Elevator Co., Inc. Michael Cullen Bailey President
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Elevator Maintainer 2 (if applicable): Name of Elevator Maintainer 2 Signatory: Title of Elevator Maintainer 2 Signatory:	Modern Elevator Installations Incorporated Nikki Brown VP, Administration
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Elevator Maintainer 3 (if applicable): Name of Elevator Maintainer 3 Signatory: Title of Elevator Maintainer 3 Signatory:	
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Elevator Maintainer 4 (if applicable): Name of Elevator Maintainer 4 Signatory: Title of Elevator Maintainer 4 Signatory:	
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Executive Summary

SECTION 1: EXECUTIVE SUMMARY

CONSTRUCTING A BETTER TOMORROW...

C.A.C. Industries, Inc. (C.A.C.), as the lead contractor, has partnered with Designer **AECOM USA, Inc.** (AECOM) to deliver Contract A37149 Design-Build Services for Accessibility Upgrades at 42nd St-Bryant Park & Fifth Avenue Stations (project) to MTA C&D.

With a proven history of successfully completing high-visibility, high-impact projects in complex urban environments, our team is uniquely positioned to provide innovative solutions, seamless execution, and transformative results that exceed expectations. Leveraging complementary strengths and synergistic capabilities, our team has the resources, expertise, and capabilities to hit the ground running.

C.A.C. brings extensive experience in elevator installations, structural modifications, and ADA compliance work within complex, active transit environments. Our commitment to safety, accessibility, and quality, combined with our design-build expertise, ensures a collaborative and efficient approach tailored to the unique challenges of delivering this critical ADA accessibility upgrade project. Paired with the world-class design expertise of AECOM, our team is fully equipped to deliver the project to enhance accessibility, elevate user experience, and align with the MTA's vision of building a more inclusive transit system on time and within budget. AECOM has provided services on MTA C&D Design-Build projects of varying sizes, such as the Improvements on the Flushing Line, Penn Station East End Gateway & LIRR Concourse, NYCT ESI Package 2, CBTC Crosstown, and ADA Packages 2 and 4.

Our team, which consists of industry leaders and GCA executive committee members, will collaborate closely for project success. Our team brings extensive experience with

MTA and public agencies, delivering successful design, construction, and design-build projects tackling similar challenges, including:

Accessibility Compliance: Ensuring all upgrades comply with ADA standards while addressing site-specific constraints, such as the MTA C&D ADA Upgrades at 8 Stations – Package 2 project, which included new elevators, platform repairs, new stairways, and SOGR work.

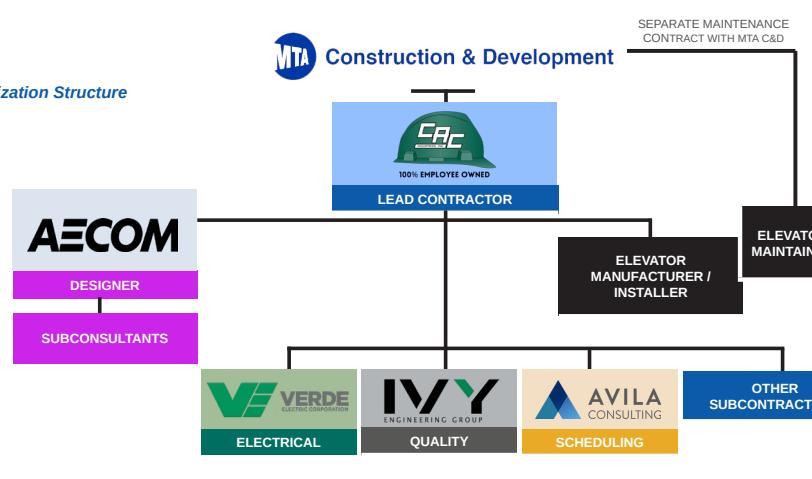
High-Visibility Locations: Working in densely populated, high-traffic areas that require meticulous planning to minimize disruptions to transit operations and the surrounding community, such as on the MTA C&D 14th Street Station Complex project.

Accelerated Schedule: Balancing accelerated schedule with ROW work, as seen in the on-time 207th Street Yard project, where jet grout design replaced secant piles to mitigate delays, including COVID-related impacts.

Complex Urban Environments: Navigating existing infrastructure, underground utilities, and space constraints in highly congested environments, such as the Second Avenue Subway Phase II Utility Relocation, Warren and John Street Reconstruction, BED776, W33rd Street Reconstruction, MED-5596, and Select Bus Service Features at Nostrand & Rogers Avenue — each incorporating ADA sidewalk components, with one including ADA bus stop upgrades.

