

**Manhattanville in West Harlem Implementation Plan Report
October 15, 2015 Submission**

Declaration Reference and Key Data

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

Obligation Title: **Affirmative Action Obligations**

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 <http://manhattanville.columbia.edu/community-services>. For more information

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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.

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:

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>

The screenshot shows the Columbia University Administrative Policy Library website. The header includes 'CU HOME' and 'Contact Us'. The main title is 'ADMINISTRATIVE POLICY LIBRARY'. The page content is organized into several sections:

- Left Sidebar:** Contains navigation links such as 'New and Recently Updated Policies', 'About the Administrative Policy Initiative', 'Contact Us', 'Browse By', 'A-Z Index', 'Category', and 'Responsible Office'. There is also a search box with a 'Search' button.
- Main Content Area:**
 - Home > Facilities**
 - 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**
- Right Sidebar:** Includes a 'Contact' section with the name 'Joseph Ienuso', phone number '212-854-3291', email 'ji4@columbia.edu', and a photo of a building. Below this is the 'Responsible Office' section with 'LaVerna Fountain', phone number '212-854-6595', and email 'lfountain@columbia.edu'. There are also links for 'Facilities' and 'Related Links' with a 'Full policy text' link.

Affirmative Action

Link to Columbia University Web Statement on Affirmative Action:

<http://eoaa.columbia.edu/recruitment/affirmative-action>

 Columbia University in the City of New York

EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION



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Affirmative Action

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Text Resize

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, minorities, veterans and those with disabilities are being employed at a rate to be expected given their availability in the relevant labor pool.

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.

EXHIBIT E

- 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.

EXHIBIT E

(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")

EXHIBIT E

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.



October 5, 2015

[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 "Ralph J. Esposito".

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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September 30th, 2015

[REDACTED]
[REDACTED]
[REDACTED]

Columbia University Facilities

[REDACTED]
New York, NY 10027

RE: Columbia Manhattanville MWL Certification

Dear [REDACTED],

McKissack certifies that we have, to be 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 be 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: 6/30/2015

Reporting Period Summary Notes

Manhattanville Project Reporting period: 8/1/2008 – 6/30/2015

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 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	22-39
EPA Clean Diesel	5/1/2009	Project Completed 11/2011	40-41
Open Space	7/10/2013	In Progress	42-45
Lenfest	12/1/2013	In Progress	46-53
Shared Services	2/4/2010	In Progress	54-56

Manhattanville MWL Workforce and Spending Summary
Cumulative: Aug 1, 2008 to June 30, 2015
 (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	\$	\$	
Utilities Improvement	\$ -	0%	\$ 21,944	0%	\$ 28,624,459	85%	\$ 585,271	2%	\$ -	0%	\$ -	0%	\$ 385,484	1%	\$ 29,617,158	88%	\$ 4,143,514	12%	\$ 33,760,672	\$ 29,009,943	
Abatement & Demolition	\$ 2,038,169	8%	\$ 1,132,365	5%	\$ 204,993	1%	\$ 1,092,071	4%	\$ 57,811	0%	\$ 214,189	1%	\$ 576,692	2%	\$ 5,316,290	21%	\$ 19,516,995	79%	\$ 24,833,285	\$ 1,053,685	
Jerome L. Greene Science Center	\$ 31,529,457	13%	\$ 24,405,624	10%	\$ 5,494,467	2%	\$ 636,065	0%	\$ -	0%	\$ -	0%	\$ 4,791,066	2%	\$ 66,856,679	27%	\$ 184,151,164	73%	\$ 251,007,843	\$ 10,285,533	
EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 613,907	100%	\$ 613,907	\$ -	
Open Space	\$ 2,231	0%	\$ 4,223	0%	\$ 1,365	0%	\$ 1,701	0%	\$ -	0%	\$ -	0%	\$ 5,070	0%	\$ 14,590	1%	\$ 1,270,786	99%	\$ 1,285,376	\$ 6,435	
Lenfest	\$ 1,161,866	6%	\$ 679,805	3%	\$ 229,408	1%	\$ 61,014	0%	\$ -	0%	\$ -	0%	\$ 452,944	2%	\$ 2,585,037	13%	\$ 16,884,195	87%	\$ 19,469,232	\$ 682,352	
Total	\$ 34,731,723	10%	\$ 26,243,961	8%	\$ 34,554,692	10%	\$ 2,376,122	1%	\$ 57,811	0%	\$ 214,189	0%	\$ 6,211,256	2%	\$ 104,389,754	32%	\$ 226,580,561	68%	\$ 330,970,315	\$ 41,037,948	
% of Total Spending¹																					

