



The 2022 Jeffrey J. Zogg Build New York Awards  
Capital Repertory Theatre - “The Rep”

*The Associated General Contractors of New York State, LLC · Honoring Excellence*

October 07, 2022

Presented by:

MLB Construction Services, LLC

1 Stonebreak Road

Malta, New York 12020



# 2022 JEFFREY J. ZOGG BUILD NEW YORK AWARDS

*NEW YORK'S BEST BUILDING THE BEST*

## ENTRY FORM

**DEADLINE: October 7, 2022**

Date Submitted 10/7/2022

Contractor Company Name MLB Construction Services, LLC

This is the first time this firm has submitted a Build New York Award entry: \_\_\_ Yes X No

Street Address One Stonebreak Road

City/State/Zip Malta, NY 12020

Chief Executive Officer James M. Dawsey

Project Title Capital Repertory Project - "the Rep" Location 251 North Pearl Street, Albany NY 12207

Project Size \$ 14,000,000

Performed as:  General Contractor  CM at Risk  Design/Builder  CM as Agent

Project Owner theRep, LLC

Project Architect CSArch

Project Engineer Westshore Design Engineers, P.C.

Category:  New Building  Restoration/Renovation  Heavy Civil  Bridge  Highway

Notable Contributing Team Member (consultant, sub, supervisory employee, supplier, craftsperson)

CSArch, AKW Consulting, CME Associates, Westshore Design Engineers, P.C., Arcon Electric, Campito Plumbing R+S Steel, Titan Roofing, PCC Contracting, Northeast Drywall

Date Project Started 8/26/2019 Completion Date (must be between 9/1/20-9/1/22) 12/30/2020

Entry Submitted By Chloe Yonos Phone 518-423-8840 Note: AGC NYS will contact

E-mail cyonos@mlbind.com Fax N/A this person if we have any questions about your entry.

**See Build New York Entry Guidelines for further instructions. Application Fee: \$300.00**

Mail a copy of entry form and check to: AGC NYS, 10 Airline Drive, Suite 203, Albany, New York 12205. All entry materials must be sent in via flash drive or via file sharing (Dropbox etc.)

Direct questions to: Brendan Manning, [bmanning@agcnys.org](mailto:bmanning@agcnys.org) or 518-456-1134

# BUILD NEW YORK AWARD SAFETY SUMMARY

**Project:** Capital Repertory Project - "the Rep"

**Contractor:** MLB Construction Services, LLC

## **PLEASE COMPLETE ALL 3 SECTIONS**

1) The following information pertains to the contractor listed above, **NOT** subcontractors.

Total hours worked on the above project: 17,788.00

Number of incidents on the above project: 1

Number of lost workdays on the above project: 0

Incident rate on the above project: 11.24  
(# of incidents / total hours worked x 200,000)

Severity rate on the above project: 0  
(# of lost workdays / total hours worked x 200,000)

2) The following information pertains to the overall project **including** subcontractors.

Total hours worked on the above project: 33,679

Number of incidents on the above project: 0

Number of lost workdays on the above project: 0

Incident rate on the above project: 0  
(# of incidents / total hours worked x 200,000)

Severity rate on the above project: 0  
(# of lost workdays / total hours worked x 200,000)

3) Company's overall experience modification rating (EMR) (not just this project): 0.91

# The Narrative: Reuse, Reinvent and Reimagine

Type of Project: Historical Renovation

Size: 28,000 SF

Type of Contract: *General Contractor*



## Introduction

MLB Construction Services, LLC transformed the National Biscuit Co. building at 251 N. Pearl Street to become the new home of **the Capital Repertory Theatre, also known as “the Rep”**. MLB Construction was honored to be the General Contractor for this amazing project bringing a dream to life for Proctors Collaborative and the greater Capital Region. With MLB’s experience in historical building renovation and well-built labor forces, we were able to successfully complete this undertaking.

The REP was designed by a local historic preservation architect, CSArch of Albany, NY. This project was designed and constructed to preserve the historic landscape of the original National Biscuit Co. built in the early 1900’s. MLB Construction was awarded the contract to complete the proposed two-year project in just 16 months while working through the challenging peaks of Covid.

The new 28,000 sqft state of the art theatre houses a welcoming lobby, 300-seat main stage and auditorium with new sound and lighting technologies, VIP lounge for avid show-goers and a 100-seat black box theatre. New added behind-the-scenes perks include wardrobe and prop shops, full dressing rooms, ample bathrooms with showers, prep space for actors/actresses and a full office space. MLB was also able to give the theatre a loading dock to allow for easy loading and unloading of props to and from the main stage. MLB was also able to restore the original hardwood floors, expose old brick walls and keep the original wooden timber beams through the building.

