



GCA

The General Contractors
Association of New York, Inc.

From Concept to Concrete

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Turning concepts into concrete is what will continue to enable New York to enjoy a world class economy, a unique quality of life, unsurpassed educational opportunities, and first-rate recreational venues well into the next century.

— MICHAEL VIGGIANO, GCA PRESIDENT

”

The Oculus, the centerpiece of the World Trade Center Transportation Hub, Skanska Koch



Dear Colleagues and Friends,

The GCA members have spent 108 years turning concepts into concrete. From the building foundations, highways, roads, and bridges, to the subway, water, and wastewater systems, our members built the 20th century infrastructure that protects public health, transports the region’s 14.6 million residents, gives New York its iconic skyline and forms the basis for an economy that produces over 10% of the nation’s GDP.

In the aftermath of 9/11, many pundits wrote off New York’s ability to rebound. Having proved the pundits wrong once again, our economy emerged from the Great Recession as a leader in the nation’s job growth, with a steadily diversifying pool of job opportunities, and projected population growth to over 9 million by 2040—just one generation away. But as the region nears the end of the second decade of the 21st century, New York’s ability to grow and compete in a national and global economy will be hindered unless we adopt the lessons of our forebears: invest today in the infrastructure that will support future generations.

New York has made some strides with the activation of the Manhattan leg of the Third Water Tunnel, new Tappan Zee and Kosciuszko Bridges underway, the start of a reconstruction of LaGuardia Airport, and the construction of the first phase of the Second Avenue Subway,

but much more must be done if we are going to provide the infrastructure to support continued population and job growth. New York ranks 47th in Interstate urban pavement condition, and our record-setting subway passenger traffic is impeded by an outdated signal system that in some areas is literally patched together with scavenged spare parts. The rate of water main breaks has increased from 5.8 per 100 miles of water main in FY13 to 8.0 in FY15, and the rate of sewer reconstruction has decreased in the same period from 8.8 to 6.1 miles. At this rate, it will take the city over 1,000 years to reconstruct the full sewer main network.

If we are to keep pace with the world’s thriving urban centers, we must make substantial investments in upgrading and expanding our infrastructure. How we build is as important as what we build, and as industry leaders, we must continually find ways to deliver projects more efficiently, especially as policy makers seek to entice the private sector to invest in public projects. While our members build the vital projects that turn concepts into concrete, the GCA will be in the forefront of advocating for the smart investments that will keep New York a leader in the state, national, and global economy.

Sincerely,

DENISE M. RICHARDSON [EXECUTIVE DIRECTOR](#)

MICHAEL VIGGIANO [PRESIDENT](#)

From Concept to Concrete:

A Century of Visionary Progress but What About the Next 100 years?

“...the subway and other infrastructure building we did a century ago left room for growth. Now, we’ve used it up.”

—NICOLE GELINAS, NY POST OP-ED 11/7/16

Since the GCA’s founding in the early part of the 20th Century, our members have built New York’s water and wastewater network, roads, bridges, rail systems, tunnels, and the foundations that support the city’s iconic skyline. The result has helped the City achieve—and maintain—its unparalleled reputation as the center of international commerce, finance, and the arts. But today, as we find ourselves well into the new millennium, we are haplessly living off the fruits of hundred year old visions.

Mega-projects such as Second Avenue Subway (Phase I), East Side Access, replacing the Goethals and Kosciuszko Bridges, completing the Manhattan leg of the Third Water Tunnel, rebuilding LaGuardia Airport, and addressing Penn Station have been heralded as progress over the last few years, but the reality is that they are barely addressing the mid-20th century needs for which they were conceived.