¹ Denotes percentages of the individual MWL designation to the total spending
² Denotes active project

MWL Spending	# of Firms	Total Spending	% of MWL Total	% of Total
ESD Certified Firms	68	\$ 65,860,399	63%	20%
Local Firms	22	\$ 34,554,692	33%	10%
Firms With Other Certification	11	\$ 3,974,663	4%	1%
Total MWL	101	\$ 104,389,754	100%	32%

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	Hrs	#	% ²	#	% ²	#	
Utilities Improvement	15,115	16%	200	0%	0	0%	0	0%	8,053	8%	0	0%	0	0%	23,368	25%	71,589	75%	94,956	8,053	54	24%	173	76%	227	
Abatement & Demolition	70,491	60%	16	0%	122	0%	5,724	5%	9,080	8%	0	0%	0	0%	85,433	73%	31,884	27%	117,317	9,202	260	72%	101	28%	361	
Jerome L. Greene Science Center	308,901	31%	3,220	0%	9,725	1%	12,550	1%	33,306	3%	1,225	0%	6,222	1%	375,149	37%	628,356	63%	1,003,505	50,478	868	42%	1,215	58%	2,083	
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	16,771	32%	1,058	2%	8	0%	325	1%	135	0%	0	0%	70	0%	18,366	35%	33,979	65%	52,345	213	106	40%	161	60%	267	
Shared Services - Lend Lease US Construction LMB ³	36,532	29%	32	0%	8,993	7%	8,360	7%	30,520	24%	0	0%	605	0%	85,041	67%	42,503	33%	127,544	40,117	81	43%	106	57%	187	
Shared Services - Johnson Security ³	86,009	59%	0	0%	1,976	1%	18,549	13%	32,246	22%	0	0%	6,172	4%	144,951	99%	1,845	1%	146,796	40,393	177	97%	6	3%	183	
Shared Services - Eddington Security ³	79,387	74%	0	0%	0	0%	0	0%	28,597	26%	0	0%	0	0%	107,984	100%	8	0%	107,992	28,597	132	99%	1	1%	133	
Total Hours	613,205	37%	4,526	0%	20,824	1%	45,507	3%	141,936	9%	1,225	0%	13,068	1%	840,291	51%	810,163	49%	1,650,454	177,053	1,678	49%	1,763	51%	3,441	
% of Total Hours²																										

