

Manhattanville in West Harlem Implementation Plan Report
October 15, 2014 Submission

Declaration Reference and Key Data

Obligation Section Number: **5.06 (a), (b), (c) and (d)**

Obligation Page Number: **50**

Obligation Trigger: **Issuance of First Demo Permit for the Project**

Obligation Start Date: **February 4, 2010 (Issuance of First Demo Permit)**

Obligation End Date: **Project Completion**

Obligation Status: **In Compliance/Ongoing**

Obligation

(a) *Construction.* (Triggered) During the construction of the project, CU shall at a minimum adhere to ESD's non-discrimination and affirmative action policies with respect to hiring and contracting, including the goals of 25% MWL business enterprise participation* and 40% MWL work force participation in construction activities. Where CU's affirmative action policies with respect to hiring and contracting differ from or exceed ESD's affirmative action policies, CU shall adhere to the more stringent affirmative action requirements, unless to do so shall directly conflict with applicable law or CU's obligations under collective bargaining agreements in effect as of the date hereof. CU shall notify ESD of any conflict, if any, promptly and with particularity.

(b) *Operation.* (Not Triggered) CU shall make good faith efforts to include MWL business enterprises in all service management agreements, agreements for the purchase of goods and services and other agreements relating to the operation of the Project. CU shall encourage occupancy of the Project's active, ground floor areas by small, non-chain, neighborhood retail businesses that would serve the local community.

(c) *Compliance of Contractors and Subcontractors.* (Triggered) CU shall cause the Affirmative Action Obligations to be made binding conditions of all contracts entered into by CU or by CU's contractors or agents relating to the construction of the Project.

(d) (Not Triggered) A Successor Interest shall, at a minimum, adhere to ESD's non-discrimination and affirmative action policies with respect to the obligations set forth in Section 5.06(a), (b) and (c) hereof, and may, at the Successor Interest's option, adhere to more stringent affirmative action requirements.

*During the course of negotiations related to Columbia University's construction, CU increased the contracting goal from 25% to good faith efforts toward a goal of 35%. The good faith efforts towards a construction contracting goal of 35% are noted in the Columbia University Facilities (CUF) MWL Policy and relevant sections of the general conditions in the University's construction contracts.

Evidence of Compliance

1. Link to Columbia University Facilities MWL Policy
2. Link to Columbia University Web Statement on Affirmative Action
3. Exhibit to construction contracts: Minority- and Women- owned Business Enterprises, Locally-based Business Enterprises (M/W/LBEs) Non-Discrimination and Affirmative Action Requirements in Columbia University Construction
4. Manhattanville MWL Workforce and Spending Summary

Columbia University's Implementation Plan and all supporting documentation are made available on the Community Services Webpage at www.columbia.edu/communityservices. For more information about communications and outreach efforts regarding the obligations, please refer to the Annual Community Outreach and Communications Report, which is also available on the Community Services Webpage.

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EOC Checklist for Obligation 5.06 (a) and (c):

Please check to verify EOC items submitted for review.

- ☐ 1. Link to Columbia University Facilities MWL Policy
- ☐ 2. Link to Columbia University Web Statement on Affirmative Action
- ☐ 3. Exhibit to construction contracts: Minority- and Women- owned Business Enterprises, Locally-based Business Enterprises (M/W/LBEs) Non-Discrimination and Affirmative Action Requirements in Columbia University Construction
- ☐ 4. Manhattanville MWL Workforce and Spending Summary

Monitor's Notes / Comments:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins or other markings on the paper.**Status:**

Please check to indicate the status of Obligation 5.06 (a) and (c):

- ☐ In Compliance
- ☐ In Progress
- ☐ Not In Compliance
- ☐ Not Triggered


Affirmative Action

Link to Columbia University Facilities MWL Policy:

<http://policylibrary.columbia.edu/minority-and-womenowned-business-enterprises-locallybased-business-enterprises-mwlbes-nondiscriminat>

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MINORITY- AND WOMEN-OWNED BUSINESS ENTERPRISES, LOCALLY-BASED BUSINESS ENTERPRISES (M/W/LBES) NON-DISCRIMINATION AND AFFIRMATIVE

Effective: October 1, 2009 Revised: April 1, 2013

Policy Statement

This policy describes the Morningside campus, Manhattanville and CUMC efforts to support the University's commitments to the well being and competitive strength of minority-, woman-owned and locally-based businesses and provide maximum practicable opportunities in contracting for construction. With this policy the University seeks to further the maintenance of a strong and healthy free enterprise system, supports the goals of equal opportunity and diversity, and seeks to increase the participation of qualified minority- and woman-owned and locally-based businesses in construction projects.

Reasons for the Policy

It is the policy of the University to comply with all federal, State and local laws, policies, orders, rules and regulations which prohibit unlawful discrimination, due to race, creed, color, national origin, gender, sexual orientation, age, disability or marital status, and to take affirmative action to ensure that Minority- and Women-owned Business Enterprises, Locally-based Business Enterprises (M/W/LBEs), Minority Group Members, women and local area residents share in the economic opportunities generated by Columbia's participation in projects or initiatives, and/or the use of Columbia funds.


Primary Guidance to Which This Policy Responds

This policy seeks to comply with all federal, State and local laws, policies, orders, rules and regulations which prohibit unlawful discrimination because of race, creed, color, national origin, gender, sexual orientation, age, disability or marital status. It supports the University's affirmative action initiatives taken to ensure that Minority and Women-owned Business Enterprises, Locally-based Business Enterprises (M/W/LBEs), Minority Group Members, women and local area residents share in the economic opportunities generated by Columbia's projects or initiatives, and/or the use of Columbia funds.

Responsible University Officer and Office

The Facilities Executive Vice President is responsible for the development of this policy. The Facilities Associate Vice President, Construction Business Services and Communications, is responsible for the day-to-day management of the policy.

See full policy at right



Contact

Joseph Ienuso
212-854-3291
j14@columbia.edu

LaVerna Fountain
212-854-6595
lfountain@columbia.edu

Responsible Office

Facilities

Related Links

[Full policy text](#)

Contact Us

Affirmative Action

Link to Columbia University Web Statement on Affirmative Action:

<http://eoaa.columbia.edu/affirmative%20action>

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AFFIRMATIVE ACTION

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EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

AFFIRMATIVE ACTION

Columbia University is committed to providing a working, learning and living environment free from discrimination, and harassment and to fostering a nurturing and vibrant community founded upon the fundamental dignity and worth of all of its members.

Under Executive Order 11246, the Office of Equal Opportunity and Affirmative Action (EOAA), on behalf of Columbia University, each year prepares and implements Affirmative Action Programs (AAPs) for the Morningside campus, the Medical Center and the Lamont-Doherty Earth Observatory. Columbia's programs include the cornerstones of effective Affirmative Action Programs: (1) equal opportunity, nondiscrimination and affirmative action policies which the University has established, implemented, and disseminated; (2) diagnostic procedures which allow the University to determine employment patterns and compare them to the composition of the relevant labor pool; and (3) action-oriented programs designed to assure that women and minorities are being employed at a rate to be expected given their availability in the relevant labor pool.

[President Bollinger's Statement on Affirmative Action](#)

Disability Services
disability@columbia.edu
Morningside: 212-854-2388
Medical Center: 212-304-7029

Public Safety
Morningside: 212-854-2797
Emergency: 4-5555
Medical Center: 212-305-8100
Emergency: 305-7979

Counseling and Psychological Services
212 854 2878 (Morningside)
212 496 8191 (CUMC)

Furman Counseling Center
(Barnard)
(212) 854-2092

Rape Crisis/Anti-Violence Support Center/Peer Counselors (8pm-11pm/7days)
212 854 HELP

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NOTICE TO BIDDERS

Minority- and Women-owned Business Enterprises, Locally-based Business Enterprises (M/W/LBEs) Non-Discrimination and Affirmative Action Requirements in Columbia University Construction

I. Policy

Columbia University is fully committed to the well being and competitive strength of minority-, woman-owned and locally-based businesses and to provide maximum practicable opportunities in contracting for construction. This policy commitment is related directly to the maintenance of a strong and healthy free enterprise system, the goals of equal opportunity and diversity, and increasing the participation of qualified minority- and woman-owned and locally-based businesses working with the University. The University believes that the goal of assuring that a fair proportion of University construction contracts initiated by Columbia University Facilities are awarded to Minority-owned Business Enterprises (“MBEs”), Women-owned Business Enterprises (“WBEs”) and Locally based Business Enterprises (“LBEs”) is consistent with reasonable pricing and quality and prevailing law. This belief is best served by the employment of Contractors who do not discriminate against minority- and women-owned businesses in the awarding of construction subcontracts and which engage in substantive, honest and fair marketing outreach efforts to members of these traditionally disadvantaged groups of contractors.

It is the policy of the University to comply with all Federal, State and Local laws, policies, orders, rules and regulations which prohibit unlawful discrimination, to prohibit discrimination because of race, creed, color, national origin, gender, sexual orientation, age, disability or marital status, and to take affirmative action to ensure that Minority and Women-owned Business Enterprises, Locally-based Business Enterprises (M/W/LBEs), Minority Group Members, women and local area residents share in the economic opportunities generated by Columbia’s participation in projects or initiatives, and/or the use of Columbia funds.

As a Harlem-based institution, the University principally defines its “local” catchment area as those communities located in the zip codes that contain, in whole, or in part, the census tracts of the federally mandated New York Empowerment Zone (NYEZ). A listing of these zip codes is found in Section V.

In order to participate in contracting opportunities as an M/WBE, firms must be able to demonstrate that they are certified. Typically, certification by established governmental and quasi-governmental agencies is required and the University will rely on M/WBE certifications granted by specifically identified agencies or institutions in New York, New Jersey and Connecticut. Acceptable certifications are found in Section V.

EXHIBIT E

An outline of the M/W/LBE Goals and Objectives, Non-Discrimination and Affirmative Action provisions and the reporting mechanisms that are required in Columbia University construction contracts follows.

