

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

Declaration Reference and Key Data

Obligation Section Number: **5.07(c)(xix)**

Obligation Page Number: **56**

Obligation Trigger: **PACB Approval**

Obligation Start Date: **May 20, 2009 (PACB Approval date)**

Obligation End Date: **December 2014**

Obligation Status: **In Compliance**

Obligation

Construction Business Development for Minority, Women, and Local Businesses. CU has, in partnership with the New York City Department of Small Business Services ("NYCDSBS"), implemented a program to develop the capacity of MWL construction firms such that they shall be able to manage larger contracts including construction trade work on the proposed Project. The pilot program was initiated in January 2008. The program requires approximately one year of classroom training conducted by the NYCDSBS supplemented by up to one year of mentoring by senior executives and construction project managers from CU. Firms sponsored by CU shall also receive actual project bid opportunities during their one-year of training. While this is a pilot program, if it is successful CU shall match funding of government and private sector partners of up to \$250,000 per year for five years so that CU's participation in the program can be continued and, if feasible, expanded.

Evidence of Compliance

1. Listing of cohorts that were admitted to the program
2. Participation lists
3. Program report

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.

Columbia University MWL Construction Trades Certificate Mentorship Program
 January 2008 - December 2010
 Pilot Cohort

#	Company Name	Trade	MWLBE Status	Union Status	City	State	Zip Code
1	Arden Construction Services Inc.	GC	MBE	Non-Union	Brooklyn	NY	11226
2	ARK Systems Electrical Corp.	Electrical	MBE	Union	Long Island City	NY	11101
3	Ashnu International Inc.	GC	MBE	Non-Union	New York	NY	10013
4	Bronx Base Builders Ltd.	GC	MBE	Union	Bronx	NY	10465
5	Chernak Contracting	Interiors	MBE	Non-Union	Brooklyn	NY	11220
6	E Electrical	Electrical	WBE	Non-Union	East Northport	NY	11731
7	Eagle Two Construction, Inc.	GC	WBE	Non-Union	Brooklyn	NY	11215
8	Fritch Construction Company	GC	WBE	Non-Union	East Northport	NY	11731
9	Genegy Electric Services Company LLC.	Electrical	MWLBE	Non-Union	Long Island City	NY	11101
10	Golden Development and Construction Corp.	Sitework	MBE	Union	Brooklyn	NY	11242
11	Head Contracting LLC	Sitework	MBE	Non-Union	College Point	NY	11356
12	Interstate Contracting Co., Inc.	Sitework	MBE	Union	Woodside	NY	11377
13	Jaysan Contracting Corp.	Interiors	MWBE	Non-Union	Hempstead	NY	11550
14	JCF Electric, Inc.	Electrical	MWBE	Union	Ozone Park	NY	11417
15	KND Licensed Electrical Contracting & Services Corp.	Electrical	WBE	Union	Deer Park	NY	11729
16	Noble Electrical Contracting Co., Inc.	Electrical	MBE	Non-Union	Bronx	NY	10457
17	Quigg Development Corp.	Sitework	WBE	Union	East Williston	NY	11596
18	Smart-Wiring Electric, Inc.	Electrical	MBE	Non-Union	Brooklyn	NY	11220
19	Spectra & Dean Construction, Inc.	GC	MBE	Non-Union	Brooklyn	NY	11225
20	Synergy Design & Construction, Inc.	GC	MBE	Non-Union	Bronx	NY	10472
21	TARU Associates Corp.	Sitework	MBE	Non-Union	North Merrick	NY	11566
22	Work of Art Painting Company	Interiors	MBE	Non-Union	Teaneck	NJ	07666

Columbia University MWL Construction Trades Certificate Mentorship Program
 September 2009 - August 2011
 Cohort 2