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, 2015 to June 30, 2015
 (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	\$	% ¹	\$	% ¹		
Utilities Improvement	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%
Abatement & Demolition	\$ -	0%	\$ 29,209	249%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 4,836	41%	\$ 34,045	26%	\$ (22,306)	0%	\$ 11,739	100%	\$ 4,836	100%	\$ 4,836	4%
Jerome L. Greene Science Center	\$ 7,538,125	15%	\$ 3,459,557	7%	\$ 1,165,338	2%	\$ 104,908	0%	\$ -	0%	\$ -	0%	\$ 954,561	2%	\$ 13,222,489	26%	\$ 37,883,151	74%	\$ 51,105,640	100%	\$ 2,119,899	4%	\$ 2,119,899	4%
EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%
Open Space	\$ 60	0%	\$ 3,992	3%	\$ (626)	0%	\$ 108	0%	\$ -	0%	\$ -	0%	\$ 608	0%	\$ 4,142	3%	\$ 128,432	97%	\$ 132,574	100%	\$ (18)	0%	\$ (18)	0%
Lenfest	\$ 146,441	4%	\$ 162,613	4%	\$ 56,009	2%	\$ 10,321	0%	\$ -	0%	\$ -	0%	\$ 142,922	4%	\$ 518,306	14%	\$ 3,185,006	86%	\$ 3,703,312	100%	\$ 198,931	4%	\$ 198,931	4%
Total	\$ 7,684,626	14%	\$ 3,655,371	7%	\$ 1,220,721	2%	\$ 115,337	0%	\$ -	0%	\$ -	0%	\$ 1,102,927	2%	\$ 13,778,982	25%	\$ 41,174,283	75%	\$ 54,953,265	100%	\$ 2,323,648	4%	\$ 2,323,648	4%
% of Total Spending¹																								

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	Hrs	% ²	Hrs	% ²	#	% ²	#	% ²	#	% 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%	0	0%	0	0%	0	0%	0	0%	0	0%
Abatement & Demolition	104	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	104	100%	0	0%	104	100%	0	0%	0	0%	0	0%	3	100%	0	0%	3	100%	0	0%
Jerome L. Greene Science Center	48,793	29%	318	0%	1,596	1%	1,300	1%	3,841	2%	0	0%	970	1%	56,817	34%	108,746	66%	165,563	100%	6,407	3%	267	39%	410	61%	677	100%	267	39%	410	61%	677	100%
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	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	0%	0	0%	0	0%	0	0%	0	0%
Lenfest	2,092	44%	24	1%	0	0%	225	5%	0	0%	0	0%	0	0%	2,341	50%	2,384	50%	4,725	100%	0	0%	28	52%	26	48%	54	100%	28	52%	26	48%	54	100%
Shared Services - Lend Lease US Construction LMB ³	6,878	32%	0	0%	1,628	8%	1,519	7%	2,989	14%	0	0%	550	3%	13,562	63%	7,820	37%	21,382	100%	5,166	24%	40	52%	37	48%	77	100%	40	52%	37	48%	77	100%
Shared Services - Johnson Security ³	4,515	55%	0	0%	0	0%	904	11%	1,746	21%	0	0%	513	6%	7,678	93%	538	7%	8,216	100%	2,259	10%	31	94%	2	6%	33	100%	31	94%	2	6%	33	100%
Shared Services - Eddington Security ³	4,160	85%	0	0%	0	0%	0	0%	744	15%	0	0%	0	0%	4,904	100%	0	0%	4,904	100%	744	15%	23	100%	0	0%	23	100%	0	0%	23	100%		
Total Hours	66,540		342		3,224		3,948		9,319		0		2,033		85,405		119,488		204,894		14,575		392		475		867		392		475		867	
% of Total Hours²	32%		0%		2%		2%		5%		0%		1%		42%		58%		100%		7%		45%		55%		45%		55%		45%		55%	

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

Utilities Improvement Project

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 M1

Owner Name:	Columbia University	Project: Utilities Improvement
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date: 6/30/2015	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

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:							
Titan Plumbing & Heating LLC	L	No	Plumbing Contractor	Yes	\$ 12,812	\$ 14,134	\$ 14,134
Green Girl Printing and Messenger Inc	W	No	Printing Service	Yes	\$ -	\$ 13	\$ 13
NON:							
Abbey Locksmiths Inc	NON	No	Locksmiths	Yes	\$ -	\$ 255	\$ 255

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	\$ 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%