II. Goals and Objectives

Contractors entering into construction contracts with the University must meet these established goals and objectives:

1. For Minority-, Women-Owned and Locally-based Business Enterprise participation

- (a) The Contracting Party is required to provide maximum practicable opportunities to achieve an overall M/W/LBE participation of **35%** of the total dollar value of the Contract of which at least 20% should be Minority and / or Women owned firms certified by the New York Empire State Development (ESD).
- (b) The M/W/LBE participation in the performance of the work is expressed as a percentage of the contract price.
- (c) The total dollar value of the work performed by M/W/LBEs will be determined as:
(i) the dollar value of the work subcontracted to M/W/LBEs; (ii) where the Contractor is a joint venture, association, partnership or other similar entity including one or more M/W/LBEs, the contract price multiplied by the percentage of the entity's profits/losses which are to accrue to the M/W/LBE(s) under the Contractor's agreement; or (iii) where the M/W/LBE is the Contractor, the contract price.
- (d) The Contractor shall include, or cause to be included, the provisions of clauses (a) through (c) in every Contract that it enters into in order to fulfill its obligations under the Contract, in such a manner that such provisions will be binding upon each and every Contracting Party with respect to any Contract.

2. For Minority, Female and Local Workforce Participation

- (a) Contractor is required to provide maximum practicable opportunities to achieve overall participation of **40%** minority, female and local workforce in the work performed pursuant to Contracts entered into in connection with projects with an estimated value in excess of \$1 million, with a preference to maximize local participation.
- (b) The M/W/L workforce participation requirements are expressed as a percentage equal to the person hours of training and employment of minority, female or local workers, as the case may be, used by any Contractor, divided by the total person hours of training and employment of all workers (including supervisory personnel).

EXHIBIT E

- (c) Contractor shall not participate in the transfer of minority, female or local employees or trainees from employer-to-employer or from project-to-project for the sole purpose of meeting the Contractor's obligations herein.
- (d) Contractor shall identify and employ qualified minority, female and local supervisory personnel and journey persons.
- (e) The non-working hours of trainees or apprentices may not be considered in meeting the requirements goals for M/W/L workforce participation contained herein unless: (i) such trainees or apprentices are employed by Contractor during the training period; (ii) the Contractor has made a commitment to employ the trainees or apprentices at the completion of their training, subject to the availability of employment opportunities; and (iii) the trainees are trained pursuant to an approved training program.
- (f) The Contractor shall include, or cause to be included, the provisions of clauses (a) through (e) in every Contract that it enters into in order to fulfill its obligations under the Contract, in such a manner that such provisions will be binding upon each and every Contractor with respect to any Contract.

3. Contractor Equal Opportunity Policy Statements

All Contractors who are awarded construction contracts are required to comply with the University's non-discrimination and affirmative action policy and must agree to provide to Columbia University an equal employment opportunity policy statement that:

- (a) describes the Contractor's non-discrimination policies and practices
- (b) describes how the Contractor will undertake or continue existing programs of affirmative action
- (c) documents the Contractor's conscientious and active efforts to employ and utilize Minority Group Members and women in its workforce on Contracts.

In addition, upon request, Contractors shall request that each employment agency, labor union, or authorized representative of workers with whom it has a collective bargaining or other agreement or understanding, furnish a written statement that such employment agency, labor union, or representative does not unlawfully discriminate, and that such union or representative will affirmatively cooperate in the implementation of the Contractor's obligations herein.

4. Notice to Unions

Where applicable, upon request, the Contractor shall promptly send written notification to its union representatives of its Equal Employment Opportunity obligations on this project and submit copies and mailing/fax receipts of these notices.

III. Contractor Reporting Requirements

Contractors entering into construction contracts will be required to meet specific reporting and administrative requirements, must permit access to books, records and accounts with respect to the Contract by the University or where applicable, the Construction Manager.

1. M/W/LBE Utilization Plans and M/W/LBE participation reporting

Prior to the commencement of any construction work for Contracts with an estimated value in excess of \$100,000, where the work involves more than one trade, the Contractor (including M/W/LBE contractors) must prepare an M/W/LBE plan identifying how it intends to comply with the M/W/LBE goals. Subcontracting, partnering and joint venture methods will be scrutinized to ensure that the M/W/LBE is functioning as a true contributor to the business arrangement with its Construction Manager, General Contractor, consultant, trade contractors, supplier and vendors.

The plan must be broken down by individual contractors. In the initial stages of the construction work (prior to awards) a breakdown by trade is acceptable. On a monthly basis, the original utilization plan must be compared to a current plan that reflects changes due to the various awards and effects of change orders, as well as current spending (See Schedule M).

In order to ascertain compliance with the University's non-discrimination and affirmative action policy, Contractors and Construction Managers have to comply with the following reporting requirements:

a. Tier Reporting Guidelines and Required Back up Documentation.

The reporting criteria for construction spending to be used by contractors in meeting the University's M/W/LBE Goals and Objectives, Non-Discrimination and Affirmative Action provisions is as follows:

- First Tier (Construction Manager): reporting on Construction Manager spending (Fee, Insurance, General Conditions) is based on the CM designation.
- Second Tier: (Subcontractors & Suppliers): reporting is required and is based on the MWL/BE designation of each Subcontractor or Supplier.
- Third Tier: (Sub-Subcontractors & Suppliers to the Subcontractors): reporting is required even when second tier trades and suppliers are MWL/BE (Flow-down).
- No preferential designation in reporting for firms that have more than one designation is allowed. For example if a firm is both M and W it should be reported as MW.

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- The Construction Manager must provide the name, EIN and address of the firm including zip code and all MW certifications for the Minority and Women owned firms.

b. Construction Managers (Tier I) are required to enter in Columbia's project management system (Unifier) all Bid Lists and Recommendations to Award (RTA's) for approval along with detail information for each Vendor recommended to be awarded a contract.

For each RTA the following information is required for each Vendor:

- Name of vendor
- Vendor EIN number (Federal ID number)
- Vendor address including Zipcode
- M/W/LBE Status
- Name of agency issuing the M/W/LBE certificate (all certificates should be uploaded in Unifier)
- Amount of recommended award.

In addition they must submit updated **Schedules M2 and M3** as an attachment to all their invoices, indicating the current utilization plan and spending for each Tier II vendor.

c. Subcontractors & Suppliers (Tier 2) must submit to the Construction Manager **Schedule M3** as an attachment to all their invoices, indicating their current utilization plan and spending for all MW/LBE and Non MW/ LBE Tier 3 vendors. The following information must be included for each vendor:

- Name of vendor
- Vendor EIN number(Federal ID number)
- Vendor address including Zipcode
- M/W/LBE Status
- Name of agency issuing the M/W/LBE certificate (all certificates must be attached)
- Amount of award and amount billed.

2. M/W/LBE workforce reporting

For Projects with an estimated value in excess of \$1 million, in addition to the reporting requirements in section III paragraph 2 workforce reporting is required as follows:

- Reporting on Workforce Participation is required down to the Third Tier based on individuals who work on the project.

EXHIBIT E

- No preferential designation in reporting for individuals that have more than one designation is allowed. For example if an individual is both M and W they should be reported as MW. The following MWL classifications are possible M, W, L, MW, ML, WL, MWL, Non-MWL

a. Construction Managers must submit the following:

On a monthly basis, by the 20th of each month, the Construction Manager will verify that the data submitted by the Sub-Contractors (Tier 2 and 3) matches their supporting documentation and submit the information in the owners Project Management System (Unifier) along with all supporting documentation for approval by the Owner. **Sub-contractors (Tier 2) must submit electronically to the Construction Manager the following by the 15th of each month:**

- Owner issued spreadsheet that summarizes all workforce data.
- Single PDF with the certified payroll, weeks in chronological order.
- The information in the Excel Spreadsheet must precisely match the information as listed in the certified payroll.
- Only electronic submissions will be accepted.
- The following required information shall be included from, Tier 2 and Tier 3.
 - Vendor Name (all Vendors in Tree)
 - Vendor Address (all Vendors in Tree)
 - Vendor EIN (all Vendors in Tree)
 - Tier level (all Vendors in Tree)
 - Project Name
 - Full Name of Employee
 - Current Address including Zip Code
 - MWL status as defined in CU Policy. Record the following MWL classifications M, W, L, MW, ML, WL, MWL, Non-MWL.
- Daily work force reports.
- Payroll records with a certified Statement of Compliance.
- Certification letters for all apprentices employed at this project.

IV. Compliance Criteria and Sanctions for Non Compliance

1. Compliance Evaluation Criteria Goals:

In determining whether a Contractor has provided maximum practicable opportunities to achieve his or her firm's M/W/LBE utilization goal, the University will consider the actions and activities as described in section V, paragraph 6 "Good Faith Efforts". Furthermore, the following criteria will be used for applicable contract dollars paid to M/W/LBEs:

EXHIBIT E

- a). Amounts paid by the Contractor to M/W/LBE subcontractors for providing goods and services specifically purchased in connection with the contract work.
- b). Amounts paid to M/W/LBE subcontractors that represent the percentage of the total profit to which the M/W/LBE subcontractor is entitled under an approved partnership or joint venture plan.
- c). Amounts paid to subcontractors which, in turn, have subcontracted to M/W/LBE subcontractors. Under this circumstance, the amounts paid to M/W/LBE subcontractors which are in turn paid to other M/W/LBE subcontractors (third parties) may be credited to the Contractor only once.
- d). In the event a firm satisfies the criteria for M/W/LBEs, the total amount paid to such firm may be credited only once.
- e). M/W/BE subcontractors must be certified and LBEs must be approved by the University for amounts paid to be credited.

2. Non-Compliance and Sanctions:

In the event that any Contractor violates any of the provisions herein, the University may impose the following sanctions and remedies for non-compliance:

- (a) Summon the Contractor for a hearing with the University and where applicable Construction Manager.
- (b) After any such hearing, and a determination by the University or where applicable, Construction Manager, that the Contractor has failed to comply with any of these provisions, and the passage of time in which to remedy such failure has transpired, this Contract may be canceled, terminated or suspended, in whole or in part. Alternatively, the University or where applicable Construction Manager, in his/her sole discretion, may assess liquidated damages against the Contractor for failure to demonstrate its best efforts in complying with the affirmative action program. Liquidated damages may be assessed in an amount equal to one percent of the Contract value to compensate for the dollar value of Contracts that would have been realized by M/W/LBEs if the goals and objectives had been achieved.
- (c) If such an award is assessed against any Contractor, (i) the amount of such assessment may be withheld from any monies due to the Contractor by the University or where applicable Construction Manager or; (ii) may be paid to the University or Construction Manager by the Contractor that has been found to fail to comply with the affirmative action program. Any liquidated damages collected hereunder shall be paid into one or more M/W/LBE technical assistance funds administered by the University or Construction Manager.