Stakeholder Coordination: Collaborating with MTA operating divisions, local authorities, utility companies, and the public to maintain alignment and ensure smooth project execution, such as on the MTA C&D ADA Upgrades at Various Stations – Package 4 contract.

Exhibit 1-1 | Major Participants Organization Structure



Design Integration: Seamlessly merging innovative design solutions with existing structures to enhance accessibility without compromising aesthetics or functionality, such as the 207th Street Yard where we replaced the conceptual caisson SOE design with jet grout lagging to work with limited overhead space due to the elevated MTA railroad structure.

ORGANIZATION, STRUCTURE AND EXPERIENCE OF THE RESPONDENT AND MAJOR PARTICIPANTS

C.A.C. Industries, Inc. (Principal / Lead Contractor)



100% EMPLOYEE OWNED

Founded in 1991, C.A.C. is a premier general contractor in New York City. C.A.C. boasts a rich history of executing complex and high-profile public projects across various sectors, including transit facilities, utilities, roadway reconstruction, parks and recreation, and green infrastructure work. C.A.C. has completed several projects of similar scope and complexity for the MTA, including work on MTA C&D's Design-Build Services for ADA Upgrades at Various Stations—Package 2 and Package 4, and MTA C&D's Design-Build Services at 14th Street Station Complex, where C.A.C. supported the installation of micropiles and jet grout lagging as support of excavation (SOE) for the elevator shaft. C.A.C. excavated the elevator shafts to prepare for the elevator installation and station extension. C.A.C. is also currently the Prime Contractor on the \$116M MTA C&D Second Avenue Subway Phase II Contract I–106th Street Station, which is the first of four construction contracts for the Second Avenue Subway, which will extend the Q train from 96th St. to 125th St., serving the East Harlem community and building three new ADA-accessible stations. The work consists of extensive utility relocation and requires diligent coordination between C.A.C., MTA, NYCDEP, Con Edison, ECS and NYCDOT.

NOTABLE RANKINGS

ENR NY

- #30 Top Contractors
- #1 Top Utility Contractors
- #4 Top Specialty Contractors
- #14 Top Green Projects

ENR NATIONAL

- #18 Top 20 Firms in Utility
- #93 Top 100 Green Contractors
- #189 Top 600 Speciality Contractors

CRAIN'S

- #25 Best Places to Work 2024

AECOM USA, Inc. (Designer)

AECOM AECOM is a full-service, New York State-licensed corporation specializing in infrastructure engineering, design, and construction management. AECOM's New York Staff includes civil, structural, traffic, environmental, geotechnical, electrical, mechanical, and wastewater engineers; architects, planners,

SECTION 1

PG. 2

program, project, and construction managers; schedulers, cost engineers, estimators, inspectors, public information, and community relations experts; and a broad range of support personnel. With more than 1,700 employees in the New York metropolitan area, AECOM has the resources and technical expertise to deliver the design for ADA Upgrades at 42nd Street-Bryant Park and Fifth Avenue Stations. Consistently ranked among the top consulting firms by ENR, AECOM has earned a national reputation as a leader in the transportation and infrastructure industries by providing high-quality service; an integrated, multidisciplinary approach; exceptional project experience; and veteran project managers and principals — many of whom are former managers of transit and rail agencies.

ENR2024

TOP 500

- 1 International Markets
- 1 General Building
- 1 Transportation
- 1 Water
- 2 Top Design Firm
- 4 Hazardous Waste
- 4 Sewer and Waste
- 14 Telecommunications
- 16 Power

POTENTIAL TEAMING PARTNERS AND COMMITMENT TO M/WBE/SDVOB GOALS

Our team fully acknowledges and is dedicated to achieving the M/WBE/SDVOB goals outlined in the RFQ. 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 in **Table 1-1** below.

Table 1-1 | Commitment to Diversity

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. anticipates retaining M/WBE/SDVOB subcontractors to perform scopes such as: installation of architectural components, ornamental miscellaneous metals, and stairs. We have already identified the following subcontractors, some of which are WBE-certified:

- **Verde Electric Corporation:** Electrical, Communications, and Fire Alarm Systems



100% EMPLOYEE OWNED

AECOM

- Ivy Engineering Group (WBE):** Quality Management
- Avila Consultants, Inc. (WBE):** Schedule Management

PROJECT ORGANIZATION

C.A.C. has established a highly qualified and fully integrated team designed to ensure the successful delivery of this project. Our project team is structured to enable seamless communication, maintain clear lines of responsibility, and provide MTA C&D with the benefit of decades of collective experience and expertise gained from working on NYCT projects.