¹ Billing begins on 8/1/2008

Date: 6/30/2015

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2015
As of :	9/4/2015

Utilities Improvement SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor	Workforce Participation												Total MWL			Headcount						
		M		W		L		MW		ML		WL		MWL		Hrs	Hrs	% ¹	Hrs	#	% ¹	Total	
Tier I (Direct)	Lend Lease US Construction LMB Construction Management	0	0%	0	0%	0	0%	0	0%	88	3%	0	0%	0	0%	88	3%	3,406	97%	3,494	2	50%	4
Tier II	MFM Contracting Corp Utility Work	5,694	16%	0	0%	0	0%	0	0%	3,694	10%	0	0%	0	0%	9,388	26%	26,046	74%	35,434	22	20%	110
	Felix Associates LLC Utility Work	9,051	17%	200	0%	0	0%	0	0%	4,272	8%	0	0%	0	0%	13,522	25%	41,203	75%	54,725	21	24%	88
	Moretrench American Corp Dewatering	370	28%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	370	28%	934	72%	1,304	9	36%	25
Total Hours		15,115		200		0		0		8,053		0		0		23,368		71,589		94,956	54		227
Overall % of Total		16%		0%		0%		0%		8%		0%		0%		25%		75%		100%	24%		100%

Note: Edgington 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: 4/1/2015 - 6/30/2015
 As of : 9/4/2015

Utilities Improvement SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor													Total MWL			Non-MWL			Total Hours			Headcount							
		M		W		L		MW		ML		WL		MWL		Hrs	% ¹	Hrs	% ¹	Hrs	Total MWL	% ¹	Total	#	% ¹	#	% ¹	Total	#	
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%	0	0	0%
Tier II	MFM Contracting Corp Utility Work	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%	0	0	0%
	Felix Associates LLC Utility Work	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%	0	0	0%
	Moretrench American Corp Dewatering	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%	0	0	0%
Total Hours		0		0		0		0		0		0		0		0		0		0	0	0%	0	0	0%	0	0	0	0	0%
Overall % of Total		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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:	6/30/2015	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			\$ 339,296

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	\$ -	\$ 12,092	\$ 12,092
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 Serv. (AES)	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	\$ -	\$ 339,296	\$ 339,296
MWL Direct Spend Total	\$ -	\$ 144,095	\$ 144,095
Non-MWL Direct Spend Total	\$ -	\$ 195,201	\$ 195,201
MWL % of Total	0%	42%	42%

Date: 6/30/2015

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 M1

Owner Name:	Columbia University	Project:	Abatement & Demolition
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	6/30/2015	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			\$ 24,493,989

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
NON:							
Lend Lease US Construction LMB	NON	No	Construction Management	Yes	\$ 4,491,955	\$ 25,730,418	\$ 24,493,989
Direct Spend Grand Total					\$ 4,491,955	\$ 25,730,418	\$ 24,493,989
MWL Direct Spend Total					\$ -	\$ -	\$ -
Non-MWL Direct Spend Total					\$ 4,491,955	\$ 25,730,418	\$ 24,493,989
MWL % of Total					0%	0%	0%

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)

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:	6/30/2015	Project Start:	9/1/2009
		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	\$ 4,491,955	\$ 25,730,418	\$ 24,493,989