- (d) Such sanctions that may be imposed and remedies invoked hereunder, shall be considered independent of, or in addition to, sanctions and remedies otherwise provided by law.

V. Definitions

1. Affirmative Action

Shall mean the actions to be undertaken by the Contractor in connection with any project to ensure non-discrimination and Minority-, Women-owned and Locally-based Business Enterprise and Minority, Female and Local workforce participation, as set forth in Sections II and III herein, and developed by Columbia University.

2. Contract

Shall mean a written agreement or purchase order instrument, or amendment thereto, executed by or on behalf of a Contracting Party, providing for a total expenditure in excess of \$100,000, where the work is to be performed by more than one trade, for labor, services, supplies, equipment, materials or any combination of the foregoing, unless the Columbia University Facilities has granted a waiver based on a determination that the Contract involves specialty construction services (services of a unique and special nature for which there exists a limited number of qualified business entities employing a work force capable of performing such services, "Specialty Construction Services").

3. Contractor

Shall mean a general contractor, construction manager, or subcontractor as applicable.

4. Tiers

First Tier shall mean the Construction Manager. Second Tier shall mean the Subcontractors & Suppliers. Third Tier shall mean the Sub-Subcontractors & Suppliers to the Subcontractors.

5. Contracting Party

Shall mean any Contractor, consultant, sub-consultant or vendor supplying goods or services, pursuant to a Contract in excess of \$100,000, unless the University has granted a waiver for Specialty Construction Services

6. Construction

Shall be restricted to mean construction-related spending.

7. Good Faith Efforts – Minority, Women and Locally owned Business Enterprise Participation

EXHIBIT E

Contractor shall utilize their good faith efforts to achieve the required M/W/LBE participation goals and objectives. The role of M/W/LBE firms is not restricted to that of a subcontractor/sub-consultant, and where applicable, M/W/LBE firms should be considered for roles as prime contractors. For Contracts with an estimated value in excess of \$100,000 where the work involves more than one trade, such good faith efforts shall include at least the following:

- (a) Dividing the contract work into smaller portions in such a manner as to permit subcontracting to the extent that it is economically and technically feasible to do so;
- (b) Actively and affirmatively soliciting bids from qualified M/W/LBEs, including upon request circulation of solicitations to minority, women's and local trade associations. Contractor shall maintain records detailing the efforts made to provide for meaningful M/W/LBE participation in the work. Such record keeping must include the names and addresses of all M/W/LBEs contacted and, if an M/W/LBE is the low bidder and is not selected for such work or portion thereof, the reasons for such decision;
- (c) Making plans and specifications for prospective work available to M/W/LBEs in sufficient time for review;
- (d) Utilizing the services and cooperating with those organizations providing technical assistance to the Contracting Party in connection with potential M/W/LBE participation on the Contract;
- (e) Taking its own actions for extensive outreach, and utilizing the resources of Columbia University and where applicable the Construction Manager, to identify certified M/W/LBE firms on a trade-by-trade and tier-by-tier basis for the purpose of soliciting bids and subcontracts;
- (f) Encouraging the formation of joint ventures, associations, partnerships, or other similar entities, where appropriate, to ensure that the Contractor will meet its obligations herein.
- (g) Producing evidence that all M/W/L subcontractors have current and valid certifications;
- (h) Submitting documentation prior to the award of a subcontract substantiating Contractor's commitments in the utilization plan;
- (i) Conducting meetings with subcontractors to review compliance with the utilization plan and monthly reports; and
- (j) Remitting payment in a timely fashion.

8. Good Faith Efforts - Minority Group Member, Female and Local Workforce Participation

EXHIBIT E

Contractors shall utilize their good faith efforts to provide for meaningful Minority Group Member, Female and Local workforce participation. For projects with an estimated value in excess of \$1 million, good faith efforts shall include at least the following in connection with the work:

- (a) Ensure and maintain a working environment free of harassment, intimidation, and coercion at the premises. The Contractor shall specifically ensure that all foremen, superintendents, and other on-site supervisory personnel are aware of and carry out the obligation to maintain such a working environment, with specific attention to Minority Group Member, Female and Local individuals working at the premises;
- (b) State in all solicitations or advertisement for employees that all qualified applicants will receive consideration for employment without regard to race, creed, color, national origin, gender, sexual orientation, age disability or marital status;
- (c) Send to each labor union or representative of workers with which a collective bargaining agreement or understanding is in place, a notice advising the said labor union or workers representative of commitments under this Section, and post copies of the notice in conspicuous places available to employees and applicants for employment;
- (d) Establish and maintain a current list of Minority Group Member, Female and Local recruitment sources and community organizations, and provide written notification to them when employment opportunities are available. Maintain a record of the organizations' responses;
- (e) Maintain a current file of the name, address and telephone number of each Minority Group Member, Female and Local applicant and any referrals from a union, recruitment source, the University or community organization, and of the action taken with respect to each individual. If such individual was sent to the union hiring hall for referral and was not referred back by the union or, if referred, was not employed, this shall be documented in writing in the file with the reasons therefore; along with whatever additional actions the Contractor may have taken;
- (f) Assist and support the University in implementing pre-apprenticeship training programs such as the Edward J. Malloy Construction Skills Program, Helmets to Hard Hats, and Nontraditional Employment for Women;
- (g) Disseminate the Contractor's equal employment opportunity policy by providing notice of the policy to unions and training programs and requesting their cooperation in meeting its Equal Employment Opportunity obligations, by including it in any policy manual and collective bargaining agreement, by publicizing it in the company newspaper, annual report, and other similar items, by specific review of the policy with all management personnel and with all Minority Group Member, Female and Local employees at least once a year, and by posting the company Equal Employment Opportunity policy on bulletin boards accessible to all employees at each location where work is performed under this Contract;

EXHIBIT E

- (h) Disseminate the Contractor's Equal Employment Opportunity policy externally by including it in any advertising in the news media, specifically including Minority Group Member, Female and Local news media, and providing written notification to and discussing the Equal Employment Opportunity policy with any Contractor with whom the Contractor does or anticipates doing business; and,
- (i) Ensure that all facilities and company activities are non-segregated except that separate or single-user toilets and necessary changing facilities shall be provided to assure privacy between the sexes.
- (j) Submit documentation prior to the award of a subcontract substantiating Contractor's commitments to workforce participation goals.
- (k) Conduct meetings with subcontractors to review compliance with the workforce participation goals and monthly reports.

9. Local Workforce Group Member

Shall mean a United States citizen or permanent resident alien who is and can demonstrate that they maintain a primary residence in one of the following United States Postal Service Zip Code areas: 10025, 10026, 10027, 10029, 10030, 10031, 10032, 10033, 10034, 10035, 10037, 10039, 10040, 10451, 10455, 10454, and 10474.

10. Acceptable M/W/LBE certifications

While it is recommended that **all** Minority and Women owned firms awarded contracts to work on Columbia projects be certified by New York Empire State Development, in order to meet the overall M/W/LBE participation goal of 35% as described in Section II paragraph 1a, for any work above the 20% ESD MWL goal, Columbia accepts Certifications from the agencies listed below

- New York City Department of Small Business Services
- New York Empire State Development Corporation
- New York City School Construction Authority
- NY Metropolitan Transit Authority
- Dormitory Authority of the State of New York
- Port Authority of New York/New Jersey
- Selected Certifying Agencies in other states as determined by Columbia University

11. Local Business Enterprise ("LBE")

As a Harlem-based institution, the University principally defines its “local” catchment area as those communities located in the zip codes that contain, in whole, or in part, the census tracts of the federally mandated New York Empowerment Zone (NYSEZ). In Manhattan, this area is defined as Upper Manhattan, or all points north of 96th Street, river to river. The zip codes of Upper Manhattan are: 10025, 10026, 10027, 10029, 10030, 10031, 10032, 10033, 10034, 10035, 10037, 10039 and 10040. In the Bronx, this area is defined by the following zip codes: 10451, 10454, 10455 and 10474. A business enterprise, including a sole proprietorship, partnership or corporation is deemed to be local if they maintain a primary business address, or has a significant administrative business presence, in one of these zip codes.

12. Maximum Practicable Opportunity (MPO)

Shall mean that a contractor or subcontractor must offer real opportunities to the maximum extent possible to M/W/LBEs to participate as subcontractors. If maximum opportunities are extended, then subcontracts to these concerns usually result. MPO means that a contractor should extend maximum opportunities to M/W/LBEs to bid on subcontracts, and, if appropriate, to award subcontracts to them. Meeting a numerical goal does not, by itself, mean that a contractor or subcontractor has provided MPO. Likewise, not meeting a goal does not necessarily mean that a contractor or subcontractor has not provided MPO.

13. Minority Business Enterprise (“MBE”)

Shall mean a business enterprise authorized to do business in the State of New York and certified pursuant to section V as a minority-owned business enterprise.

14. Minority Group Member

Shall mean a United States citizen or permanent resident alien who is and can demonstrate membership in one of the following groups: (i) Black persons having origins in any of the Black African racial groups; (ii) Hispanic persons of Mexican, Puerto Rican, Dominican, Cuban, Central or South American descent of either Indian or Hispanic origin, regardless of race; (iii) Asian and Pacific Islander persons having origins in any of the Far East countries, South East Asia, the Indian subcontinent or the Pacific Islands; and (iv) Native American or Alaskan native persons having origins in any of the original peoples of North America.

15. Women-owned Business Enterprise (“WBE”)

Shall mean a business enterprise authorized to do business in the State of New York and is certified as a woman-owned business enterprise pursuant to section V.



September 29, 2014

[REDACTED]
[REDACTED]
[REDACTED]
Columbia University Facilities
[REDACTED]
New York, NY 10027

Dear [REDACTED],

On behalf of Lend Lease (US) Construction LMB Inc., I am certifying that the information on the schedule of the Minority/Women/Local-Owned Business Participation Utilization Plan is generated from documents received from the contractors working on the Columbia University Manhattanville Project.

If you have any questions or require additional information, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Esposito", with a stylized flourish extending from the end.

Ralph J. Esposito, President
Lend Lease (US) Construction LMB, Inc.