IRT Subway
GCA Founded
Queensboro Bridge
Manhattan Bridge
Catskill Aqueduct
Ashokan Reservoir
Croton Falls
Diverting Reservoir

North River Tunnels
Water Tunnel #1
Hell Gate Bridge
Flushing, Astoria and
West End Lines
Bronx River Parkway
IRT Steinway Tunnels
Grand Central Terminal

Water Tunnel #2
Roosevelt Avenue Bridge
Goethals Bridge
Outerbridge Crossing
Holland Tunnel
Bronx River Parkway
14th St and East
River Power Plant

Triboro Bridge
Kosciuszko Bridge
George Washington
Bridge
Water Tunnel #2
Grand Central and
Northern Parkways
Interboro Parkway
Jacob Riis Park
FDR Drive
LaGuardia Airport
Whitestone Expressway
Lincoln Tunnel
Long Island Expressway

Mill Basin Bridge
Hutchinson River
Parkway
Jamaica WWTP
26th Ward WWTP
Queens Midtown Tunnel
Belt Parkway
Cross Island Parkway

Port Richmond WWTP
Brooklyn Battery Tunnel
Sunrise Highway
Clearview Expressway
Throgs Neck Bridge
West Side Expressway
Staten Island Expressway
Port Richmond WWTP
Pulaski Bridge
Roosevelt Avenue Bridge
North Shore, W 216th St,
W 135th St, Greenport
Marine Transfer Stations
Major Deegan Expressway
Lincoln Tunnel

Throgs Neck Bridge
Lower Level George
Washington Bridge
Verrazano Narrows
Bridge
Bruckner Expressway
SW Brooklyn Marine
Transfer Station
Van Wyck and Cross
Bronx Expressways
Staten Island
Expressway

The question that looms over today's decision makers, elected officials, and even our own members is: what is our vision to address the record population and transit ridership growth we are already seeing in the first decades of the 21st century?

As we mark the 100th anniversary of the construction of the city's first water tunnel next year, a groundbreaking investment that set the stage for the growth and expansion of New York, are we thinking seriously about how to provide and expand the infrastructure that a growing region requires? Are we looking at our water, wastewater, and energy infrastructure and committing to the investments that these systems need to sustain the region's economy? Are we building with an eye toward resilient investments that will meet the challenges posed by a changing climate? Are we making the fundamental investments to expand our transportation network?

Construction of the Second Avenue Subway between 63rd and 96th Street will soon be completed, yet do we have the foresight and determination to progress the next three essential elements of a much needed full length line? Are we thinking about a new line along the far west side of Manhattan or about extension of existing lines to underserved areas of the city that are now poised for population growth? Are we saying that one station serving a newly constructed neighborhood on the far west side is really all we can do?

New passenger rail tunnels under the Hudson River—the Gateway project—clearly have the momentum to be built in the near future, but will their usefulness be thwarted by antiquated slow speed trains when we should be developing the high speed rail systems that have already been built by our competitors in Europe and Asia?

As we write, we are just now turning a host of 20th century concepts into concrete. New York can't afford to wait another century to start planning and building for the future.



City and State fiscal crises halt projects

63rd Street Connector

East Side Access, Second Avenue Subway begin; Water Tunnel #3 continues

Water Tunnel #3
Second Avenue Subway Phase 1
New New York (Tappan Zee) Bridge

Second Avenue Subway Phase 2?
Gateway Tunnels?
Water Tunnel #3 connections to Brooklyn and Queens?
Highway and transit capacity improvements?
What is the vision for the future?



TRANSIT IMPROVEMENTS



PEDESTRIAN SAFETY



AIRPORT ACCESS



REDUCED CONGESTION



TRAFFIC SAFETY



UTILITY INFRASTRUCTURE UPGRADES



GREEN SPACE

One Project, Many Benefits

It's natural to get caught up in a monolithic view of a construction project, categorizing it as a "highway," "transit," "park," or "water" project. The reality, however, is that the majority of the work GCA members do are multi-faceted assignments that generate benefits across many disciplines.

A case in point is the Kew Gardens Interchange being constructed by GCA members ECCO III and DeFoe Corp. This NYSDOT-sponsored effort is emblematic of an undertaking where turning concepts into concrete means far more than just paving a road.