KEY PERSONNEL

Our Key Personnel were carefully selected for their specialized expertise, extensive design-build experience, and projected availability. Following a thorough assessment of the RFP timeline and anticipated award, C.A.C. confidently ensures that these individuals will be fully available and dedicated to the successful delivery of this project.

Management, Decision-Making, and Operational Structure

Our proposed management structure is designed to ensure efficient design-build delivery for a project of this scope and complexity. Within the framework outlined below, our project team is fully empowered to make critical day-to-day decisions, supported by the resources and oversight of corporate leadership. Key controls such as safety, quality, scheduling, and administrative requirements will be meticulously managed by our team. Recognizing the importance of commercial and scheduling issues, these project leads will report directly to Project Manager Oswald Calderon, DBIA, LEED GA. Safety and quality will operate independently of the physical construction effort, reporting directly to the Executive Management Committee to maintain the highest standards.

Project Manager Oswald Calderon, DBIA, LEED GA, will lead the team, bringing over 25 years of experience managing large-scale, complex projects of similar scope, including the Penn Station East End Concourse Project. Oswald's leadership on design-build projects totaling more than \$750M demonstrates his design-build expertise in managing intricate structural and transit system upgrades under challenging site and schedule constraints, and delivering high-quality results in complex urban environments.

TECHNICAL APPROACH OVERVIEW

Our “one-team” technical approach leverages our extensive experience in successfully delivering design-build projects. From the RFP phase through design, construction, and final turnover, we have meticulously planned how our team will collaborate seamlessly to achieve the project’s goals. C.A.C. and AECOM share a proven history of overcoming challenges and delivering win-win solutions for all stakeholders.

SECTION 1

Proposal Stage

Our team excels at developing innovative solutions to enhance project outcomes. As part of the RFP process, we have already performed comprehensive site visits to gain a clear understanding of the work complexity, site constraints, and potential challenges. These observations will inform our approach and help us develop strategies to resolve critical issues early. We will thoroughly evaluate the scope to identify Alternative Technical Concepts (ATCs) that can streamline the schedule and reduce costs. Additionally, we will focus on optimizing customer flows and exploring potential modifications to improve the overall customer experience and operational efficiency.

Design

AECOM will oversee the design of ADA Upgrades at 42nd Street-Bryant Park and Fifth Avenue Stations, ensuring seamless coordination with subconsultants to deliver an efficient and well-integrated project.

Design Manager Tom Stein, PE, will guide the design team and brings extensive design-build and accessibility experience from major projects like Delta LaGuardia Airfield Redevelopment, Kosciuszko Bridge Phase 1, and Fulton Street Transit Center, which incorporated ADA-compliant features.

To expedite construction, the team will develop early work packages for long-lead procurement items such as elevator procurement, structural modifications, and electrical switchgear and panels, with initial site surveys and equipment verification planned upon Notice to Proceed (NTP). The design team will also structure deliverables to align with MTA C&D FACC’s station-specific permit review process, ensuring an efficient approval workflow.

A key component of the design strategy will be the development of discrete design units to facilitate phased reviews, streamline approvals, and support early construction starts. These design units will be structured to align with construction sequencing, ensuring that procurement and fieldwork progress efficiently while maintaining compliance with MTA C&D requirements.

The design approach starts with a proactive code compliance strategy, which will ensure alignment with NYS Uniform Fire Prevention and Building Code, Energy Conservation Code, and new rail station provisions, with early variance identification and coordination with MTA C&D FACC to facilitate approvals. AECOM architects and code compliance specialists will advance the design at each of the stations while recognizing that they are a part of the overall station hub. The architects will work closely with AECOM’s in-house vertical transportation (VT) engineers to select elevator configurations that work with the mezzanine layout as well as narrow platform widths which occur at both the 42nd Street-Bryant Park and Fifth Avenue Stations. The VT engineering team will build on experience from



ADA Packages 2 and 4 to collaborate with the electrical, communications, mechanical and plumbing engineers to design the elevators to latest codes and PRDC requirements with an understanding of the needs of various NYCT user groups. Special focus will be given to the 42nd Street-Bryant Park elevators to ensure vertical clearances are provided within the existing confines of the mezzanine roof structure.