Lend Lease (US) Construction LMB Inc.
200 Park Avenue
9th Floor
New York, NY 10166

Telephone 212 592 6700
Facsimile 212 592 6988
www.lendlease.com



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McKISSACK & McKISSACK

September 26, 2014

[REDACTED]
[REDACTED]
Columbia University Facilities
[REDACTED]

New York, NY 10027

RE: Columbia Manhattanville MWL Certification

Dear [REDACTED]

McKissack certifies that we have, to the best of our ability, provided to Columbia and Lend Lease the required MWL documentation for Minority, Women-Owned and Locally-based Business Enterprise participation as outlined in the EEO requirements in Exhibit P of the Columbia Manhattanville notice to bidders/contract, for MWL compliance reporting.

The documentation utilizes the following primary source for MWL compliance reporting: Business Enterprise - Schedule of Minority/Women/Local Owned Business Participation (Schedule M). The data from this source is used to produce monthly reports which McKissack submits to Columbia and Lend Lease for analysis and approval. In these monthly reports, McKissack distinguishes specialty and non-specialty construction in accordance with the project definitions utilized by Lend Lease for payment requisition assembly.

McKissack additionally certifies that we have, to the best of our ability, provided to Columbia and Lend Lease the required MWL documentation for Minority, Female and Local Workforce participation as outlined in the EEO requirements in Exhibit P of the Columbia Manhattanville notice to bidders/contract, for MWL compliance reporting. McKissack has reviewed the certified payroll submissions for on-site trade contractors, to verify compliance with Columbia guidelines for proper completion of workforce employee information (such as: name, address, zip code, gender and ethnicity).

Sincerely,

Cheryl McKissack Daniel
President & CEO
McKissack & McKissack

Cc: David Kane, COO

Non-Specialty Construction

Date: 6/30/2014

Reporting Period Summary Notes

Manhattanville Project Reporting period: 8/1/2008 – 6/30/2014

During the reporting period there are currently six projects comprising the Non-Specialty construction portion of the Manhattanville project. They are all in progress with starting periods as early as 1/3/2008, with payments starting in August 2008. The Shared Services project spending is allocated to each individual project.

The Non-Specialty report package has cumulative and quarterly summaries of workforce hours and spending (backed by Schedule Ms). There are three types of Schedule Ms (indicated in the upper right corner of the forms):

- Schedule M1s are for firms paid directly by Columbia University
- Schedule M2s are for payments made by a firm directly paid by Columbia University (typically the Construction Manager)
- Schedule M3s are firms paid by a firm found on the preceding Schedule M2

Non-Specialty Project Reporting Periods

Project Name	Project Start	Status	Page #
Utilities Improvement	1/3/2008	In Progress	4-9
Abatement & Demolition Project	9/1/2009	In Progress	10-21
Jerome L. Greene Science Center	2/28/2011	In Progress	22-37
EPA Clean Diesel	5/1/2009	Project Completed 11/2011	38-39
Open Space	7/10/2013	In Progress	40-43
Lenfest	12/1/2013	In Progress	44-47
Shared Services	2/4/2010	In Progress	48-50

Manhattanville MWL Workforce and Spending Summary
Cumulative: Aug 1, 2008 to June 30, 2014
 (Excluding Specialty Construction)

Construction Spending: CU Goal = 35%

Project	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Spend		Total L	
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹
* Utilities Improvement	\$ -	0%	\$ 21,944	0%	\$ 28,624,459	85%	\$ 585,271	2%	\$ -	0%	\$ -	0%	\$ 385,484	1%	\$ 29,617,158	88%	\$ 3,874,148	12%	\$ 33,491,306		\$ 29,009,943	
* Abatement & Demolition	\$ 1,997,000	9%	\$ 1,017,523	4%	\$ 204,573	1%	\$ 1,066,005	5%	\$ 55,611	0%	\$ 158,361	1%	\$ 568,118	2%	\$ 5,067,191	22%	\$ 18,297,164	78%	\$ 23,364,355		\$ 986,663	
* Jerome L. Greene Science Center	\$ 12,109,297	10%	\$ 9,505,095	8%	\$ 2,445,899	2%	\$ 321,987	0%	\$ -	0%	\$ -	0%	\$ 2,710,253	2%	\$ 27,092,531	22%	\$ 95,464,670	78%	\$ 122,557,201		\$ 5,156,152	
* EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 613,907	100%	\$ 613,907		\$ -	
* Open Space	\$ -	0%	\$ 231	0%	\$ -	0%	\$ 784	0%	\$ -	0%	\$ -	0%	\$ 2,719	0%	\$ 3,734	0%	\$ 931,217	100%	\$ 934,951		\$ 2,719	
* Lenfest	\$ 296,114	5%	\$ 63,316	1%	\$ -	0%	\$ 8,860	0%	\$ -	0%	\$ -	0%	\$ 40,465	1%	\$ 408,755	7%	\$ 5,043,800	93%	\$ 5,452,555		\$ 40,465	
Total	\$ 14,402,411	8%	\$ 10,608,109	6%	\$ 31,274,931	17%	\$ 1,982,907	1%	\$ 55,611	0%	\$ 158,361	0%	\$ 3,707,039	2%	\$ 62,189,369	33%	\$ 124,224,906	67%	\$ 186,414,275	100%	\$ 35,195,942	19%
% of Total Spending¹	8%		6%		17%		1%		0%		0%		2%		33%		67%		100%		19%	

¹ Denotes percentages of the individual MWL designation to the total spending

* Denotes active project

MWL Spending	# of Firms	Total Spending	% of MWL Total	% of Total
ESD Certified Firms	55	\$ 28,658,603	46%	15%
Local Firms	18	\$ 31,274,931	50%	17%
Firms With Other Certification	8	\$ 2,255,835	4%	1%
Total MWL	81	\$ 62,189,369	100%	33%

Workforce Hours : CU Goal = 40%

Project	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total L		Headcount				
	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Total MWL	Non-MWL	Total	#	% ²
* Utilities Improvement	15,102	16%	200	0%	0	0%	0	0%	8,040	8%	0	0%	0	0%	23,342	25%	71,557	75%	94,899		8,040		54	23%	176	77%	230
* Abatement & Demolition	67,467	60%	16	0%	122	0%	5,273	5%	8,916	8%	0	0%	0	0%	81,794	73%	30,032	27%	111,826		9,038		247	72%	98	28%	345
* Jerome L. Greene Science Center	107,331	29%	897	0%	4,447	1%	4,857	1%	9,142	2%	0	0%	662	0%	127,336	35%	240,360	65%	367,696		14,251		409	40%	625	60%	1,034
* EPA Clean Diesel (No Workforce - Equipment Supplies)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0		0		0	0%	0	0%	0
* Open Space	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0		0		0	0%	0	0%	0
Lenfest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0		0		0	0%	0	0%	0
* Shared Services - Johnson Security ³	67,105	59%	0	0%	1,707	2%	13,884	12%	26,466	23%	0	0%	4,048	4%	113,210	100%	167	0%	113,377		32,221		144	97%	5	3%	149
* Shared Services - Eddington Security ³	59,129	71%	0	0%	0	0%	0	0%	23,655	29%	0	0%	0	0%	82,784	100%	8	0%	82,792		23,655		113	99%	1	1%	114
Total Hours	316,134	41%	1,113	0%	6,276	1%	24,014	3%	76,219	10%	0	0%	4,710	1%	428,466	56%	342,124	44%	770,590	100%	87,205	11%	967	52%	905	48%	1,872
% of Total Hours²	41%		0%		1%		3%		10%		0%		1%		56%		44%		100%		11%		52%		48%		100%

¹ Denotes percentages of the individual MWL designation to the total spending

² Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

Manhattanville MWL Workforce and Spending Summary

Quarter: April 1, 2014 to June 30, 2014

(Excluding Specialty Construction)

Construction Spending: CU Goal = 35%

Non-Specialty Projects	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Spend	Total L	
	\$	%¹	\$	%¹	\$	%¹	\$	%¹	\$	%¹	\$	%¹	\$	%¹	\$	%¹	\$	%¹	\$	\$	
* Utilities Improvement	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	157,652	100%	\$ 157,652	\$ -
* Abatement & Demolition	\$ -	0%	\$ 22,396	29%	\$ -	0%	\$ 8,387	11%	\$ 525	1%	\$ -	0%	\$ -	0%	\$ 31,308	41%	\$ 44,828	59%	\$ 76,136	\$ 525	
* Jerome L. Greene Science Center	\$ 4,534,861	11%	\$ 4,098,823	10%	\$ 328,866	1%	\$ 56,097	0%	\$ -	0%	\$ -	0%	\$ 997,387	2%	\$ 10,016,034	24%	\$ 32,197,490	76%	\$ 42,213,524	\$ 1,326,253	
* EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	\$ -	
* Open Space	\$ -	0%	\$ -	0%	\$ -	0%	\$ 239	0%	\$ -	0%	\$ -	0%	\$ 784	0%	\$ 1,023	1%	\$ 194,925	99%	\$ 195,948	\$ 784	
* Lenfest	\$ 238,140	12%	\$ 63,316	3%	\$ -	0%	\$ 8,860	0%	\$ -	0%	\$ -	0%	\$ 40,465	2%	\$ 350,781	18%	\$ 1,630,339	82%	\$ 1,981,120	\$ 40,465	
Total % of Total Spending¹	\$ 4,773,001	11%	\$ 4,184,535	9%	\$ 328,866	1%	\$ 73,583	0%	\$ 525	0%	\$ -	0%	\$ 1,038,636	2%	\$ 10,399,146	23%	\$ 34,225,234	77%	\$ 44,624,380	\$ 1,368,027	