All hands were on deck, 7 days a week, through weekends and holidays. Not only was this a huge project for Albany’s **Arbor Hill neighborhood, but one of MLB’s** toughest projects in its, at the time, 72-year history. The REP is one of the largest single investments to be made by Proctors Collaborative. The fact that Proctors Collaborative had the vision and dedication to see them both through simultaneously, especially considering additional challenges presented by the pandemic, is quite extraordinary. Breathing more life into Livingston Square, this project won the 2021 Excellence in Historic Preservation Award by the Preservation League of New York State. It was a beautifully joined effort by a team of people are using

historic preservation to build stronger neighborhoods, create local jobs, provide affordable housing, open our eyes to overlooked history, and save the places that are special to all of us.

### Excellence in Project Management



With a local presence, MLB Construction brought a management team with extensive expertise to the **Rep project**. **MLB's hands-on** President, Jim Dawsey, Superintendent, Mike Washburn, Foreman, Marty Millington brought over 120 years of combined experience to the table. The MLB team also had smart and tech-savvy Project Manager, Vinny Gallo, to round out the team. Mr. Dawsey visited the project site every morning to check on the status and

even lend a hand. Mr. Millington also brought a hyper-local presence to the project and was able to be on-site at the drop of a dime. **Mr Washburn's dedication to the project was immeasurable. His talent and work ethic truly** helped to keep the crews on task and the project moving forward at all times. Mr. Gallo organizational and new age technology skills complimented each of the managements team average of 40 years of experience in construction and truly helped to bridge modern tech and the need for live data with past experience and knowledge of the trades.

Working extremely close **with the owner and the owner's historic preservation architect**, CSArch, MLB was able to provide extremely quick responses to available alternate products, methods, and design changes. Through near continuous on-site meetings with the architect, owner and our dedicated construction team members, MLB was able to implement daily design and material changes without delay to final completion. In order to make this successful, MLB held daily collaboration meetings on site with the design team from the start in August through the following December.

It was understood that we were building a 100-year project and legacy for Proctors Collaborative, NYS and the Capital District. The team had a strong commitment to getting the design elements correct and we all understood inconvenience was a small price to pay to build a legacy project. With this philosophy understood and embraced by our team, MLB successfully integrated over 200 design changes and owner enhancements into the project without affecting the work-time duration of the project. The project was built through Covid in the city of Albany where Mayor, Kathy Sheehan, shut down the project site 3 separate times as a "non-essential" project.

With an unprecedented covid schedule from groundbreaking to completion, MLB utilized a cloud-based information sharing platform to store and share all project documentation instantly with all team members. When documents were uploaded, all team members were notified and had instant access to all changes, RFIs, and submittals.

The project team included: Proctors Collaborative - Philip Morris, CEO; Capital Repertory Theatre (theRep) - Maggie Mancinelli-Cahill, Producing Artistic Director; PACA Preservation LLC - Patricia Altman, Principal/Owner; CSArch Architecture Engineering & Construction - Ronald Bagoly, Principal; Specialized Audio Visual (SAVI) Inc. - Michael Cusick, Owner; MLB Construction Services LLC - Vincent Gallo, Construction Manager; Weston & Sampson - Kevin Kelly, Landscape Architect/Project Manager; WestShore Design Engineers PC - Nicholas Nitti, President; AKW Consulting Inc. - Anthony Ward, President.

The design requirement of minimum floor height and maximum unobstructed view coupled by the complex structural and mechanical systems required contractor-based advanced 3D modeling systems for working through coordination of all MEP work and the structure. Weekly live video conferences were held on site with most stakeholders present in person. Design engineers and architects participated on line if they were not able to attend in person. With a commitment from all parties to attend these meetings, MLB was able to hold all parties accountable for commitments made during the meeting. All of these meetings led by MLB allowed work to progress immediately on resolution without waiting for revised documents.

In addition to special coordination meetings, MLB held weekly project meetings on site with mandatory attendance **of all subcontractors' key personnel. Daily huddles and coordination meetings were also an integral tool utilized to** keep work progressing through the continual changes. Since this was a major renovation of a historic building, we also had frequent shoring meetings to assure understanding of the complex steps of the shoring process. Since the building was historic, the structural system that existed was tenuous at best. There was a mutual collaborative effort and strict alignment between the structural engineers, architect, and owner to make sure that the building stayed intact during construction.