While upgrading the dangerous and confusing interchange between the Grand Central and Jackie Robinson Parkways and the Van Wyck Expressway, a dangerous section of Queens Boulevard is also being realigned, increasing both motorist and pedestrian safety. A new accessible subway entrance for the E and F subways was built at the Briarwood station, new water, sewer and electric utilities installed throughout, and green space and pedestrian plazas are being created.

Those tangible benefits are but part of the story. They are multiplied exponentially by the opportunities provided to thousands of highly skilled unionized workers who are busy building lifetime careers.

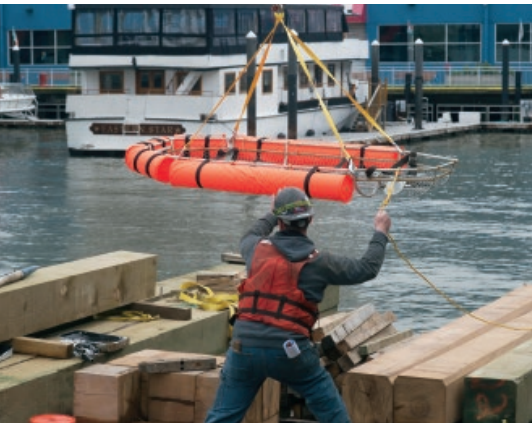
Two, in particular, Amanda Cerquiera (Laborer, Local 731) and Patrick Roseman (Drill Runner, Local 29), epitomize that workforce.

Amanda, 27, has risen through the ranks from apprentice to journeyman, and now works closely with the project foreman. "I worked office jobs before, but I like being outside and not being confined by four walls," Amanda said.



Patrick, 46, fresh from work at the World Trade Center, brought his newly honed concrete handling skills and expertise to the table. "Seeing the transformation is amazing," he said. Even more so, Patrick likes showing off his handiwork to his four children whose faces light up when they find out, "Daddy did this!"





Sea Safety International trained Trevcon Construction employees on water safety and rescue operations during Safety Week.

GCA— Building Safety Together

GCA members have created a culture of work-site safety that far surpasses any other segment of the construction market. Our members' incident rates consistently track well below national, state, and city construction industry averages. Our members work very hard every day to achieve this goal.

When it comes to safety there is no room for complacency or compromise. The GCA offers ongoing safety training for the members and

their workforce, provides updates on industry developments, advocates on rulemaking, and fosters the sharing of ideas and best practices to achieve the goal of zero incidents.

The GCA's annual Safety Week is an opportunity to share new safety practices and techniques across the industry. This year's theme "Building Safety Together," highlighted the shared responsibility of each and every member of the team to ensure the safety of the entire group.

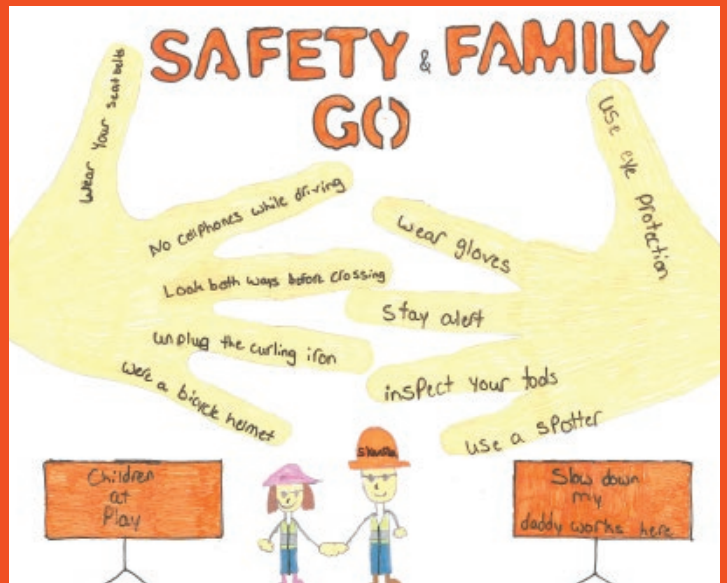
Site-specific training focused on fall protection, including the proper use of horizontal lifelines, lanyards and connectors, and understanding suspension trauma and swing falls. Marine specialty contractors, who face one of the most challenging environments in which to work, concentrated on water safety and rescue operations, practicing water rescue drills, and demonstrating the use of waterborne safety equipment.