Workforce Hours : CU Goal = 40%

Project	M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL		Total Hours	Total L	Headcount				
	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	Hrs	% ²	Hrs	Hrs	#	% ²	#	% ²	#
* Utilities Improvement	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0	0	0%	0	0%	0
* Abatement & Demolition	856	0%	0	0%	0	0%	40	0%	0	0%	0	0%	0	0%	896	401	0%	1,297	0	18	0%	5	0%	23
* Jerome L. Greene Science Center	22,153	27%	196	0%	1,111	1%	1,991	2%	2,757	3%	0	0%	357	0%	28,565	54,924	66%	83,489	4,225	173	39%	269	61%	442
* EPA Clean Diesel (No Workforce - Equipment Supplies)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0	0	0%	0	0%	0
* Open Space	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0	0	0%	0	0%	0
* Lenfest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0	0	0%	0	0%	0
* Shared Services - Johnson Security ³	5,257	64%	0	0%	0	0%	793	10%	1,633	20%	0	0%	532	6%	8,215	0	0%	8,215	2,165	30	100%	0	0%	30
* Shared Services - Eddington Security ³	5,335	78%	0	0%	0	0%	0	0%	1,501	22%	0	0%	0	0%	6,836	0	0%	6,836	1,501	28	100%	0	0%	28
Total Hours % of Total Hours²	33,601	34%	196	0%	1,111	1%	2,824	3%	5,891	6%	0	0%	889	1%	44,512	55,325	55%	99,837	7,891	249	48%	274	52%	523

¹ Denotes percentages of the individual MWL designation to the total spending

² Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

³ Security workforce hours apply to all projects and reported by vendor in a shared services project

* Denotes active project

(Note: May includes changes to prior periods)

Utilities Improvement Project

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: Utilities Improvement
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 1/3/2008 ¹
		Project End: In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 14,402

[illegible]

Direct Spend Grand Total	\$ 12,812	\$ 14,402	\$ 14,402
MWL Direct Spend Total	\$ 12,812	\$ 14,147	\$ 14,147
Non-MWL Direct Spend Total	\$ -	\$ 255	\$ 255
MWL % of Total	100%	98%	98%

Date: 6/30/2014

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: Utilities Improvement
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 1/3/2008 [†] Project End: In Progress

[illegible]

¹ Billing begins on 8/1/2008

Date: 6/30/2014

(No substitutions may be made on this submission except by prior written approval by Owner)

Company Name:	Lend Lease	Project: Utilities Improvement
Trade:	Construction Management	Contract:
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	6/30/2014	Project Start: 1/3/2008 ¹ Project End: In Progress

[illegible]

Tier II Grand Total	\$ 27,105,679	\$ 31,087,350	\$ 30,171,514
MWL Tier II Total	\$ 26,377,176	\$ 30,518,847	\$ 29,603,011
Non-MWL Tier II Total	\$ 728,503	\$ 568,503	\$ 568,503
MWL % of Tier I	100%	88%	88%

Date: 6/30/2014

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2014
As of :	8/7/2014

Utilities Improvement SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor													Headcount													
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	#	%¹	#	%¹	#	%¹
Tier I (Direct)	Lend Lease US Construction LME Construction Management	0	0%	0	0%	0	0%	0	0%	88	3%	0	0%	0	0%	88	3%	3,404	97%	3,492		2	50%	2	50%		4
Tier II	MFM Contracting Corp Utility Work	5,683	16%	0	0%	0	0%	0	0%	3,687	10%	0	0%	0	0%	9,370	26%	26,036	74%	35,406		22	20%	90	80%		112
	Felix Associates LLC Utility Work	9,049	17%	200	0%	0	0%	0	0%	4,265	8%	0	0%	0	0%	13,514	25%	41,185	75%	54,699		21	24%	68	76%		89
	Moretrench American Corp Dewatering	370	28%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	370	28%	932	72%	1,302		9	36%	16	64%		25
Total Hours		15,102		200		0		0		8,040		0		0		23,342		71,557		94,899		54		176			230
Overall % of Total		16%		0%		0%		0%		8%		0%		0%		25%		75%		100%		23%		77%			100%

Note: Eddington Security hours are tracked under Shared Services

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

Contractor	Start	End
MFM Contracting Corp	3/28/2011	10/28/2012
Felix Associates LLC	9/28/2009	5/29/2011
Moretrench American Corp	1/13/2008	10/25/2008

GC/CM:	Lend Lease
Date Range:	4/1/2014 - 6/30/2014
As of :	8/7/2014

Utilities Improvement

SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor													Total MWL			Non-MWL			Total Hours			Headcount				
		M		W		L		MW		ML		WL		MWL		Hrs	Hrs	Hrs	Hrs	Hrs	Hrs	#	#	#	#	#	#
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹												
Tier I		0		0		0		0		0		0		0		0	0	0	0	0	0	0	0	0	0	0	0
Tier II		0		0		0		0		0		0		0		0	0	0	0	0	0	0	0	0	0	0	0
Total Hours		0		0		0		0		0		0		0		0	0	0	0	0	0	0	0	0	0	0	0
Overall % of Total																											

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

Abatement & Demolition Project

SCHEDULE OF MINORITY/WOMEN/LOCAL OWNED BUSINESS PARTICIPATION UTILIZATION PLAN

Schedule M1

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project:	Abatement & Demolition
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	6/30/2014	Project Start:	9/1/2009
		Project End:	In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 338,876

DIRECT SPEND VENDORS (Tier I)							
Name/Address/Phone # (if available) otherwise enter Trade	MWL Designation	Joint Venture?	Trade	Awarded?	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
MWL:							
Black Widow Termite & Pest Control Corp	W-ESD	No	Pest Control	Yes	\$ -	\$ 2,238	\$ 2,238
Clancy Cullen Storage Co Inc	W-ESD	No	Storage	Yes	\$ -	\$ 48,245	\$ 48,245
First Choice Mechanical Inc	M-ESD	No	Mechanical	Yes	\$ -	\$ 5,796	\$ 5,796
Innovative Building Solutions LLC	MW-ESD	No	General Contractor	Yes	\$ -	\$ 25,069	\$ 25,069
Izzo Construction Corp	WL-ESD	No	General Contractor	Yes	\$ -	\$ 12,951	\$ 12,951
PSEC Plumbing & Heating Co Inc	L	No	Plumbing Contractor	Yes	\$ -	\$ 1,295	\$ 1,295
SMR Contracting Corp	L	No	General Contractor	Yes	\$ -	\$ 4,086	\$ 4,086
Titan Plumbing & Heating LLC	L	No	Plumbing Contractor	Yes	\$ -	\$ 11,672	\$ 11,672
Twins Electric Corp	L	No	Electrical Contractor	Yes	\$ -	\$ 31,423	\$ 31,423
Absolute Plumbing & Heating Corp	L	No	Plumbing	Yes		\$ 900	\$ 900
NON:							
Abbey Locksmiths Inc	NON	No	Doors & Windows	Yes	\$ -	\$ 4,228	\$ 4,228
G & K Services Co	NON	No	Uniforms	Yes	\$ -	\$ 344	\$ 344
Gotham Waterproofing	NON	No	Contractor	Yes	\$ -	\$ 46,640	\$ 46,640
Inst Recycling Network	NON	No	Specialities	Yes	\$ -	\$ 74,935	\$ 74,935
JC Duggan Inc	NON	No	Moving	Yes	\$ -	\$ 45,750	\$ 45,750
Northstar Mechanical	NON	No	Mechanical	Yes	\$ -	\$ 7,800	\$ 7,800
Pro Roll Inc	NON	No	Doors & Windows	Yes	\$ -	\$ 8,554	\$ 8,554
William Hird & Co Inc	NON	No	Specialities	Yes	\$ -	\$ 415	\$ 415
Affiliated Environmental	NON	No	Environmental Services	Yes	\$ -	\$ 1,950	\$ 1,950
Degmor Inc	NON	No	Asbestos Removal	Yes	\$ -	\$ 400	\$ 400
Omega Laboratories	NON	No	Air Quality	Yes	\$ -	\$ 3,065	\$ 3,065
Access Control Technologies Inc	NON	No	Electrical Contractor	Yes		\$ 1,120	\$ 1,120

If there is no Original Plan then vendors were paid on an as-needed basis or vendors were contracted after the Original Plan

Direct Spend Grand Total	\$ -	\$ 338,876	\$ 338,876
MWL Direct Spend Total	\$ -	\$ 143,675	\$ 143,675
Non-MWL Direct Spend Total	\$ -	\$ 195,201	\$ 195,201
MWL % of Total	0%	42%	42%

Date: 6/30/2014

(No substitutions may be made on this submission except by prior written approval by Owner)

Schedule M1

Project: Abatement & Demolition

Telephone:

Project End: In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 23,025,479

[illegible]

(No substitutions may be made on this submission except by prior written approval by Owner)

Company Name:	Lend Lease	Project: Abatement & Demolition
Trade:	Construction Management	Contract:
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	6/30/2014	Project Start: 9/1/2009
		Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Lend Lease	NON	No	Construction Management	\$ 4,491,955	\$ 25,730,418	\$ 23,025,479

[illegible]

Tier II Grand Total	\$ 17,052,063	\$ 20,133,551	\$ 18,404,271
MWL Tier II Total	\$ 778,063	\$ 1,744,606	\$ 1,679,833
Non-MWL Tier II Total	\$ 16,274,000	\$ 18,388,945	\$ 16,724,438
MWL % of Tier I	17%	7%	7%

Schedule M3

CM Name: Lend Lease

Company Name: Breeze National Inc

Project: Abatement & Demolition

Trade: General Contracting

Contract:

Address: 622 West 132nd, 2nd fl, New York, NY 10027

Telephone: 212-939-9580

As of Date: 6/30/2014

Project Start: 9/24/2011

Project End: 3/22/2012

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Breeze National Inc	NON	No	General Contracting	\$ 4,729,000	\$ 4,669,596	\$ 4,254,765

[illegible]

Date: 6/30/2014

Schedule M3

CM Name: Lend Lease

Company Name: Par Environmental Corp

Project: Abatement & Demolition

Trade: General Contracting

Contract: Areas 1A & 1B

Address: 622 West 132nd, 2nd fl, New York, NY 10027

Telephone: 212-939-9580

As of Date:	6/30/2014	Project Start:
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Project Start: 9/1/2009

Project End: 1/12/2011

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Par Environmental Corp	NON	No	General Contracting	\$ 1,818,000	\$ 1,818,183	\$ 1,818,183

[illegible]

Tier III Grand Total	\$ 351,000	\$ 578,867	\$ 578,867
MWL Tier III Total	\$ 351,000	\$ 578,867	\$ 578,867
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	19%	32%	32%

Schedule M3

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	
Trade:	General Contracting	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	
As of Date:	6/30/2014	Project Start:

Project End: 10/1/2011

[illegible]

Tier III Grand Total	\$ 890,000	\$ 1,978,218	\$ 1,978,218
MWL Tier III Total	\$ 890,000	\$ 1,978,218	\$ 1,978,218
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier III	13%	28%	28%