#	Company Name	Trade	MWLBE Status	Union Status	City	State	Zip Code
1	Adroit Development Corporation	Interior Contractor	MBE	Non-Union	Bronx	NY	10466
2	Alkem Electrical Corp.	Electrical	MBE	Non-Union	Brooklyn	NY	11225
3	Blue Water Construction and Restoration Corporation	GC/CM	MBE / Not certified	Non-Union	New York	NY	10175
4	C. James Plumbing and Heating, Inc.	Plumbing	MBE	Non-Union	Bronx	NY	10457
5	Christine Painting, Inc.	Painting and Paperhanging	WBE	Union	Glendale	NY	11385
6	Corinthian Construction Company/Keystone Constructon	Carpentry	MBE	Union/Non-Union	Lodi	NJ	07644
7	Curtis Development	General Contracting	MLBE	Non-Union	New York	NY	10027
8	Deborah Romain Consulting, LLC.	Sign Design, Manufacturing, and Installation	MWBE	Non-Union	Tuckahue	NY	10707
9	Derrick Development, LLC	Interior Painting	MWLBE	Non-Union	New York	NY	10026
10	Divine Shepherd Construction, Inc.	Carpentry	MBE	Non-Union	New York	NY	10001
11	Dorcas Garcia Design	Wayfinding signage design systems	MWLBE	Non-Union	New York	NY	10025
12	EZ Runer Construction Corporation	Plumbing	MBE	Non-Union	Brooklyn	NY	11221
13	G&S Decorating Corporation	Painting and Wallcovering	MWBE	Non-Union	Brooklyn	NY	11211
14	Innovative Building Solutions, LLC.	Carpentry/ GC	MWBE	Union	Long Island City	NY	11101
15	Marmolp General Contractor Corporation	GC	MLBE	Non-Union	New York	NY	10034
16	Mur Construction Company	Carpentry	MBE	Non-Union	Bronx	NY	10453
17	Office of Contracting Services	GC/ Interiors	Non - MWLBE	Non-Union	New York	NY	10027
18	Ramon Flooring	GC/ Interiors	MBE	Non-Union	Bronx	NY	10460
19	Razor Development, LLC	GC/CM	MBE	Non-Union	New York	NY	10011
20	Roy Home Improvement Construction	General Contracting	MBE	Non-Union	Bronx	NY	10466
21	Stanco Electrical Contractors, Inc.	Electrical	MBE	Non-Union	Staten Island	NY	10312
22	USA Painting, Inc.	Painting and Wallcovering	MBE	Union	Flushing	NY	11354

Columbia University MWL Construction Trades Certificate Mentorship Program

August 2010 - June 2012

Cohort 3

#	Company Name	Trade	MWLBE Status	Union Status	City	State	Zip Code
1	Alcom Electric, Inc.	Electrical	MBE	Non-Union	New York	NY	10001
2	All in One Construction, LLC	General Contractor	MWLBE	Non-Union	New York	NY	10031
3	Architectural Flooring Resource, Inc.	Floor Covering	MWBE	Non-Union	New York	NY	10001
4	Armada Building Services, Inc.	Painting	MWLBE	Non-Union	New York	NY	10029
5	Bitu, Inc.	Painting, Plastering, Flooring & Carpentry	WBE	Non-Union	New York	NY	10023
6	BOBTEK Electrical Corp.	Electrical	MBE	Union	Brooklyn	NY	11236
7	Civil Projects Developers Corp.	Interiors/ General Contractor	MBE	Non-Union	Springfield Gardens	NY	11413
8	Firstchoice Mechanical, Inc.	HVAC	MBE	Non-Union	Jamaica	NY	11423
9	Floor Expo, Ltd.	Flooring	WBE	Union	Merrick	NY	11566
10	IDL Communications & Electric	Electrical	MBE	Union	Staten Island	NY	10310
11	Interior Cooling Mechanical	HVAC	MBE	Union	New York	NY	10018
12	J. G. T. Contracting, Inc.	Interiors/ Apartment Renovations	MBE	Non-Union	Bronx	NY	10460
13	K.D.S. Developers, Inc.	General Contractor/ Construction Manager	MLBE	Non-Union	New York	NY	10039
14	Key Home Construction, Inc.	Interiors / General Contractor	MBE	Non-Union	Bronx	NY	10453
15	King Rose of NY, Inc.	General Contractor/ Renovation/ Restoration	Non-MWLBE	Non-Union	New York	NY	10027
16	NorthStar Mechanical	HVAC	MBE	Both	Brooklyn	NY	11237
17	Ophelia's Service	Painting	MWBE	Non-Union	Staten Island	NY	10301
18	Pisos Contracting, Inc.	Flooring	MBE	Union	Bronx	NY	10472
19	Prism Plus Inc.	General Contractor	Non-MWLBE	Non-Union	Bronx	NY	10455
20	Robert Parchment Plumbing & Heating, Inc.	Plumbing	MLBE	Union	New York	NY	10027
21	Taylor Group Plumbing, Heating, Mechanical & Sprinkler Inc.	Plumbing / HVAC	MLBE	Non-Union	Bronx	NY	10454
22	Veronimos Painting & Home Improvements	Painting	MWBE	Non-Union	New York	NY	10018