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:							
Work Completed:							
Eddington Security Inc	MW-ESD	No	Security	Yes	\$ 137,063	\$ 345,763	\$ 326,096
Johnson Security Bureau Inc	MWL-ESD	No	Security	Yes	\$ -	\$ 583,968	\$ 538,862
Innovative Building Solutions LLC	MW-ESD	No	General Contractor	Yes	\$ -	\$ 163,000	\$ 163,000
Manhattan Business Interiors Inc (MBI)	M-ESD	No	General Contractor	Yes	\$ 186,000	\$ 189,719	\$ 189,719
Deerpath Construction Corp	W-ESD	No	General Contractor	Yes	\$ 455,000	\$ 432,900	\$ 432,900
The McKissack Group Inc	MWL-ESD	No	Construction Management	Yes	\$ -	\$ 29,256	\$ 29,256
The McKissack Group Inc	MWL-ESD	No	Suprintendent-Civil/Site	Yes	\$ -	\$ 8,574	\$ 8,574
NON:							
Work Completed:							
Breeze National Inc - Area 3A	NON	No	Demolition & Abatement Contractor	Yes	\$ 879,000	\$ 819,596	\$ 819,596
Breeze National Inc - Area 6	NON	No	Demolition & Abatement Contractor	Yes	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000
Breeze National Inc - Areas 7 & 8	NON	No	Demolition & Abatement Contractor	Yes	\$ 875,000	\$ 735,001	\$ 735,001
Par Environmental Corp - Areas 1A & 1B	NON	No	Demolition & Abatement Contractor	Yes	\$ 1,818,000	\$ 1,818,183	\$ 1,818,183
Par Environmental Corp - Areas 2, 4 & 5	NON	No	Demolition & Abatement Contractor	Yes	\$ 7,100,000	\$ 7,100,000	\$ 7,100,000
Par Environmental Corp - Area 7 (Site 22, 29, 30, 31)	NON	No	Demolition & Abatement Contractor	Yes	\$ -	\$ 336,337	\$ 333,808
Work In Progress:							
Par Environmental Corp - Areas 7 (Site 28) & 8	NON	No	Demolition & Abatement Contractor	Yes	\$ 2,627,000	\$ 2,571,570	\$ 2,492,972
Par Environmental Corp - Area 9a	NON	No	Demolition & Abatement Contractor	Yes	\$ -	\$ 593,259	\$ 587,326
Par Environmental Corp - Area 0	NON	No	Demolition & Abatement Contractor	Yes	\$ -	\$ 1,300,000	\$ 1,209,899

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

**Eddington Security and Johnson Security total payments adjusted*

Tier II Grand Total	\$ 17,052,063	\$ 20,002,126	\$ 19,760,192
MWL Tier II Total	\$ 778,063	\$ 1,753,180	\$ 1,688,407
Non-MWL Tier II Total	\$ 16,274,000	\$ 18,248,946	\$ 18,071,785
MWL % of Tier I	17%	7%	7%

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)

CM Name:	Lend Lease	Project:	Abatement & Demolition
Company Name:	Par Environmental Corp	Contract:	Areas 2, 4 & 5
Trade:	General Contracting	Telephone:	212-939-9580
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Project Start:	12/1/2009
As of Date:	6/30/2015	Project End:	10/1/2011

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
Par Environmental Corp	NON	No	General Contracting	\$ 7,100,000	\$ 7,100,000	\$ 7,100,000

SUBCONTRACTORS (Tier III)

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:							
Rizzo Environmental Services Corp	W-ESD	No	Carting	Yes	\$ -	\$ 8,130	\$ 8,130
Expedite-Dem Inc	MW-ESD	No	Expeditor	Yes	\$ 180,000	\$ 160,000	\$ 160,000
A Tech Electric Enterprise Inc	M-ESD	No	Sidewalk Bridge & Scaffolding	Yes	\$ -	\$ 249,768	\$ 249,768
Metropolitan Enterprises Inc	M	No	Scaffolding	Yes	\$ -	\$ 669,089	\$ 669,089
A Royal Flush	L	No	Temporary Toilets	Yes	\$ 40,000	\$ 11,295	\$ 11,295
Petroscan Ltd	W-ESD	No	Fuel/Diesel	Yes	\$ 65,000	\$ 62,572	\$ 62,572
Atlas Equipment Rentals	L	No	Equipment Supplier	Yes	\$ 120,000	\$ 62,464	\$ 62,464
Sienna Environmental Technologies LLC	MW-ESD	No	Material Supplier	Yes	\$ 125,000	\$ 120,644	\$ 120,644
Park Avenue Building & Roofing Supplies LLC	M-ESD	No	Material Supplier	Yes	\$ -	\$ 33,182	\$ 33,182
JEG Inc	M-ESD	No	Vectoring	Yes	\$ 185,000	\$ 246,774	\$ 246,774
Manhattan Business Interiors Inc (MBI)	M-ESD	No	General Conditions	Yes	\$ -	\$ 68,968	\$ 68,968
Pestrol Inc	ML	No	Vectoring	Yes	\$ 35,000	\$ 28,056	\$ 28,056
Safety & Quality Plus Inc	W-ESD	No	Safety	Yes	\$ 140,000	\$ 107,315	\$ 107,315
Tri State Transfer Associates Inc	WL-ESD	No	ACM Disposal	Yes	\$ -	\$ 95,734	\$ 95,734
Ann Hickey PE	W-ESD	No	Expeditor	Yes	\$ -	\$ 38,340	\$ 38,340
Blue Lake Crane LLC	M-ESD	No	Safety	Yes	\$ -	\$ 13,537	\$ 13,537
Robert Parchment Plumbing & Heating Inc	ML-ESD	No	Plumbing/Heating	Yes	\$ -	\$ 2,350	\$ 2,350
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 II					13%	28%	28%