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Schedule M3

CM Name: Lend Lease

Company Name: Par Environmental Corp

Project: Abatement & Demolition

Trade: General Contracting

Contract: Areas 7 (Site 28) & 8

Address: 622 West 132nd, 2nd fl, New York, NY 10027

Telephone: 212-939-9580

As of Date: 6/30/2014

Project Start: 10/11/2012

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Par Environmental Corp	NON	No	General Contracting	\$ 2,627,000	\$ 2,571,570	\$ 2,492,972

[illegible]

Date: 6/30/2014

Schedule M3

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	
Trade:	General Contracting	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	
As of Date:	6/30/2014	Project Start:

Contract: Area 9a

Telephone: 212-939-9580

Project Start: 11/30/2012

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Par Environmental Corp	NON	No	General Contracting	\$ 560,750	\$ 593,259	\$ 587,326

[illegible]

Date: 6/30/2014

Schedule M3

CM Name: Lend Lease

Company Name: Par Environmental Corp

Project: Abatement & Demolition

Trade: General Contracting

Contract: Area 0

Address: 622 West 132nd, 2nd fl, New York, NY 10027

Telephone: 212-939-9580

As of Date: 6/30/2014

Project Start: 11/30/2012

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Par Environmental Corp	NON	No	General Contracting	\$ 1,317,500	\$ 1,300,000	\$ 137,385

[illegible]

Date: 6/30/2014

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2014
As of :	8/7/2014

Abatement and Demolition SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor												Headcount												
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total				
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	#	% ¹	#	% ¹	#	
Tier I (Direct)	Lend Lease US Construction LMB Construction Management	185	3%	0	0%	0	0%	0	0%	2,627	43%	0	0%	0	0%	2,812	46%	3,310	54%	6,122	5	38%	8	62%	13
Tier II	Breeze National Inc Demo & Abatement Contractor	11,335	56%	0	0%	122	1%	336	2%	2,815	14%	0	0%	0	0%	14,608	72%	5,774	28%	20,382	73	65%	39	35%	112
*	Par Environmental Corp Demo & Abatement Contractor	55,715	67%	16	0%	0	0%	4,937	6%	3,209	4%	0	0%	0	0%	63,877	77%	19,503	23%	83,380	166	80%	42	20%	208
	Deerpath Construction Corp Demo & Abatement Contractor	232	12%	0	0%	0	0%	0	0%	265	14%	0	0%	0	0%	497	26%	1,445	74%	1,942	3	25%	9	75%	12
Total Hours		67,467		16		122		5,273		8,916		0		0		81,794		30,032		111,826	247		98		345
Overall % of Total		60%		0%		0%		5%		8%		0%		0%		73%		27%		100%	72%		28%		100%

Note: Eddington Security and Johnson Security hours are tracked under Shared Services

* Denotes active contractors

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

Contractor	Start	End
Breeze National Inc	9/17/2009	3/28/2012
Par Environmental Corp	10/5/2009	In Progress
Deerpath Construction Corp	9/16/2009	7/13/2010

GC/CM:	Lend Lease
Date Range:	4/1/2014 - 6/30/2014
As of :	8/7/2014

Abatement and Demolition SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																	Headcount									
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	#	% ¹	#	% ¹	#	% ¹
Tier I (Direct)	Lend Lease US Construction LMB Construction Management	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Tier II	Breeze National Inc Demo & Abatement Contractor	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Tier II	Par Environmental Corp Demo & Abatement Contractor	856	66%	0	0%	0	0%	40	3%	0	0%	0	0%	0	0%	896	69%	401	31%	1,297		18	78%	5	22%	23	
	Deerpath Construction Corp Demo & Abatement Contractor	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total Hours		856		0		0		40		0		0		0		896		401		1,297		18		5		23	
Overall % of Total		66%		0%		0%		3%		0%		0%		0%		69%		31%		100%		78%		22%		100%	

Note: Eddington Security and Johnson Security hours are tracked under Shared Services

* Denotes active contractors

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

Jerome L. Greene Science Center Project

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project:	Jerome L. Greene Science Center
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	6/30/2014	Project Start:	2/28/2011
		Project End:	In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 448,350

[illegible]

-J Pinderhughes, LCC mistakenly included last quarter. Vendor is a consultant

Direct Spend Grand Total	\$ 96,809	\$ 448,350	\$ 448,350
MWL Direct Spend Total	\$ -	\$ 317,168	\$ 317,168
Non-MWL Direct Spend Total	\$ 96,809	\$ 131,182	\$ 131,182
MWL % of Total	0%	71%	71%

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(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: Jerome L. Greene Science Center
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 2/28/2011
		Project End: In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 122,108,851

[illegible]

SCHEDULE OF MINORITY/WOMEN/LOCAL OWNED BUSINESS PARTICIPATION UTILIZATION PLAN

(No substitutions may be made on this submission except by prior written approval by Owner)

Schedule M2

Company Name:	Lend Lease	Project:	Jerome L. Greene Science Center
Trade:	Construction Management	Contract:	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone:	212-939-9580
As of Date:	6/30/2014	Project Start:	2/28/2011
		Project End:	In Progress

COMPANY (Tier I)						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Lend Lease	NON	No	Construction Management	\$ 6,722,424	\$ 316,398,857	\$ 122,108,851

SUBCONTRACTORS (Tier II)							
Name/Address/Phone # (if available) otherwise enter Trade	MWL Designation	Joint Venture?	Trade	Awarded?	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
MWL:							
Morell Brown Corp	MWL-ESD	No	Spray Fireproofing	Yes	\$ -	\$ 1,541,679	\$ 1,115,525
Fine Painting & Decorating Company Inc	M-ESD	No	Painting & Instrumentation	Yes	\$ -	\$ 3,163,788	\$ 1,885,120
EJ/Egg Electric JV - (Egg Electric Inc)	W-ESD	Yes	Electrical	Yes	\$ -	\$ 2,044,860	\$ 1,472,780
The McKissack Group Inc	MWL-ESD	No	Construction Management	Yes	\$ -	\$ 1,251,033	\$ 1,251,033
Eddington Security Inc	MW-ESD	No	Security	Yes	\$ -	\$ 314,767	\$ 314,767
Johnson Security Bureau Inc	MWL-ESD	No	Security	Yes	\$ -	\$ 343,695	\$ 343,695
Cardoza Plumbing	M-ESD	No	Plumbing	Yes	\$ -	\$ 17,300,000	\$ 5,348,325
Metropolitan Enterprises Inc	M	No	Scaffolding	Yes	\$ -	\$ 663,000	\$ 323,657
Creative Construction	M-ESD	No	Safety Equipment	Yes	\$ -	\$ 2,575,000	\$ 1,152,311
New York Concrete	W-ESD	No	Concrete	Yes	\$ -	\$ 505,000	\$ 366,750
Cassone Leasing Inc	W-ESD	No	Security	Yes	\$ -	\$ 1,835	\$ 1,835
Elite Interiors Systems Inc	L	No	Drywall	Yes	\$ -	\$ 8,699,240	\$ 853,313
NON:							
Universal Builders Supply	NON	No	Hoist	Yes	\$ -	\$ 1,902,500	\$ 1,149,322
RCC Concrete Corp	NON	No	Above Grade Concrete	Yes	\$ -	\$ 9,280,329	\$ 6,018,959
Cives Corp	NON	No	Superstructure Steel	Yes	\$ -	\$ 29,970,156	\$ 28,600,686
Walters LLC	NON	No	Metal Stairs	Yes	\$ -	\$ 5,741,139	\$ 2,413,646
Winsafe Corp	NON	No	Window Washing Equipment	Yes	\$ -	\$ 194,672	\$ 25,137
Otis Elevator Company	NON	No	Elevators	Yes	\$ -	\$ 3,900,000	\$ 1,262,898
EJ/Egg Electric JV - (EJ Electric)	NON	Yes	Electrical	Yes	\$ -	\$ 3,067,291	\$ 2,209,170
Eagle One Roofing Contractors Inc	NON	No	Roofing	Yes	\$ -	\$ 2,074,500	\$ 211,298
Rael Automatic Sprinkler	NON	No	Dewatering	Yes	\$ -	\$ 5,772,375	\$ 1,618,623
MW Mechanical Inc	NON	Yes	Mechanical	Yes	\$ -	\$ 56,654,433	\$ 18,584,021
Navillus Tile Inc	NON	No	Masonry	Yes	\$ -	\$ 3,469,290	\$ 1,349,496
Fresh Meadow Mechanical Corp	NON	No	HVAC Systems	Yes	\$ -	\$ 678,094	\$ 147,324
WDF Inc	NON	No	HVAC Systems	Yes	\$ -	\$ 26,720,465	\$ 7,671,308
Siemens Industry Inc	NON	No	HVAC Systems	Yes	\$ -	\$ 13,996,985	\$ 2,028,853
Five Star Electric Corp	NON	No	Electrical	Yes	\$ -	\$ 19,598,846	\$ 4,436,040
Nets That Work Co	NON	No	Safety Equipment	Yes	\$ -	\$ 499,999	\$ 378,836
Unifor	NON	No	Glass and Glazing	Yes	\$ -	\$ 5,167,874	\$ 179,837
Island Acoustics	NON	No	Drywall	Yes	\$ -	\$ 14,250,000	\$ 588,290
Platinum Terrazzo	NON	No	Resilient Flooring and Base	Yes	\$ -	\$ 3,911,156	\$ 142,969
Forest Electric	NON	No	Electrical	Yes	\$ -	\$ 31,738,822	\$ 4,474,868
Bauerschmidt & Sons Inc	NON	No	Millwork	Yes	\$ -	\$ 4,550,000	\$ 192,706
B&G Electrical Contractors of NY	NON	No	Electrical	Yes	\$ -	\$ 11,790,903	\$ 1,497,538
McKeon Door East	NON	No	Overhead Doors	Yes	\$ -	\$ 988,626	\$ 96,717
				Tier II Grand Total	\$ -	\$ 294,322,352	\$ 99,707,653
				MWL Tier II Total	\$ -	\$ 38,403,897	\$ 14,429,111
				Non-MWL Tier II Total	\$ -	\$ 255,918,455	\$ 85,278,542
				MWL % of Tier II	0%	12%	12%