Columbia University MWL Construction Trades Certificate Mentorship Program

January 2012 - December 2013

Cohort 4

#	Company Name	Trade	MWLBE Status	Union Status	City	State	Zip Code
1	Artisan Construction USA NY	GC/ Concrete	MBE	Union	East Elmhurst	NY	11369
2	Belier Construction Corp.	GC	WBE	Union	Teaneck	NJ	07666
3	Bronx Base Builders	GC	MBE	Non-Union	Bronx	NY	10465
4	Castlestone Construction Corp.	Construction	MBE	Non-Union	Queens	NY	11106
5	Corporate Construction & Project Management, Inc.	GC	MWBE	Non-Union	Medford	NY	11763
6	Earth Construction Corp.	GC/ Carpentry	WBE	Non-Union	Queens Village	NY	11429
7	Elite Partitions Plus, Inc.	GC/ Carpentry	WBE	Union	New York	NY	10016
8	Ensome Builders, Inc.	GC/ Renovations	MBE	Non-Union	Rosedale	NY	11422
9	ESC Cabling	Low Voltage Electrical	MLBE	Non-Union	Bronx	NY	10454
10	Esteem Building Company	Interior Renovation	MWLBE	Non-Union	New York	NY	10026
11	Honest Quality Corp	Demolition, Concrete, Carpentry	MBE	Non-Union	Roslyn	NY	11576
12	J&Y Electric & Intercom Co. Inc.	Electrical	MLBE	Non-Union	New York	NY	10027
13	Lerco Letric LLC	Electrical	MLBE	Non-Union	Bronx	NY	10455
14	Mbhuiyan Construction Company	GC	MBE	Non-Union	Brooklyn	NY	11210
15	PMY Construction Corp.	Concrete/ Masonry/ Interior Finishes	MBE	Non-Union	North Bergen	NJ	07047
16	SCK Team Work Corp.	Milwork- wood	MBE	Non-Union	Brooklyn	NY	11220
17	Scott Electrical Service LLC	Electrical	MBE	Non-Union	West Hempstead	NY	11552
18	The Cardenas Group	GC	MBE	Non-Union	Valley Stream	NY	11580
19	U. Arias Corp.	Landscape	MBE	Non-Union	Manhasset	NY	11030
20	W&B Electric Corp.	Electrical	MBE	Non-Union	South Ozone Park	NY	11420

MWL Mentorship Program Participation List Pilot Cohort - January 2008

Name of Individual	Name of Company	Zip Code at Time of Acceptance
1.	ARK Systems Electric Corp.	11101
2.	JCF Electric, Inc.	11378
3.	KND Licensed Electrical Contracting & Services Corp.	11729
4.	Noble Electrical Contracting Co., Inc.	10457
5.	Smart- Wiring Electric, Inc.	11220
6.	Ashnu International Inc.	10013
7.	Eagle Two Construction, Inc.	11215
8.	Spectra & Dean Construction, Inc.	11225
9.	Synergy Design & Construction, Inc.	10472
10.	Bronx Base Builders Ltd.	10465
11.	Chernak Contracting	11220
12.	Jaysan Contracting Corp.	11550
13.	Work of Art Painting Company	07666
14.	Head Contracting LLC	11356
15.	Quigg Development Corp.	11596
16.	TARU Associates Corp.	11566
17.	Golden Development and Construction Corp.	11242
18.	Interstate Contracting Co., Inc.	11377

MWL Mentorship Program Participation List Cohort # 2 - September 2009

	Name of Individual	Name of Company	Zip Code at Time of Acceptance
1.	Andy Alvarez	Corinthian Construction Company	07644
2.	Enver M. Domingo	Divine Shepherd Construction, Inc.	10001
3.	Stephen Ifill	Mur Construction Company	10453
4.	Jean Gauthier	Innovative Building Solutions, LLC	11101
5.	Ralph Principe	Stanco Electrical Contractors, Inc.	10312
6.	Alexander Enzman	Alkem Electrical Corp	11225
7.	Luis Padilla	Marmolp General Contractor Corp.	10034
8.	Clemens Von Reitzenstein	Marmolp General Contractor Corp.	10034
9.	Dale Edwards-EI	Office of Contracting Services	10027
10.	Maria Granville	Office of Contracting Services	10027
11.	Rafael Rivera	Razor Development, LLC	10011
12.	Robert Lopez	Blue Water Construction and Restoration Corp.	10175
13.	Terrance Verneuil	Roy Home Improvement Construction	10466
14.	Tony Curtis	Curtis Development	10027
15.	Michael Williams	Curtis Development	10027
16.	Charles Notice	Adroit Development Corp.	10466
17.	Derrick Johnelle	Derrick Development, LLC	10026
18.	Christine Knobuck	Christine Painting, Inc.	11385
19.	Herbert Carlo	USA Painting Inc.	11354
20.	Clarissa Ramos	G&S Decorating, Corp.	11211
21.	James Bealon	EZ Runer Construction Corp.	10034
22.	Gloria James	C. James Plumbing and Heating, Inc.	10457
23.	Deborah Romain	Deborah Romain Consulting LLC.	10707
24.	Dorcas Garcia	Dorcas Garcia Design	10025
25.	Ramon Cepedes	Ramon Flooring	10460
26.	Nestor Reyes	Ramon Flooring	10460