Beyond Safety Week, the GCA offers more formal supplemental training throughout the year with safety experts providing OSHA 30-hour training, 32-hour Rigging Supervisor training to ensure all lifting and hoisting operations are performed safely, and silica awareness and protection training to help protect workers from exposure to air-borne silica and ensure compliance with new OSHA regulations.

The GCA's partnership with the American Road and Transportation Builders Association (ARTBA) has produced new training on safe backing and spotting, blind spot recognition, operator to worker communications, high visibility clothing, hazard identification, safe vehicle routing, and proper hand signals.

The GCA members are focused on instilling a safety culture at every level of the workforce. The first assignment for a summer intern is participation in the OSHA 10-hour safety training class and even our office personnel participate in safety training programs pertinent to their work. With our unions, safety training is an ongoing effort so that our apprentices, journeymen, and foremen all have the skills, knowledge and tools to work safely.

At the end of the day, working safely requires diligence, attentiveness and training, and the GCA members are firmly committed to ensure that each and every one of their workers returns home to their families at the end of that day.



SAFETY WEEK POSTER
CONTEST WINNERS
Top: Samantha Prior, age 8
Bottom: Kaylee Benson, age 9
Their relatives are members
of NYS Laborers Local 731



Skanska/Tully Joint Venture built the park which serves as the rooftop for the Croton waste water treatment plant in the Bronx.

BELOW:

Waterworks, a joint venture of Judlau/OHL installs trunk water mains to connect Water Tunnel #3 shafts to NYC's distribution network in Manhattan.

Building the City's Future

Infrastructure powers our world and the GCA members build it.

Whether it is the water we drink, the subways, commuter rail or roads and bridges that form our daily commute, the energy grid that powers our homes, and offices, or the park space that provide an oasis of calm in a teeming city, the GCA members build the vital infrastructure on which we all depend.

For over a century, New York has relied on the series of aqueducts, dams and tunnels that provide over a billion gallons of fresh water each day. Access to water that has been rated the best tasting in the country is something we take for granted. Sustaining our access to this crucial resource requires ensuring there is redundancy in the nearly 100 year old water tunnels to allow for repairs and maintenance. The network of shafts, trunk mains, and distribution mains connecting the billion plus gallons of water from the third water tunnel to our homes and businesses in Manhattan is nearing completion. In October, a new siphon was activated to increase the water distribution capacity





LEFT:
C.A.C. Industries installed new sewers and the piles to support new infrastructure for Gateway Estates.

OPPOSITE, TOP:
Schiavone Construction installed the finishes for the 86th Street Station on the new Second Avenue Subway.

between Brooklyn and Staten Island. The final step in the long-awaited completion of the third water tunnel involves building connection shafts and distribution mains in Brooklyn and Queens. This work is still years away.

The water mains and sewer lines coursing under the streets of New York make possible projects such as Gateway Estates, the new affordable housing development underway in Spring Creek in East New York, Brooklyn, where new sewers, water mains, street lighting, and paving have been installed. Ensuring the water and sewer system, and the transportation network can handle the increased demand as new communities are developed is a key element in supporting new residential growth throughout the five boroughs.

Siting a water filtration plant in an already dense environment was a challenge, so making sure the facility offered community benefits was an essential part of the project. The Croton water filtration plant project included \$200 million of parks and playground improvements at the Pelham Bay, Crotona, and Soundview Parks as well as other facilities throughout the Bronx, and the plant's roof became a new golf course and driving range in Mosholu Park.

An Historic Arrival

With demographers projecting a population growth of nearly 1 million new residents by 2040—a 9.5% growth rate—expanding the region's mass transit network is essential. Construction of the first phase of the Second Avenue Subway will alleviate crush loads on the 4, 5, and 6, a line so crowded that it carries more passengers on



LEFT and RIGHT:
E.E. Cruz & Co. built the foundation for the new Manhattanville Campus for Columbia University.