Even though MLB utilized state of the art management systems, emails and video conferences, the critical schedule and pace of this project required us to go back to the fundamentals of communication. Phone calls and face-to-face in person on site meetings were found to be the most beneficial for all parties involved. Modern communication systems got information to everyone on the project team fast, however, with the occurrence of multiple daily design changes

requiring redirection of work flow, MLB needed to assure that everyone was focused and dedicated to the task.

Bridging modern management tools with the past we realized the best way to maintain focus and accountability was face to face.

---

## Responsiveness to Client Needs

### Financial & Scheduling

The Capital Repertory Theatre Project Was Funded in part to State and Federal Historic Tax Credits, New Markets Tax Credits, Empire State Development, Restore New York, Capital Region Economic Development Council, National Grid, The Hearst Foundations, Berkshire Bank Foundation, CAP COM Cares Foundation, John D. Picotte Family Foundation, Carl E. Touhey Foundation, the City of Albany, Capitalize Albany Corporation and NYS Homes and Community Renewal.

The whole project in total was about \$14,000,000. The resources were \$1,500,000 from the Housing Authority, \$2,500,000 from historic tax credits, \$1,500,000 from the State Restore New York, \$1,500,000 from the Empire State Development Corporation and about \$5,000,000 of private fundraising. In the beginning stages, until the owner was able to secure their financing completely, MLB completed the job by 30% without any funding.

MLB had to be sure to keep certain parts of the building preserved to make sure we met all requirements of the Restore New York Communities Initiative grant through the Empire State Development. One example was preserving the original basement ovens that used to be in operation for Nabisco in the early 1900's. Other unique requirements included modifying a sprinkler system in the penthouse, preserving the original hardwood floors, beams, and columns, preserving the exterior back wall that supported the building and successfully remove half of the first floor while keeping the second floor intact keeping its full integrity.

Awarded on April 4<sup>th</sup>, 2019, the construction project broke ground August 26<sup>th</sup>, 2019. Once MLB was awarded the project, we went through **6-7 months of value engineering to get to the client's** budget price prior to us starting construction. The REP was constructed in accordance with the financial goals set by Proctors Collaborative. There were MWBE and SDVOB goals that were met through 3-4 funding sources.

The **owner's** objective was to have a complete and operational building for Spring 2021 without sacrificing quality and cost accountability. Due to covid, the jobsite was shut down for a month where the owner and MLB had to re-evaluate a new scheduled completion date. Once this date was set, the project was done on-time. Through covid restrictions and



continuous workflow changes resulting from design and owner enhancements, MLB was able to complete this project and obtain all NY State occupancy requirements from OGS so that the REP was opened and operational for the new opening day.

With over 200 **contract changes requiring fiscal accountability**, **MLB's relationship** with the REP and subcontractors enabled work on changes to proceed as costs and change orders were being finalized. In the end, The REP's financial goals were all met; the race to new completion date was won, the project was enhanced through continuous collaboration with the building teams.

## Value Engineering

Below you will find multiple examples of value enhanced system enhancements made to the REP project through available sources at a reasonable cost that kept the historical integrity of the original Nabisco Bakery.

- Working closely with the **owner's** historic preservation architect, MLB and our team was able to suggest and preserve the original hardwood floor, wooden beams, and columns.
- MLB, the owner and architect had multiple meetings to look at financial goals and give recommendations and options where the owner could save money and meet the desired budget.
- Even though the project was not a LEED certified project, MLB implemented and utilized Green Construction practices throughout construction resulting in a healthy building and safe workplace.
- Prior to MLB working on -site, the owner had walnut blasted most of the downstairs beams including the ceiling beams and columns to remove all the old paint to keep the historic look.



“The MLB team was responsive and cared about what architects’ intentions were in design and we worked together when issues came up very seamlessly and efficiently.”

- Ron Bagoly, CSArch

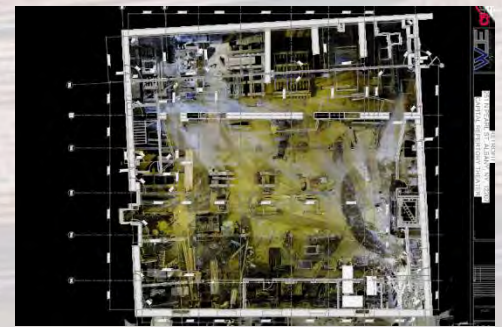


### Innovation in Construction Techniques, Materials or Equipment and State of Art Advancement

One of MLB’s **biggest challenges** was trying to preserve the existing 1<sup>st</sup> floor while inserting the lower level for the stage. Removing the beams and 40ft columns while leaving the original floors was extremely challenging, but MLB was able to successfully achieve the goal.