MWL Mentorship Program Participation List Cohort # 3 - January 2010

Name of Individual	Name of Company	Zip Code at Time of Acceptance
1. Alejandro Matos	Alcom Electric, Inc.	10001
2. Paul Vieira	IDL Communications and Electric, Inc.	10310
3. Joanne Bobb	Bobtek Electrical Corp.	11236
4. Melody Brumfield	Bobtek Electrical Corp.	11236
5. Colitt Thompson	Architectural Flooring Resource, Inc.	10001
6. Jodi Albanese	Floor Expo, Ltd.	11566
7. Paul Mathews	Floor Expo, Ltd.	11566
8. Jerson Diaz	Pisos Contracting, Inc.	10472
9. Kamy Netram	All in One Construction, LLC	10031
10. Alexandra Checa	All in One Construction, LLC	10031
11. Kenneth Shin	K.D.S. Developers, Inc.	10039
12. Jee In Kim	K.D.S. Developers, Inc.	10039
13. Joel Borgenicht	King Rose of NY, Inc.	10027
14. Vernon Rhem	Interior Cooling Mechanical	10018
15. Robert Almeida	North Star Mechanical Corp.	11237
16. Jimmy Moyon	Firstchoice Mechanical, Inc.	11423
17. Andrea Moyon	Firstchoice Mechanical, Inc.	11423
18. Robert Gordon	Key Home Construction, Inc.	10453
19. Richard Kennedy	Key Home Construction, Inc.	10453
20. Michael Perez	J. G. T. Contracting, Inc.	10460
21. Francisco Sanchez	Civil Project Developers Corp.	11413
22. Sharon Sinaswee	Armada Building Services, Inc.	10029
23. Desiree Newsome	Ophelias Service	10301
24. Veronica Watts	Veronimos Painting & Home Improvements	10018
25. Michael Ruotolo	Prism Painting Plus	10455
26. Charles Ribaudó	Prism Painting Plus	10455
27. Fatemeh Modarres	Bitá Inc.	10023
28. Toubá Modarres	Bitá Inc.	10023
29. Robert Parchment	Robert Parchment Plumbing & Heating, Inc.	10031
30. Norris Taylor	Taylor Group Plumbing, Heating, Mechanical & Sprinkler Inc.	10454

MWL Mentorship Program Participation List Cohort # 4 - January 2012

Name of Individual	Name of Company	Zip Code at Time of Acceptance
1.	Artisan Construction USA NY	11369
2.	Artisan Construction USA NY	11369
3.	Belier Construction Corp.	07666
4.	Belier Construction Corp.	07666
5.	Bronx Base Builders	10465
6.	Bronx Base Builders	10465
7.	Castlestone Construction Corp	11106
8.	Corporate Construction & Project Management, Inc.	11764
9.	Corporate Construction & Project Management, Inc.	11764
10.	Earth Construction Corp.	11429
11.	Elite Partitions Plus Inc	10016
12.	Ensome Builders, Inc.	11422
13.	ESC Cabling	10454
14.	ESC Cabling	10454
15.	Esteem Building Company	10026
16.	Esteem Building Company	10026
17.	Honest Quality Corp	11576
19.	J&Y Electric And Intercom Co. Inc.	10027
20.	J&Y Electric And Intercom Co. Inc.	10027
21.	Lerco Electric LLC	10455
22.	Mbhuiyan Construction Company	11211
23.	PMY Construction Corp	07047
24.	SCK Team Work Corp	11220
25.	Scott Electrical Service LLC	11552
26.	The Cardenas Group, Inc.	11580
27.	The Cardenas Group, Inc.	11580
28.	U. Arias Corp	11030
29.	U. Arias Corp	11030
30.	W & B Electric Corp.	11420
31.	W & B Electric Corp.	11420



**Columbia University-New York City Small Business Services
Minority, Women and Local Construction Trade
Certificate/Mentorship Program
October 2014**

Introduction

The Columbia University-New York City Small Business Services (SBS) Minority, Women and Locally-owned (MWL) Construction Trade Certificate/Mentorship Program (the Program) was created in January 2008 to help provide needed training and support for small and medium-sized MWL construction-trade firms seeking to learn more about working with larger institutions. The Program combines rigorous academic training along with construction bidding opportunities, networking opportunities and communication/feedback from professionals in the construction industry.

Mentoring is generally considered a developmental partnership through which one person shares knowledge, skills, information and perspective to foster the personal and professional growth of someone else. The Program utilizes a blend of one-to-one and group mentoring allowing for the participants to both develop informal relationships and for the Program to forge relationships. Through this combined approach which leverages the expertise of Columbia, SBS and industry experts, critical knowledge, feedback and encouragement is provided to the participants.

The mentoring model was made based upon the following assumptions:

1. The firms knew their trades.
2. The firms' primary goal was to explore the possibility of expanding their business by including large institutions and government in their client base.
3. Smaller and mid-sized firms had little experience working with large institutions and government.
4. The firms didn't know what they didn't know.

The Program's objectives were:

1. To instruct firms on the latest advances in the construction industry.
2. To introduce them to processes, procedures and concepts employed by large construction management and general contracting firms when selecting contractors.
3. To familiarize them with a network of large corporate construction buyers and certifying entities and assist them with becoming pre-qualified vendors of these companies and advance their ability to communicate at this level.
4. To enhance their ability to successfully compete to win contracts with larger institutions and government.
5. To present bidding opportunities with Columbia University and New York City.