If there is no Original Plan then vendors were paid on an as-needed basis or vendors were contracted after the Original Plan

Schedule M3

CM Name: Lend Lease

Company Name: Cives Corp

Project: Jerome L. Greene Science Center

Trade:	Structural Steel
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Contract:

Address: 8 Church Street, Gouverneur, NY 13642

Telephone: 315-287-2200

As of Date:	6/30/2014	Project Start:
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Project Start: 2/28/2011

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Cives Corp	NON	No	Structural Steel	\$ 28,270,835	\$ 29,970,156	\$ 28,600,686

[illegible]

Tier III Grand Total	\$ 3,169,181	\$ 4,087,627	\$ 3,815,541
MWL Tier III Total	\$ 3,169,181	\$ 4,087,627	\$ 3,815,541
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	11%	14%	13%

Schedule M3

CM Name: Lend Lease

Company Name: RCC Concrete Corp

Project: Jerome L. Greene Science Center

Trade: Cement & Concrete Construction

Contract:

Address: 74 State Street, 2nd Floor Westbury New York 11590

Telephone: 516-279-6787

As of Date: 6/30/2014

Project Start: 10/10/2012

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
RCC Concrete Corp	NON	No	Cement & Concrete Construction	\$ 6,643,000	\$ 9,280,329	\$ 6,018,959

[illegible]

Tier III Grand Total	\$ 392,385	\$ 1,611,831	\$ 1,236,778
MWL Tier III Total	\$ 392,385	\$ 1,611,831	\$ 1,236,778
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	6%	17%	21%

Schedule M3

(No substitutions may be made on this submission except by prior written approval by Owner)

CM Name: Lend Lease

Company Name: MW Mechanical Inc

Project: Jerome L. Greene Science Center

Trade: HVAC

Contract:

Address: 622 West 132nd Street, New York, NY 10027

Telephone: 718-961-6634

As of Date: 6/30/2014

Project Start: 2/25/2013

Project End: In Progress

COMPANY (Tier II)

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
MW Mechanical Inc	NON	Yes	HVAC	\$ 55,975,000	\$ 56,654,433	\$ 18,584,021

SUBCONTRACTORS (Tier III)

[illegible]

If there is no Original Plan then vendors were paid on an as-needed basis or vendors were contracted after the Original Plan

Tier III Grand Total	\$ 28,890,000	\$ 28,890,000	\$ 5,959,915
MWL Tier III Total	\$ 28,890,000	\$ 28,890,000	\$ 5,959,915
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier III	52%	51%	32%

Schedule M3

CM Name: Lend Lease

Project: Jerome L. Greene Science Center

Contract:

Telephone: 718-641-5000

Project Start: 1/23/2013

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Five Star Electric Corp	NON	No	Electrical	\$ 20,315,665	\$ 19,598,846	\$ 4,436,040

[illegible]

Tier III Grand Total	\$ 7,110,483	\$ 5,102,807	\$ 273,410
MWL Tier III Total	\$ 7,110,483	\$ 5,102,807	\$ 273,410
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	35%	26%	6%

Schedule M3

CM Name: Lend Lease

Project: Jerome L. Greene Science Center

Contract:

Telephone: 973-575-3107

Project Start: 4/20/2012

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Otis Elevator Company	NON	No	Elevators	\$ 3,900,000	\$ 3,900,000	\$ 1,262,898

[illegible]

Tier III Grand Total	\$ 674,839	\$ 674,839	\$ 102,882
MWL Tier III Total	\$ 674,839	\$ 674,839	\$ 102,882
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	17%	17%	8%

Schedule M3

CM Name: Lend Lease

Company Name: WDF Inc

Project: Jerome L. Greene Science Center

Trade:	HVAC
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Contract:

Address: 30 North Macquesten Parkway, Mount Vernon, NY 10550

Telephone: 914-776-8144

As of Date:	6/30/2014	Project Start:
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Project Start: 2/25/2013

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
WDF Inc	NON	No	HVAC	\$ 25,166,020	\$ 26,720,465	\$ 7,671,308

[illegible]

Tier III Grand Total	\$ 60,470	\$ 89,437	\$ 47,577
MWL Tier III Total	\$ 60,470	\$ 89,437	\$ 47,577
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	0%	0%	1%

Schedule M3

CM Name: Lend Lease

Project: Jerome L. Greene Science Center

Contract:

Telephone: 631-234-4500

Project Start: 3/12/2013

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Island Acoustics	NON	No	Carpentry	\$ 14,250,000	\$ 14,250,000	\$ 588,290

[illegible]

Tier III Grand Total	\$ 3,143,135	\$ 3,143,135	\$ 17,495
MWL Tier III Total	\$ 3,143,135	\$ 3,143,135	\$ 17,495
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier III	22%	22%	3%

Schedule M3

(No substitutions may be made on this submission except by prior written approval by Owner)

CM Name: Lend Lease

Company Name: Forest Electric

Trade:	Electrical
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Address: 2 Penn Plaza New York, NY 10121

As of Date:	6/30/2014	Project Start:
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Project: Jerome L. Greene Science Center

Contract:

Telephone: 212-318-1500

Project End: In Progress

COMPANY (Tier II)

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Forest Electric	NON	No	Electrical	\$ 31,000,000	\$ 31,738,822	\$ 4,474,868

SUBCONTRACTORS (Tier III)

[illegible]

If there is no Original Plan then vendors were paid on an as-needed basis or vendors were contracted after the Original Plan

Tier III Grand Total	\$ 9,821,382	\$ 9,963,850	\$ 762,281
MWL Tier III Total	\$ 9,821,382	\$ 9,963,850	\$ 762,281
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier III	32%	31%	17%

Schedule M3

CM Name: Lend Lease

Project: Jerome L. Greene Science Center

Contract:

Telephone: 212-750-1808

Project Start: 11/20/2012

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Navillus Tile Inc	NON	No	Masonry	\$ 6,200,000	\$ 3,469,290	\$ 1,349,496

[illegible]

Tier III Grand Total	\$ 550,000	\$ 150,000	\$ 87,340
MWL Tier III Total	\$ 550,000	\$ 150,000	\$ 87,340
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	9%	4%	6%

Schedule M3

CM Name: Lend Lease

Project: Jerome L. Greene Science Center

Contract:

Telephone: 631-669-6000

Project Start: 9/13/2013

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
B&G Electrical Contractors of NY	NON	No	Electrical	\$ 12,625,000	\$ 11,790,903	\$ 1,497,538

[illegible]

Tier III Grand Total	\$ 505,700	\$ 505,700	\$ 48,733
MWL Tier III Total	\$ 500,000	\$ 500,000	\$ 43,033
Non-MWL Tier III Total	\$ 5,700	\$ 5,700	\$ 5,700
MWL % of Tier II	4%	4%	3%

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2014
As of :	8/7/2014

Jerome L. Greene Science Center SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor											Total MWL			Non-MWL			Total Hours			Headcount				
		M		W		L		MW		ML		WL		MWL		Hrs	% ¹	#	Hrs	% ¹	#	Total MWL	Non-MWL	Total	
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	#	% ¹	#	% ¹	#	% ¹	#	
Tier II	B&G Electric Electrical	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	8	100%	8	100%	8	
	Cardoza Plumbing Corp Plumbing	6,923	18%	0	0%	1,459	4%	1,340	4%	1,666	4%	0	0%	0	0%	11,388	30%	26,760	70%	38,148	17	33%	34	67%	51
	Cives Corp Superstructure Steel	43,962	29%	56	0%	1,820	1%	0	0%	2,612	2%	0	0%	0	0%	48,450	32%	101,273	68%	149,723	86	33%	173	67%	259
	Creative Construction Services Safety Equipment	6,135	56%	96	1%	0	0%	2,076	19%	0	0%	0	0%	0	0%	8,307	76%	2,639	24%	10,946	24	89%	3	11%	27
	Eagle One Roofing Contractors Inc Roofing	1,127	50%	80	4%	0	0%	0	0%	0	0%	0	0%	0	0%	1,207	53%	1,054	47%	2,261	18	56%	14	44%	32
	Fine Painting & Decorating Company Inc Painting & Instrumentation	1,796	64%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,796	64%	1,013	36%	2,809	12	63%	7	37%	19
	Five Star Electrical Electrical	1,488	6%	0	0%	0	0%	32	0%	1,412	5%	0	0%	48	0%	2,980	11%	23,294	89%	26,274	13	24%	41	76%	54
	Forest Electric Electrical	4,258	25%	0	0%	0	0%	312	2%	0	0%	0	0%	0	0%	4,570	27%	12,662	73%	17,232	11	31%	24	69%	35
	Island Acoustics Acoustics	2,624	28%	8	0%	620	7%	550	6%	312	3%	0	0%	566	6%	4,680	50%	4,699	50%	9,379	19	58%	14	42%	33
	Metropolitan Enterprises Scaffolding	1,345	54%	0	0%	0	0%	0	0%	14	1%	0	0%	0	0%	1,359	55%	1,125	45%	2,484	33	69%	15	31%	48
	Morrell Brown Corp Fireproofing	6,702	87%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	6,702	87%	1,008	13%	7,710	10	91%	1	9%	11
	Navillus Contracting Masonry	4,530	33%	0	0%	0	0%	443	3%	2,494	18%	0	0%	0	0%	7,467	54%	6,403	46%	13,870	39	48%	42	52%	81
	Otis Elevators Elevators	28	27%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	28	27%	76	73%	104	2	22%	7	78%	9
	Rael Automatic Sprinkler Dewatering	184	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	184	3%	7,068	97%	7,252	4	17%	20	83%	24
	RCC Concrete Corp Above Grade Concrete	7,281	28%	350	1%	548	2%	0	0%	17	0%	0	0%	0	0%	8,196	32%	17,359	68%	25,555	43	28%	111	72%	154
Siemens HVAC Systems	8	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	8	1%	1,015	99%	1,023	1	14%	6	86%	7	
Universal Builders Supply Hoist	1,361	44%	8	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,369	44%	1,730	56%	3,099	19	46%	22	54%	41	
Walters LLC Metal Stairs	10,575	62%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	10,575	62%	6,365	38%	16,940	16	76%	5	24%	21	
WDF Piping/Sheetmetal	7,004	22%	299	1%	0	0%	104	0%	615	2%	0	0%	48	0%	8,070	26%	23,138	74%	31,208	42	35%	78	65%	120	
Total Hours		107,331		897		4,447		4,857		9,142		0		662		127,336		240,360		367,696	409		625		1,034
Overall % of Total		29%		0%		1%		1%		2%		0%		0%		35%		65%		100%	40%		60%		100%