After demolition was performed, MLB coordinated with a



civil survey consultant to do a 3D imagery scan of the building. This provided 360 gridlines within the building that helped us determine what walls were not structurally supported. The center of the building sagged by 6 inches where the wood had deteriorated and rotted and allowed the building to sink. This building information modeling scan was able to overlay this right into the basement floor plan and align the gridlines with the images it took.

Working within the design parameters of a basement to floor height and the constraints of a concrete superstructure, MLB utilized 3D BIM modeling to coordinate mechanical and electrical systems within the structure and architectural finishes. This system also allowed contractor and design members to actively resolve conflicts avoiding costly scheduling and financial setbacks.

A stated, \$2,000,000 dollars went towards theatricals (lighting and sound) to this incredible state of the art facility. The main stage and auditorium needed specific new sound and lighting technologies installed to be able to run successful production shows.



### Overcoming Challenging and Unusual or Unique Circumstances

Time was of the essence and the project had to maintain a strict daily schedule. With so much experience in the construction industry, MLB was ready for unique circumstances to arise with the REP project. With the peak of the project happening during covid, we had to do what we could to continue construction safety.

**“Switching gears but always moving forward** is what we do best. If, for whatever reason, a delay arises an alternate plan from the original will be put in place and closely monitored. The critical path will be identified when the schedule is first built. The critical path will be the list of activities which will drive the projected completion of the project. When the schedule is first built the critical path will establish target completion dates. The approach to **correct the delays would be a backward pass of the critical path activities using a successor’s target completion date** as a starting point. The thought being, if that target completion date is achieved, then the subsequent completion **dates and overall completion will be maintained.” MLB did just that.**

Other challenges included the roof systems that were layered which contained asbestos which we had to preserve and contain during construction. As stated by Superintendent, Mike Washburn, “Trying to salvage the building as it was, while trying to build a new skeleton inside of it was extremely difficult.”

### Unique or Unusual Requirements

As outlined throughout our project narrative, the REP as a whole was a unique and challenging project. To further detail this, the project involved a condensed construction schedule, building through the covid months, intricate historic design elements, and the building being located on the corner of Livingston Square didn’t give us much room for space when maneuvering machinery and interior elements of the building. When it came time to shift and remove the existing columns, MLB had to build a trolley system to trolley the beams in on cables and come longs and stand

them up within the building. Being 40ft long and very heavy, the trolley system helped get them inside the building off the street. At times, they were slid in the door or window openings. In turn, this was very difficult because it had to be coordinated with the original shoring to make sure there was 4ft between the **shoring's** to bring the beams into that space. There was also additional unknown foundation walls that existed underground that MLB had to work through. Much of the coordination was performed on site in collaboration sessions with the entire building team.



### Exceptional Services

Willing to go the extra mile, our management team would spend many Saturdays and Sundays on site strategizing and looking for ways to avoid conflicts and obstacles that could potentially block our path to completion. Our end goal was always to find the best and most efficient path forward. We would always remind ourselves that a day lost was a defeat, but a day gained was a victory. Small daily gains achieved through these weekend collaboration sessions gave us the ability to overcome time lost due to covid regulations, weather, and design changes.



That being said, we always had plan B and C waiting on the back burner. This enabled us to change workflow without losing production. Alternate work flow plans followed with routine master schedule adjustments were a key factor in achieving on-time completion.

In addition to the dedicated management team, MLB self-performed demolition and concrete. MLB put together a crew of skilled craftsmen and master carpenters to lead the interior work. As with every project MLB performs, our culture and policies support and promote Equal Opportunity and Affirmative Action programs.

MLB had close coordination with the audio/visual subcontractors to install the acoustical wall paneling system in the theatre and install sound systems. They were included in our weekly meetings as part of a collaborative effort to make sure all the owners sound and visual requirements were met.

During construction, MLB also worked closely with the structural engineer and architect modifying the interior design to fit within the existing conditions. We worked with the owner and interior designer to come up with solutions for the building existing conditions, while also maintaining the historical aspect.

Advanced system commissioning assured that complicated mechanical equipment and systems were functioning properly and efficiently. **MLB's team of experienced contractors lead the training of the owner's staff on mechanical and electrical systems.** Advanced training was provided by specialists on key systems to allow staff to gain full knowledge of all systems so they could program, monitor and affect positive changes in house as needed. This training was especially important considering that over 1,000 patrons and staff utilized this facility every day.