With the above assumptions and objectives in mind and with the recognition that the construction field remains a dynamic and evolving field, the Program's mentorship model began during the academic phase, continued in Year Two of the Program and remains for those firms who complete basic requirements, indicate a willingness to continue to participate and have demonstrated an ability to meet minimum requirements to bid on projects – small or large – with institutions or government.

Formal mentoring interactions take place primarily through feedback from Columbia project managers and directors, at Meet-and-Greet roundtable reviews by Columbia project and senior-level staff, through individual meetings as well as annual “Chat-and-Chews.”

In order to accommodate the needs of a changing industry and based on feedback from program participants, internal assessments were conducted annually to make needed adjustments for enhancement of the program. Based upon Annual internal assessments, the program made continuous improvements over the years. The academic portion of the program was adjusted and supplemental classes were held in both the first and second years of the program to address industry-specific challenges such as PLAs and union memberships.

Contracts Won by Participating Firms

Since its inception, a total of 86 firms were accepted into the program with 78 firms graduating. An additional 12 firms finished the Money Matters program co-sponsored by Columbia University, the Economic Development Corporation (EDC) and BOC Capital. By the end of July 2014, Columbia University had nearly \$23 million in contract spend with mentorship firms. The City of New York awarded at least \$73 million in contracts to mentorship firms through December 31, 2012.

Cohort Summary

MWL Construction Mentorship Firm Summary		
Cohorts	Firms Accepted	Firms Graduated
January 2008 – December 2010	22	18
September 2009 – August 2011	23	22
August 2010 – June 2012	21	19
January 2012 – May 2013	20	19
Subtotal	86	78
January 2013 – December 2013* (ADA Program)	18	N/A
May 2014 – August 2014** (Advanced ADA Program)	6	N/A
TOTAL	86	78
June 2014 – July 2014*** (Money Matters only)	14	12

*Construction Trade firms that completed the Columbia Mentorship Program or the Columbia Community Business Program were invited to participate in the ADA/Bathroom initiative.

**Only firms that successfully completed work in the 2013 ADA Program were invited to compete for projects with the Advanced ADA Program.

***A special initiative focused on assisting firms better understand financial matters, Money Matters, was open to all MWL Mentorship firms as well as other MWL firms. Columbia University conducted the Money Matters course in partnership with the New York City Economic Development Corporation and BOC Financial.

While the dates above represent the “official” dates of the academic and mentorship years, all cohorts are invited to participate in networking events, special industry specific sessions and information sessions on upcoming opportunities regardless of their academic or program graduation dates.

Special Industry Specific Sessions

Special industry-specific sessions included topics such as Understanding Project Labor Agreements, Union vs. Non-Union, MWL: Legislative and Business Trends and networking events.

Pilot Program - Cohort 1

3 Year Program

January 2008 – December 2010

Company Name	Trade	MWLBE Status	Union Status
ARK Systems Electrical Corp	Electrical	M	Union
Ashnu International Inc.	GC	M	Non-Union
Bronx Base Builders LTD	GC	M	Union
Chernak Contracting	Interiors	M	Non-Union
Eagle Two Construction Inc.	GC	W	Non-Union
Golden Development & Construction Corp.	Sitework	M	Union
Head Contracting, LLC	Sitework	M	Non-Union
Interstate Contracting, Co., Inc.	Sitework	M	Union
Jaysan Contracting, Corp	Interiors	M/W	Non-Union
JCF Electric, Inc.	Electrical	M/W	Union
KND Licensed Electrical Contracting	Electrical	W	Union
Noble Electrical Contracting	Electrical	M	Non-Union
Quigg Development Corp	Sitework	M	Non-Union
Smart Wiring Electric, Inc.	Electrical	M	Non-Union
Spectra & Dean Construction	GC	M	Non-Union
Synergy Design & Construction, Inc.	GC	M	Non-Union
TARU Associates Corp.	Sitework	M	Non-Union
Work of Art Painting Company	Interiors	M	Non-Union

- Both Columbia University and SBS participated in firm recruiting, program design and instructor selection
- SBS provided technical assistance to the firms
- CUNY ran the academic curriculum
- Firms were able to have up to five individuals participate in each course
- Firms paid an application fee for each course

Mentorship

Columbia University provided the mentors for the program:

- [REDACTED], Project Manager, Facilities’ Capital Project Management office
- [REDACTED], Project Manager, Facilities’ Operations office
- [REDACTED], Project Director, Facilities’ Operations office
- [REDACTED], Project Director, Facilities’ Operations office
- [REDACTED], Program Coordinator, Facilities’ Construction Business Services office

██████████ and ██████████ attended all classes and along with ██████████ met with firms individually to assist with their understanding of Columbia University construction processes and systems. ██████████ helped to develop individual assessments of each firm to identify needed area for growth.