Location of 42nd Street-Bryant Park Elevator

This is achieved by incorporating ramps at mezzanine level designed in accordance with ADA requirements and to maximize the passenger experience. Maintaining the roof structure will require a complex approach to the roof structure design to create the clearance required from within the existing station box. All aspects of the design of the stations will include an integrated approach, which prioritizes operational efficiency, accessibility, and long-term sustainability, delivering a passenger-focused, regulation-compliant design that streamlines construction and enhances transit accessibility.

Construction

Our team is committed to meticulous planning and execution to ensure all safety, quality, and schedule requirements are met from the start of construction. We proactively plan every operation, addressing work methods, materials, equipment, access, staging, and public protection before physical work begins. C.A.C. has consistently demonstrated the ability to anticipate potential challenges and implement innovative solutions during the design phase to reduce costs and streamline construction.

Our construction team will collaborate with the design team from the RFP phase through to the award and design stages. This close integration ensures full familiarity with the project scope, risks, and mitigation strategies, which will be tracked in a living risk register updated throughout the project.

We understand that utility relocations will be avoided as much as possible, as well as long lead times for specialty materials such as elevators, and coordinating outages (GOs) for work in the ROW. The structural reframing at the roof level (without roof disruption) and at the mezzanine level (minimizing impact to operations) are key challenges of this project. Our team has successfully mitigated these same challenges on several MTA projects such as on the 207th Street Yard, which was completed ahead of schedule and within budget.

Efficient coordination of trades is critical for this project, particularly in integrating previously installed facilities and ensuring the final location of work elements aligns with construction sequences to avoid conflicts. Our team regularly employs 3D CADD tools to identify and resolve potential clashes in advance. This technology also enables us to model staging concepts and customer flow through the station, ensuring seamless functionality during construction and beyond.

Specialty mechanical, electrical, and communication systems will be constructed with strict attention to turnover requirements. Our engineers will maintain redlined as-built drawings, conduct all required testing, and ensure the delivery of key project components, including O&M manuals, spare parts, and training, through a formalized commissioning and turnover plan. Systems maintained by MTA C&D will be rigorously tested and commissioned.

Leveraging our extensive experience, including critical escalator and elevator replacements, we will ensure every aspect of this project is meticulously planned, coordinated, and executed to meet MTA C&D's standards.

Design and Construction Integration

Our team includes **Rene Silvestre, PE** as the **Design-Build Coordinator**, a dedicated role that adds significant value by ensuring seamless integration between the design and construction teams. During the design phase, Rene will lead constructability reviews, bridging design concepts with practical construction methodologies. In the construction phase, he will facilitate a smooth transition, remain on-site throughout the project, and ensure construction aligns with the design intent.

ELEVATOR MANUFACTURER / INSTALLER / MAINTAINER

C.A.C. has identified several qualified Elevator Manufacturer, Installer, and Maintainers for this project and will select from among the following firms:

- **Mid-American Elevator Company, Inc.**
- **Modern Elevator Innovations, Inc.**

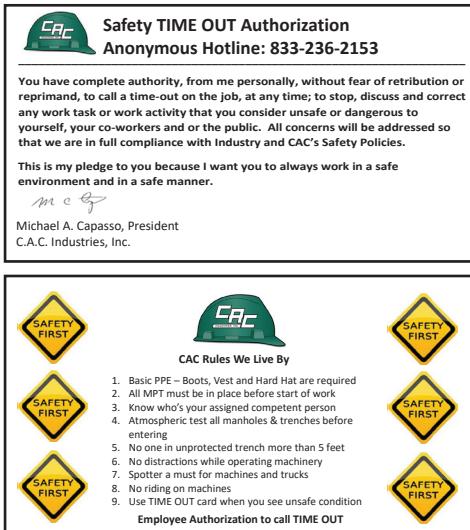
SCHEDULE

Our proposal will include a detailed and aggressive project schedule managed by **Schedule Manager Lucyna Pelc**. Lucyna brings over 25 years of expertise in developing detailed cost and resource-loaded ADM and PDM baseline CPM schedules in P6 for heavy and building construction projects valued at up to \$600 million. She will oversee the final CPM schedule, providing monthly updates and two- and six-week look-aheads. We will proactively manage risks to prevent delays and implement recovery plans through resequencing work or adding resources. For owner-related delays, we will prepare time impact analyses and collaborate with MTA to identify the most cost-effective and least disruptive recovery solutions.