---

### Excellence in Project Safety

The REP was successfully completed with over 33,679-man hours. The project was completed with 0 lost time accidents and only 1 minimal recordable incident. Those numbers truly speak for themselves when it comes to this fast-paced, complex project. **Mike Kordyjak, MLB's Safety Officer, made regular site visits to ensure that the MLB**



Safety Policy was being adhered to by all on site. Not only was Mike making sure all protocol was being followed, but President, Jim Dawsey, also made daily site visits to check in with the crew and all of the subcontractors.

AGCNYS provided safety services to the REP project for the duration of the work. The project was very complex, including from a safety standpoint.

MLB has two stand down meetings through the duration of the project along with weekly safety meetings specifically focusing on any safety issues that could arise on the site during that time.

Renovating the REP in the existing city lot in between neighbors, including The Albany Distilling Company, The Hope House and Ida Yarbrough made the footprint very tight. There was little room for material storage and equipment,

even less for workers vehicles, parking, and lay down areas. MLB did a great job utilizing adjacent parking areas for material and equipment coordination.

MLB engaged the workers and trades at every turn, providing appropriate instruction or training as needed to address the safety hazards. Planning for equipment and the placement of such was difficult given the space constraints. With numerous MLB employees on site plus subcontractors, safety had to be a top priority for all to get the job done.

Bonus



Contributions to the Community (Beyond Contractual Requirements)

With \$14 million dollars worth of work to be put in place within a short period of time, you not only have to have the right team in place, but also the right craftspeople. The REP was re-designed to match and blend in with the existing community and surrounding neighbors within the Albany's Arbor Hill.

It was known that the

neighborhood and our project team had a mutual respect and interest about the renovation during the construction process.

The vision and mission that Proctors had to use this historic preservation to build a stronger neighborhood, create local jobs and provide affordable housing add to the community brought a positive impact on the surrounding neighbors. MLB

had to keep the lines of communication open between all local residents to minimize any disruptions to daily lives. This was accomplished and the open chain link fencing allowed anyone interested in watching the progress to be impressed.

By being able keep everyone happy by hiring local labor was a huge benefit to the local economy and helped to give



our community a sense of pride when being able to show their family that they played a role in building a piece of history; once again bridging past memories to present celebrations.

**“What a fantastic honor. We celebrate our historic properties and their reuse as cultural and community centerpieces,”** said Philip Morris, CEO Of Proctors Collaborative. **“As we Restart our events, post-Covid, this award buoys us and reminds us of our hopes for our region.”**

### The Summary



The Capital Repertory Theatre’s **new home** in Arbor Hill is a transformative community centerpiece for Livingston Square and downtown Albany.

This unprecedented, unyielding, and uncompressed race to build the new REP, which is now one of New York States greatest treasures, can now be added to history as one of the best collaborative facilities for the community to enjoy. The thrill and excitement of this construction process was not only felt by those of us building the REP, but shared with the community, the Empire State Development, Restore New York, Capitalize Albany Corporation, the media, New York State, and the Capital District construction industry.



On any given day from when the project was approaching the final turn, to the finish line, dozens of on lookers would be looking through the fences watching in amazement that was the new home of the Capital Repertory Theatre right in front of their eyes.

With an experienced team who had a local presence, MLB brought history, knowledge and unyielding determination. Not only did we complete the project on time for the opening date, but we were able to creatively and expertly assist in value

engineered design changes resulting in over 200 cost proposals providing value added project enhancement valued at over \$14 million dollars in just 16 months.

Again, despite the odds, we were able to provide innovative project management, provide historically appropriate and available material changes, and work with the historic preservation architect and owner to redesign many significant aspects of the project to significantly enhance this once in a lifetime legacy building.

**MLB's relationship with** Proctors Collaborative, the design team, the Unions, and our subcontractors helped drive and fortify our commitment to exceed expectations. Without the dedication and support of our building team, every one of our subcontractors, labor organizations and material suppliers, the race to the finish could not have been won. With our dedicated and skilled local workforce and craftsmen willing to work long hours, weekends and even holidays, MLB had the dream collaborative team across all aspects that made this project nothing short of a success.

**Senator Neil Breslin said, "Capital Repertory Theatre is key to a revitalization of downtown Albany. This grant enables Cap Rep to move to its new home after forty years at its current location, and will allow Cap Rep to entertain audiences for the next forty years."**

**Assemblymember John T. McDonald III said, "It is great to see this investment in the Arbor Hill and Warehouse District. I appreciate the support of New York State Homes and Community Renewal and Governor Cuomo. Albany continues to see major investments throughout the city. This funding in the arts will enhance what the city has to offer as it continues on its path of revitalization."**