First Year of Program - Cohort 2
2 Year Program
September 2009 – August 2011

Company Name	Trade	MWLBE Status	Union Status
Adroit Development Corporation	Interiors	M	Non-Union
Alkem Electrical Corp	Electrical	M	Non-Union
Blue Water Construction	GC/CM	L	Non-Union
C. James Plumbing & Heating	Plumbing	M	Non-Union
Christine Painting	Painting	W	Union
Corinthian Construction Company	Carpentry	M	Union
Curtis Development	GC	M/L	Non-Union
Deborah Romain Consulting	Wayfinding/Signage	W	Non-Union
Derrick Development, LLC	Painting	W	Non-Union
Divine Shepherd Construction	Carpentry	M	Non-Union
Dorcas Garcia Design	Wayfinding/Signage	MWL	Non-Union
EZ Runer Construction	Plumbing	M	Non-Union
G&S Decorating Corporation	Painting	MW	Union
Innovative Building Solutions, LLC	Carpentry/GC	MW	Union
Marmolp General Contracting	GC	M	Non-Union
Mur Construction Company	Carpentry	M	Non-Union
Office of Contracting Services	GC/Interiors	L	Non-Union
Ramon Flooring	GC/Interiors	M	Non-Union
Razor Development, LLC	GC	M	Non-Union
Roy Home Improvement Construction	GC	M	Non-Union
Stanco Electrical Contractors, Inc.	Electrical	M	Non-Union
USA Painting, Inc.	Painting	M	Union

Significant Changes to the Program:

- Columbia University Facilities took the lead administrating the program including recruiting, speaker selection, evaluation and graduating firms
- Two representatives per firm were permitted to participate
- Changed program duration to two years
- Class fees were eliminated; one minimal application fee for the entire program.
- Retained the Columbia School of Continuing Education (SCE) to provide rigorous academic training modeled on the Masters – Construction Management program
- Began a partnership with Columbia Community Business Program (CCBP) to refer successful firms and accept recommendations of construction firms from their program
- Began offering additional technical assistance to the firms from the Columbia-Harlem Small Business Development Center
- Began providing SCE certificates to firms upon completion of program
- Participants engaged in networking opportunities with key project managers as well as city and University leadership

- Added a team case study competition to the program where each team was assigned a mentor from major construction firm

Mentorship

The University modified the mentorship component to include the Program Facilitator/Instructor as a construction business management mentor.

- Assigned an overall Program Facilitator/Instructor and as a mentor to firms in the cohort – [REDACTED], President of Wilson Management Associates and former head of the Columbia University School of Engineering’s Construction Management program
- Columbia personnel served in a mentorship capacity:
 - [REDACTED], Project Manager, Capital Project Management
 - [REDACTED], Project Manager, Operations
 - [REDACTED], Director, Finance & Administration
 - [REDACTED], Director, Operations office
 - [REDACTED], Program Coordinator, Construction Business Services
 - [REDACTED], Vice President, Construction Business Services
- Small Business Services continued to provide technical assistance mentorship through the management of [REDACTED], Director Education and Training, SBS

Curriculum Covered

Estimating, Cost Accounting, Safety, Project Schedule, Construction Finance & Accounting, Marketing Construction Services, Human Resources, Communications throughout Construction, Insurance & Bonds for the Construction Industry, Contracts, Claims & Legal, Future Trends (Technology & Sustainability)

Second Year of Program - Cohort 3

2 Year Program

August 2010 –June 2012

Company Name	Trade	MWLBE Status	Union Status
Alcom Electric, Inc.	Electrical	M	Non-Union
All in One Construction, LLC	GC	MWL	Non-Union
Architectural Flooring Resource, Inc.	Floor Covering	MW	Non-Union
Armada Building Services, Inc.	Painting	MWL	Non-Union
Bitu, Inc.	Painting/Interior	W	Non-Union
BOBTEK Electrical Corp.	Electrical	M	Union
Civil Projects Developers Corp.	Interiors/GC	M	Non-Union
First Choice Mechanical, Inc.	HVAC	M	Non-Union
Floor Expo, Ltd.	Flooring	W	Union
Interior Cooling Mechanical	HVAC	M	Union
JGT Contracting, Inc.	Interiors	M	Non-Union
KDS Developers, Inc.	GC	ML	Non-Union
Key Home Construction, Inc.	Interior	M	Non-Union
King Rose of NY	GC	L	Non-Union
Pisos Contracting	Flooring	M	Union
Prism Construction & Renovation	GC	L	Non-Union
Robert Parchment Plumbing	Plumbing	M	Union
Taylor Group Plumbing	Plumbing/HVAC	M	Non-Union
Veronimos Painting & Home Improvements	Painting	MW	Non-Union

Significant Changes to the Program:

- After assessment, revamped the communications and marketing components of the course requiring presentations from each participant.
- Enhanced the Team Case Study by introducing it earlier in the first year and having participants work on it through the entire first year to understand the entire construction cycle.
- Provided firms with focused assistance in completing paperwork to become qualified to work with Columbia and NYC.