SAFETY

Safety is a top priority for C.A.C. on every project. We maintain a safe, clean, and quality-driven work environment through proactive measures like the “**Time Out Card**,” shown below, which allows for all employees to halt work, assess risks, and correct unsafe practices without fear of retribution.

Safety Manager Bill Flaherty, CHST will manage all safety aspects of this project and develop a project-specific Health and Safety Plan (HASP), incorporating proven processes, contract requirements, and industry best practices.



All staff will receive comprehensive safety training, including project-specific orientation, task-specific instruction, and OSHA-compliant training. Managers will contribute to Safe Work Plans (Job Hazard Analyses), ensuring that hazards are identified and mitigated. Special attention will be paid to minimizing disruptions from material movement through the stations and surrounding streets to protect customer safety and the local community. Our commitment to safety excellence is reflected in our exceptional safety record, as evidenced by our Experience Modification Rates (EMRs) in **Table 1-2** below.

Table 1-2 | A Proven Track Record in EMR Performance

YEAR	EMR	BETTER THAN INDUSTRY AVERAGE
2024-2025	0.98	✓
2023-2024	0.99	✓
2022-2023	0.71	✓

QUALITY

Quality Manager Samira Ayati, PE, DBIA, ENV SP will create a project-specific Quality Management Plan (QMP) based on ISO 9001:2015 standards and tailored to this project’s needs. All staff will be oriented to the QMP, and managers will contribute to Quality Work Plans (QWPs), which will be communicated during preparatory meetings. Ongoing training, QWP reviews, and regular quality meetings are integral to maintaining high standards throughout the project.

WORKING WITH MTA C&D AND THIRD PARTIES

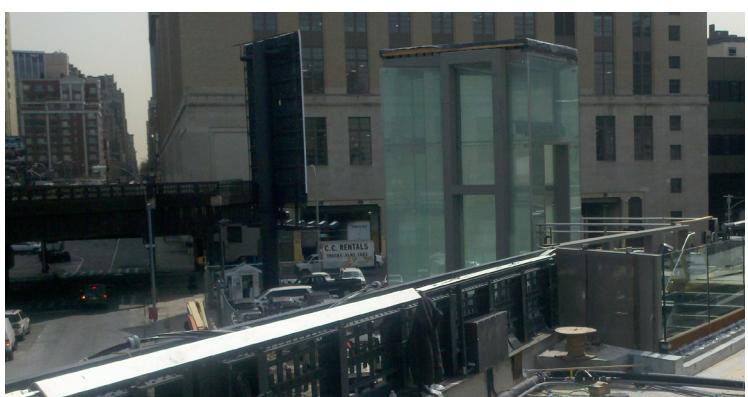
Third-Party/Lead Utility Coordinator Joseph Walsh will identify, communicate, and resolve contract-related issues with MTA and third parties, particularly with key NYCT user groups, including NYCT Operations Planning, Station Operations, Maintenance of Way (MOW), Signals, Power, Elevators & Escalators (E&E), and Customer Service. These groups will play a vital role in coordinating customer rerouting, scheduling outages (GOs), and handling elevator commissioning and turnover. Additionally, Joseph will coordinate with NYCT Capital Program Management (CPM) and MTA C&D Project Management and FACC teams to ensure alignment with project milestones. He will also work closely with private utility companies impacted by the construction.

Our approach is built on proactive planning and open communication to ensure successful third-party coordination. We will:

- Maintain a comprehensive contact list and foster strong working relationships with stakeholders.**
- Anticipate issues and develop contingency plans in collaboration with NYCT user groups.**
- Hold regular coordination meetings to resolve open issues and provide schedule updates.**
- Present renderings and mitigation plans to clarify benefits, risks, and impacts to NYCT operations and the public.**

SUMMARY

With a proven track record of successfully executing complex design-build projects for the MTA and other public agencies, C.A.C. combines unmatched expertise in construction, design, and stakeholder coordination. Our comprehensive approach, blending innovation, proactive planning, and seamless integration between design and construction, ensures we will meet the MTA’s goals of enhancing accessibility, minimizing disruptions, and delivering a project that exceeds expectations. Together with AECOM’s world-class design capabilities and our deep understanding of the unique challenges in urban environments, we are fully equipped to deliver a safe and successful, on-time, and within budget project that will benefit New Yorkers for generations to come.



SECTION 2

PROCUREMENT SCHEDULES