Weeks Marine is repairing scour critical Jones Beach bridges.

The Skanska/ Kiewit/ECCO III team are building the new Kosciuszko Bridge carrying the BQE over Newtown Creek.



a daily basis than the entire transit systems of Chicago, Boston, and San Francisco combined. Continuing the Second Avenue Subway to East Harlem in the upcoming capital program will be critical.

A growing population demands better infrastructure to support increased density and the jobs that go with it. It also demands additional office space, housing and educational facilities. GCA members are at the heart of creating those necessities too, excavating new sites in the City's bedrock and constructing

the very foundations of New York's newest neighborhoods: Hudson Yards on the West Side; office towers like One Vanderbilt on the East Side, and expanded educational institutions like Columbia University's in upper Manhattan and the Cornell Tech project on Roosevelt Island.

Repairing and rehabilitating the City's road and bridge network requires not only fixing what is broken, but making tangible upgrades that improve the lives of all New Yorkers. One such project is the replacement of the much-lamented Kosciuszko Bridge linking the Brooklyn Queens Expressway over Newtown Creek. This new cable-stay bridge will improve traffic safety, add pedestrian and bike lanes, and add breakdown lanes on a crossing that carries more vehicles daily than the Tappan Zee Bridge. The project also includes pedestrian and streetscape improvements in the surrounding community, park reconstruction, and access to the waterfront. Replacing the region's aging bridge network with new structures and rehabilitated structures such as a new bridge connecting City Island to the Bronx and rehabilitating the Jones Beach bridges are critical for New York's mobility and access to communities, tourist destinations, and beaches.



John Civetta & Sons is digging the foundation to support One Vanderbilt, the East Side's newest office tower.

The GCA is proud of its role as a dynamic, positive, and visionary force in advocating on behalf of New York's infrastructure.



GCA Executive Director Denise Richardson speaks to NY 1 In Transit reporter Jose Martinez.

Advocating for a Better New York

Many people describe infrastructure as, “those things you depend on but don’t think about until they are not there.” The GCA is in the forefront of advocating for infrastructure investment to keep what we have working and to provide the systems that will serve a growing and diverse population. These investments will enable the city and the region to remain an economic leader in the face of rapidly changing economic, political, and technological developments that impact our built environment.

Through a multi-faceted program of press, educational and networking events, strategic partnerships, and the popular Speakers Series, the GCA provides ongoing industry and public engagement on a wide range of issues. The GCA also partners with various research institutions to examine the public policies and regulatory issues that impact the environment, economy, and quality of life.

Our successes are reflected in the MTA's, NYSDOT's, and the City's robust capital programs. Working with our national partners at APTA and ARTBA, the GCA ensured the preservation and enhancement of the FAST Act's mass transit funding and we are leading the effort to make funding of new tunnels under the Hudson River a priority for the next federal administration.

Press Events

Press Events inform the public about the larger benefits of infrastructure investment and the cost of not making those investments.

Speaker Series

The GCA Speakers Series keeps our members and other stakeholders informed of the latest perspectives on the political and technical aspects of heavy civil construction. We keep our members updated and stay on the cutting edge of industry developments.

Education

Educational events not only provide information about career opportunities, they help inform tomorrow's leaders about the importance of investing in the infrastructure that will expand and strengthen their communities.

Networking

Networking events make sure that every part of our society is equipped to excel in the industry if they are qualified, work hard, and develop the right professional and business relationships.

Strategic Partnerships

Through Strategic Partnerships with colleagues from around the city, state, and nation we keep our issues at the forefront of political discourse at every level of government.

TOP, John Porcari, Interim Director of the Gateway Project Development Corp at the GCA Speaker Series. The Speaker Series this year also featured a conversation with MTA Chairman and CEO Tom Prendergast.

MIDDLE, GCA Networking Events seek to facilitate connections between minority and women owned businesses and the GCA members who build New York. These events connect MWBEs with over \$1 billion in subcontracting opportunities.