Note: Eddington Security and Johnson Security hours are tracked under Shared Services

* Denotes active contractors

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

Contractor	Start	End
B&G Electric	3/27/2014	In Progress
Cardoza Plumbing Corp	2/27/2013	In Progress
Cives Corp	6/30/2012	In Progress
Creative Construction Services	4/21/2013	In Progress
Eagle One Roofing Contractors Inc	4/30/2013	In Progress
Fine Painting & Decorating Company Inc	8/12/2013	In Progress
Five Star Electrical	3/7/2013	In Progress
Forest Electric	7/18/2013	In Progress
Island Acoustics	9/11/2013	In Progress
Metropolitan Enterprises	3/11/2013	In Progress
Morrell Brown Corp	8/3/2013	In Progress
Navillus Contracting	9/25/2013	In Progress
Otis Elevators	9/6/2013	In Progress
Rael Automatic Sprinkler	5/1/2013	In Progress
RCC Concrete Corp	1/30/2013	In Progress
Siemens	4/3/2014	In Progress
Universal Builders Supply	4/29/2013	In Progress
Walters LLC	5/12/2013	In Progress
WDF	7/24/2013	In Progress

GC/CM:	Lend Lease
Date Range:	4/1/2014 - 6/30/2014
As of :	8/7/2014

Jerome L. Greene Science Center SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																Headcount						
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total		
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	#	% ¹	#	% ¹	#
* Tier II	B&G Electric	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,679	0	0%	8	100%	8
	Electrical																						
*	Cardoza Plumbing Corp	3,059	20%	0	0%	489	3%	814	5%	973	6%	0	0%	0	0%	5,335	36%	9,653	12	35%	22	65%	34
	Plumbing																						
*	Cives Corp	2,305	23%	56	1%	0	0%	0	0%	0	0%	0	0%	0	0%	2,361	24%	7,640	18	31%	41	69%	59
	Superstructure Steel																						
*	Creative Construction Services	1,114	44%	0	0%	0	0%	689	27%	0	0%	0	0%	0	0%	1,803	72%	713	10	77%	3	23%	13
	Safety Equipment																						
*	Eagle One Roofing Contractors Inc	141	50%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	141	50%	143	4	50%	4	50%	8
	Roofing																						
*	Fine Painting & Decorating Company	964	68%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	964	68%	448	9	69%	4	31%	13
	Painting & Instrumentation																						
*	Five Star Electrical	961	10%	0	0%	0	0%	32	0%	690	7%	0	0%	48	1%	1,731	19%	7,519	11	26%	32	74%	43
	Electrical																						
*	Forest Electric	1,120	22%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,120	22%	3,896	4	31%	9	69%	13
	Electrical																						
*	Island Acoustics	1,623	30%	8	0%	544	10%	456	8%	312	6%	0	0%	277	5%	3,220	59%	2,211	15	60%	10	40%	25
	Acoustics																						
*	Metropolitan Enterprises	310	57%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	310	57%	237	14	67%	7	33%	21
	Scaffolding																						
*	Morrell Brown Corp	1,776	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,776	100%	0	7	100%	0	0%	7
	Fireproofing																						
*	Navillus Contracting	795	27%	0	0%	0	0%	0	0%	782	27%	0	0%	0	0%	1,577	54%	1,364	13	42%	18	58%	31
	Masonry																						
*	Otis Elevators	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0
	Elevators																						
*	Rael Automatic Sprinkler	160	6%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	160	6%	2,551	3	18%	14	82%	17
	Dewatering																						
*	RCC Concrete Corp	2,347	44%	12	0%	78	1%	0	0%	0	0%	0	0%	0	0%	2,437	46%	2,845	17	38%	28	62%	45
	Above Grade Concrete																						
*	Siemens	8	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	8	1%	1,015	1	14%	6	86%	7
	HVAC Systems																						
*	Universal Builders Supply	343	38%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	343	38%	559	8	44%	10	56%	18
	Hoist																						
*	Walters LLC	2,188	56%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2,188	56%	1,749	9	64%	5	36%	14
	Metal Stairs																						
*	WDF	2,939	21%	120	1%	0	0%	0	0%	0	0%	0	0%	32	0%	3,091	22%	10,702	18	27%	48	73%	66
	Piping/Sheetmetal																						
Total Hours		22,153		196		1,111		1,991		2,757		0		357		28,565		54,924	173		269		442
Overall % of Total		27%		0%		1%		2%		3%		0%		0%		34%		66%	39%		61%		100%

Note: Eddington Security and Johnson Security hours are tracked under Shared Services

* Denotes active contractors

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

EPA Clean Diesel Project

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: EPA Clean Diesel
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 5/1/2009
		Project End: Work Completed 11/2011

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 613,907

[illegible]

Direct Spend Grand Total	\$ 662,710	\$ 613,907	\$ 613,907
MWL Direct Spend Total	\$ -	\$ -	\$ -
Non-MWL Direct Spend Total	\$ 662,710	\$ 613,907	\$ 613,907
MWL % of Total	0%	0%	0%

39

Open Space

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: Open Space
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 7/10/2013
		Project End: In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 216

[illegible]

Direct Spend Grand Total	\$ -	\$ 216	\$ 216
MWL Direct Spend Total	\$ -	\$ 216	\$ 216
Non-MWL Direct Spend Total	\$ -	\$ -	\$ -
MWL % of Total	0%	100%	100%

41

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: Open Space
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 7/10/2013
		Project End: In Progress

[illegible]

Direct Spend Grand Total	\$ 1,047,159	\$ 2,039,340	\$ 934,735
MWL Direct Spend Total	\$ -	\$ -	\$ -
Non-MWL Direct Spend Total	\$ 1,047,159	\$ 2,039,340	\$ 934,735
MWL % of Total	0%	0%	0%

42

(No substitutions may be made on this submission except by prior written approval by Owner)

Company Name:	Lend Lease	Project: Open Space
Trade:	Construction Management	Contract:
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	6/30/2014	Project Start: 7/10/2013
		Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Lend Lease US Construction LMB	NON	No	Construction Management	\$ 1,047,159	\$ 2,039,340	\$ 934,735

[illegible]

Direct Spend Grand Total	\$ 1,007,250	\$ 1,778,959	\$ 642,820
MWL Direct Spend Total	\$ -	\$ 3,518	\$ 3,518
Non-MWL Direct Spend Total	\$ 1,007,250	\$ 1,775,441	\$ 639,302
MWL % of Total	0%	0%	1%

43

Lenfest

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: Lenfest
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 12/1/2013
		Project End: In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 78,036

[illegible]

Direct Spend Grand Total	\$ -	\$ 78,036	\$ 78,036
MWL Direct Spend Total	\$ -	\$ 78,036	\$ 78,036
Non-MWL Direct Spend Total	\$ -	\$ -	\$ -
MWL % of Total	0%	100%	100%

45

(No substitutions may be made on this submission except by prior written approval by Owner)

Owner Name:	Columbia University	Project: Lenfest
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2014	Project Start: 12/1/2013
		Project End: In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 5,374,519

[illegible]

Direct Spend Grand Total	\$ -	\$ 41,303,180	\$ 5,374,519
MWL Direct Spend Total	\$ -	\$ -	\$ -
Non-MWL Direct Spend Total	\$ -	\$ 41,303,180	\$ 5,374,519
MWL % of Total	0%	0%	0%

46

(No substitutions may be made on this submission except by prior written approval by Owner)

Company Name:	Lend Lease	Project: Lenfest
Trade:	Construction Management	Contract:
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	6/30/2014	Project Start: 12/1/2013
		Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Lend Lease US Construction LMB	NON	No	Construction Management	\$ -	\$ 41,303,180	\$ 5,374,519

[illegible]

Direct Spend Grand Total	\$ -	\$ 12,570,325	\$ 4,631,810
MWL Direct Spend Total	\$ -	\$ 1,420,325	\$ 330,719
Non-MWL Direct Spend Total	\$ -	\$ 11,150,000	\$ 4,301,091
MWL % of Total	0%	11%	7%

47

Shared Services

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2014
As of :	8/7/2014

Shared Services SCHEDULE OF WORKFORCE PARTICIPATION

															Headcount										
Tier	Contractor	M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total				
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	#	%¹	#					
* Tier II	Johnson Security Inc	67,105	59%	0	0%	1,707	2%	13,884	12%	26,466	23%	0	0%	4,048	4%	113,210	100%	167	0%	113,377	144	97%	5	3%	149
*	Eddington Security Inc	59,129	71%	0	0%	0	0%	0	0%	23,655	29%	0	0%	0	0%	82,784	100%	8	0%	82,792	113	99%	1	1%	114
Total Hours		126,234		0		1,707		13,884		50,121		0		4,048		195,994		175		196,169	257		6		263
Overall % of Total		64%		0%		1%		7%		26%		0%		2%		100%		0%		100%	98%		2%		100%

* Denotes active contractors

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount

Contractor	Start	End
Johnson Security Inc	7/11/2010	In Progress
Eddington Security Inc	2/4/2010	In Progress

GC/CM:	Lend Lease
Date Range:	4/1/2014 - 6/30/2014
As of :	8/7/2014

Shared Services

SCHEDULE OF WORKFORCE PARTICIPATION

TierContractor															Headcount										
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total				
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	#	% ¹	#	% ¹	#		
Tier II	Johnson Security Inc Security	5,257	64%	0	0%	0	0%	793	10%	1,633	20%	0	0%	532	6%	8,215	100%	0	0%	8,215	30	100%	0	0%	30
	Eddington Security Inc Security	5,335	78%	0	0%	0	0%	0	0%	1,501	22%	0	0%	0	0%	6,836	100%	0	0%	6,836	28	100%	0	0%	28
Total Hours		10,592		0		0		793		3,134		0		532		15,051		0		15,051	58		0		58
Overall % of Total		70%		0%		0%		5%		21%		0%		4%		100%		0%		100%	100%		0%		100%

¹ Denotes percentages of the individual MWL designation to the total workforce hours or total headcount