Mentorship

In addition to the previous University mentorship model that included the Program Facilitator/Instructor as a construction business management mentor, through the case study, each participant was a member of a case study team assigned to a construction company mentor.

Team Mentors

[REDACTED], President Building Group
[REDACTED], Vice President, Turner Construction Company
[REDACTED], Sr. Vice President, Skanska USA Civil, Inc.
[REDACTED], Sr. Pre-Construction Manager, Lend Lease
[REDACTED], Sr. Vice President, Structure Tone
[REDACTED], President, George A. Fuller Company, Inc.

Curriculum Covered

Overview of Construction Industry, Administration & Finance, Marketing & Communications, Estimating, Procurement, Cost Accounting, Safety, Insurance & Bonds, Project Planning & Scheduling, Construction Finance, Human Resources, Construction Disputes & Negotiations, Construction Law, Overview of BIM, Overview of Green Technology

Third Year of Program

No new cohort began in 2011

- Worked to restructure the program and integrate new partners
- Conducted special sessions on PLA's for all cohorts
- Worked with firms to help complete administrative paperwork to qualify with Columbia University and the City of New York
- Conducted Information Sessions to introduce mentees to the large volume of summer work bid each year at Columbia
- Continued MWL monthly Meet-and-Greet sessions with Columbia Project Managers and Directors

Fourth Year of Program - Cohort 4

2 Year Program

January 2012 –May 2013

Select Pilot Program firms were invited to join Cohort 4 firms due to the significant changes made in the program. Firms invited to join were invited based upon their continued interest in working with Columbia and NYC, their class participation during Cohort 1 and their completion of paperwork. One firm, Bronx Base, completed the paperwork, to join Cohort 4.

Company Name	Trade	MWLBE Status	Union Status
Artisan Construction USA	GC/Concrete	M	Union
Belier Construction Corp	GC	W	Union
Bronx Base	GC	M	Union
Castlestone Construction Corp	CM	M	Union
Corporate Construction & Project Management	GC	MW	Non-Union
Earth Construction Corp	GC/Carpentry	W	Non-Union
Elite Partitions Plus, Inc.	GC/Carpentry	W	Non-Union
Ensome Builders, Inc.	GC/Renovations	M	Non-Union
ESC Cabling	Low Voltage Elec.	M	Non-Union
Esteem Building Company	Interior	M	Non-Union
Honest Quality Corporation	Demolition, Concrete	M	Non-Union
J&Y Electric & Intercom Company, inc.	Electrical	M	Non-Union
Lerco Electric LLC	Electrical Contractor	M	Non-Union
PMY Construction Corp	Concrete/Masonry	M	Non-Union
SCK Team Work Corp	Milwork/Wood	M	Non-Union
Scott Electrical Service LLC	Electrical	M	Non-Union
The Cardenas Group	GC	M	Non-Union
U Arias Corp	Landscape	M	Non-Union
W&B Electric Corp	Electrical	M	Non-Union

Significant Changes to the Program:

In addition to the program elements from the previous year, the following significant changes were made:

- Through the partnership with SBS, the program was expanded to become part of the Corporate Alliance Program that would include networking opportunities with four corporate partners - BNY Mellon, Con Edison, Goldman Sachs and National Grid
- Each corporate partner held sessions at their facilities to introduce the participants to key project managers, prime contractors and supplier diversity staff
- Incorporated new partners in the interview and selection process
- Certificates provided at the completion of the formal program in May 2013 instead of at the completion of the academic year
- Introduction to social media was added to the marketing component.
- In the second year of the program, firms met twice monthly and were provided additional training with an intensive focus on marketing
- As part of their marketing training, a marketing plan competition was included in the second year of the program to assist each firm in developing a three-year marketing plan for their company

Mentorship

In addition to the previous University mentorship model that included the Program Facilitator/Instructor as a construction business management mentor, the case study proved particularly effective and was continued with an enhanced case study. Additionally, [REDACTED], Executive Director, Construction Business Services replaced [REDACTED] as Program Administrator.