BOTTOM, GCA President Michael Viggiano and Deputy Director Labor Relations John Murray speak with Congressman John Katko at the annual Washington Reception.





Students at City Polytechnic High School of Engineering, Architecture & Technology hard at work. The GCA supports and mentors City Poly students.

Giving Back— and Looking Forward

The GCA members know that it takes more than steel and concrete to build New York. They are fully engaged in providing hands-on support for organizations and institutions that improve the region's quality of life. From sponsoring little league and police athletic league teams to helping social welfare institutions, the GCA members regularly give back to their communities.

Giving Back to the Communities We Live in and Serve

As a well-deserved “thank you” to the 96th Street community for their patience and cooperation during construction, **E.E. Cruz and Tully Construction** celebrated the completion of work atop the Second Avenue Subway construction site with ice cream and balloons that brought smiles to the neighborhood.

When not physically building New York's infrastructure, GCA members build their communities through volunteerism and philanthropy. **Schiavone Construction** regularly donates construction material to the NYS Department of Corrections to afford inmates the opportunity to gain hands-on work experience, preparing them for a productive return to the workforce. **C.A.C. Industries** has a deep commitment to beating rare cancers by supporting Cycle for Survival's unique research efforts. In the interest of helping families with counseling, shelter, addiction treatment, and educational issues, the **Skanska** team has worked closely with the Family & Children's Association on Long Island. Committed to Homeless Solutions, **Moretrench** supports the not for profit's shelter, services and supportive housing programs for the homeless and working poor. The **Ferrara** and the **Tully** families spend countless personal hours and substantial financial resources supporting the South Queens Boys and Girls Club, Jamaica Hospital, and the Hospice Care Network, all of which are focused on providing better services to needy populations. **Silverite Construction**, led by founder Angelo Silveri, engages in many charitable endeavors including working with EPIC Long Island, which assists those suffering from epilepsy, developmental disabilities and mental health challenges, and MercyFirst, which provides services to children and families in Long Island, Brooklyn, and Queens.

Looking Forward—Preparing Future Industry Leaders for Careers

The key to industry success is relationship building. The GCA helps MWBEs link up with prime contractors and subcontractors to facilitate potential contract opportunities. GCA sponsored workshops literally provide the hand-shake that many MWBEs need to make those connections.

Recognizing the need to develop the next generation of industry leaders, in 2009 the GCA established an internship and scholarship program in memory of former GCA president John Donohoe. Targeted to students that have completed their junior year of college with a major in engineering or construction management, the program combines a summer internship

with a GCA member with a scholarship toward their senior year expenses. Since its inception, the program has awarded over \$280,000 in scholarships and over half of the recipients are minorities and women.

As a member of the City Poly Industry Advisory Board, the GCA offers practical, real-world advice that shapes the curriculum and mentoring programs for the innovative "9-14" program.

This endeavor combines high school and associate's degree college credits to students focusing in architecture and engineering careers and opens up the door for young people to embrace the industry and prepare themselves for college by taking the right courses that will help them excel.

To train the next generation of skilled trades workers, the GCA supports and serves on the board of pre-apprenticeship training programs that provide minorities, women and veterans a leg up to be successful in the construction industry. In addition, the Association supports the ACE Mentor and Salvadori Center not for profit programs that use talented industry volunteers to teach, coach, and mentor secondary and college students pursuing careers in construction engineering and architecture.



E.E. Cruz and Tully thanked the neighborhood for their patience during construction of the 96th Street Station for the Second Avenue Subway with treats of ice cream and balloons.

The GCA is...

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FIRST VICE PRESIDENT

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*EXECUTIVE COMMITTEE



The General Contractors
Association of New York, Inc.
60 East 42nd Street
New York, NY 10165
212 687 3131 www.gcany.com

IN MEMORIAM

Kenneth A. Tully

Former GCA president Kenneth A. Tully passed away on November 2, 2016. His long and distinguished career in New York's construction industry helped build Tully Construction into one of New York's leading heavy civil contractors. Mr. Tully was president of the GCA in 1989 and 1990.