Below are the team mentor assignments:

Business Name (DBA)	Team	Mentor
U. Arias Corp	1	[REDACTED], Skanska
Corporate Construction & Project Management, Inc.	1	
Artisan Construction USA NY	1	
J&Y Electric And Intercom Co. Inc.	1	
Mbhuiyan Construction Company	1	
Bronx Base Builders	2	[REDACTED], George A. Fuller
The Cardenas Group, Inc.	2	
Artisan Construction USA NY	2	
ESC Cabling	2	
W & B Electric Corp.	2	
SCK Team Work Corp	3	[REDACTED], Structure Tone
Castlestone Construction Corp	3	
PMY Construction Corp	3	
Belier Construction Corp.	3	
J&Y Electric And Intercom Co. Inc.	3	
Esteem Building Company	4	[REDACTED]. Lend Lease
Belier Construction Corp.	4	
Corporate Construction & Project Management, Inc.	4	
W & B Electric Corp.	4	
Honest Quality Corp	4	
Earth Construction Corp.	5	[REDACTED], Skanska
ESC Cabling	5	
Bronx Base Builders	5	
Scott Electrical Service LLC	5	
Esteem Building Company	5	
Elite Partitions Plus Inc	6	[REDACTED], Turner Construction
U. Arias Corp	6	
Lerco Electric LLC	6	
Ensome Builders, Inc.	6	
Mbhuiyan Construction Company	6	
The Cardenas Group, Inc.	6	

Curriculum Covered

Introduction to the Construction Industry; Marketing & Social Media; Communications and Branding; Estimating; Procurement; Cost Accounting & Overruns; Safety; Insurance & Bonds; Scheduling; Human Resources; Construction Finance; BIM Overview; Green Building; Construction Law; Researching Large Institutions

Cohort 5: (ADA Capacity Building)

One Year Program

January 2013 – December 2013

Through an internal assessment a review of program graduates indicated a need for “deeper” training. There were weaknesses on the part of the firms when bidding and estimating work, understanding construction paperwork and submittals, and having the proper back office supports to work with large institutions and corporations. The goal became to invest more deeply in the capacity of existing graduate firms than to go out “wider” and include additional firms in the program. This new initiative to

build the capacity of the existing firms included refresher training as well as specialized training in the Americans with Disabilities Act (ADA) construction procedures. The specialized focus included:

- Creating a special cohort open only to previous Columbia mentorship graduate firms
- Building an ADA construction skills curriculum to provide the firms with a construction specialty
- Creating a designated block of Columbia University ADA work that is bid only by firms in the cohort

Thirty-four participant and alumni firms of the Program (including one member of the Columbia Community Business Program) were invited to consider the ADA-intensive focus program. Eighteen (18) firms opted to participate. Orientation was held on January 13, 2013. Training began on February 15th and concluded on March 25, 2013. Bidding materials on bathroom renovations were provided on March 19th. Of the 14 firms that submitted bids, only two firms were unsuccessful due to extremely high bids. Project work is currently underway.

Mentorship

- [REDACTED] – Project Manager, Operations
- [REDACTED] – Project Director, Operations
- [REDACTED] – Executive Director, Construction Business Services
- [REDACTED] –Director, Administration

Curriculum Covered

ADA Basic Training, ADA Bidding & Estimating, ADA Project Scheduling, ADA Contract Law, Columbia Building Familiarization, Columbia Finance & Administration, Columbia Vendor Protocol.

Fifth Year of Program

Advanced ADA Capacity Building

Summer 2014

May 2014 – August 2014

Six firms that successfully participated in the initial ADA/Bathroom initiative were invited to competitively bid for more complex ADA/Bathroom work. Working with Project Manager [REDACTED], five of those firms successfully bid and worked on more complex ADA/Bathroom work. A refresher session was held and a total of \$146,000 was spent in contracts with the five firms on the special program.

Money Matters

Through partnership with the EDC and BOC Capital, Columbia University conducted one Money Matters Course at Columbia and supported an additional Money Matters Course conducted at EDC. For the course conducted at Columbia University, 12 additional firms, in addition to firms that had already completed the Mentorship Program, participated.

The additional firms were:

Company Name	Company Name
Acoustical Concepts	GM Insulation Corp.
Bunkers Hill Constr.	Inniss Construction
Champion Construction	JPR Builders 07 Inc.
Charles-Williams Construction	SGL Services Corp.
Diaz Electric	Thruway Builders Inc.
Double "D" Repairs	Vinoleo Solutions

Curriculum Covered:

The six week program focused on contractor understanding and utilization of financial concepts and available financing products to successfully mobilize and perform on government and/or large institution construction contracts. Through both classroom and individual technical assistance, the sessions were designed to help the firms build a solid financial understanding and gain the expertise needed to plan for and access financing. Through an understanding of lender expectations and best practices for credit and cash flow management techniques, firms were expected to learn how to develop productive relationships with lenders to successfully deliver and perform on contracted projects.

Conclusion of the Five-Year Program (December 2014)

As we near the end of the five-year program, site visits will be conducted along with an assessment of the overall program identifying lessons learned and promising practices. The site visits will be conducted to ascertain which mentorship firms:

1. have the capacity to continuing working with Columbia University or other large institutions.
2. need to have additional technical assistance to maintain or grow their capacity and what type of technical assistance is needed.

Following the conclusion of the program in December 2014, Columbia will work with ESD, SBS, the Columbia-Harlem SBDC and other entities to strengthen our collaborations and share promising practices for the MWL construction trades community.