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

If there is no Current Plan and not Awarded then vendor was part of the Original Plan but the work was either awarded to another vendor or not subcontracted

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)

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	Project: Abatement & Demolition
Trade:	General Contracting	Contract: Area 9a
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	6/30/2015	Project Start: 11/30/2012 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
Par Environmental Corp	NON	No	General Contracting	\$ 560,750	\$ 593,259	\$ 587,326

SUBCONTRACTORS (Tier III)							
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:							
MSR Electrical Construction Corp	W-ESD	No	Electrical	Yes	\$ 15,000	\$ 15,000	\$ 4,590
Expedite-Dem Inc	MW-ESD	No	Expeditor	Yes	\$ 35,000	\$ 35,000	\$ 32,850
Ann Hickey PE	W-ESD	No	Expeditor	Yes	\$ 10,000	\$ 10,000	\$ -
Metropolitan Enterprises Inc	M	No	Scaffolding	Yes	\$ 50,000	\$ 50,000	\$ 44,093
Tri State Transfer Associates Inc	WL-ESD	No	ACM Disposal	Yes	\$ 15,000	\$ 30,491	\$ 30,491
Safety & Quality Plus Inc	W-ESD	No	Safety	Yes	\$ 20,000	\$ 26,000	\$ 25,122
Pestrol Inc	ML	No	Vectoring	Yes	\$ 10,000	\$ 10,000	\$ 997
Atlas Equipment Rentals	L	No	Equipment Supplier	Yes	\$ 10,000	\$ 12,000	\$ 11,817
JEG Inc	M-ESD	No	Recycle/Waster Removal	Yes	\$ 25,000	\$ 25,000	\$ 6,740
Petroscan Ltd	W-ESD	No	Fuel Supplier	Yes	\$ 5,000	\$ 5,000	\$ -
Park Avenue Building & Roofing Supplies LLC	M-ESD	No	Material Supplier	Yes	\$ -	\$ 5,750	\$ 5,727
Creative Environment Solutions Corp	W-ESD	No	Temporary Toilets	Yes	\$ 8,000	\$ 8,000	\$ 5,450
Tier III Grand Total					\$ 203,000	\$ 232,241	\$ 167,877
MWL Tier III Total					\$ 203,000	\$ 232,241	\$ 167,877
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier II					36%	39%	29%

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)

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:	6/30/2015	Project Start: 11/30/2012	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
Par Environmental Corp	NON	No	General Contracting	\$ 1,317,500	\$ 1,300,000	\$ 1,209,899

SUBCONTRACTORS (Tier III)

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:							
MSR Electrical Construction Corp	W-ESD	No	Electrical	Yes	\$ 25,000	\$ 25,000	\$ 4,250
Expedite-Dem Inc	MW-ESD	No	Expeditor	Yes	\$ 30,000	\$ 30,000	\$ 27,566
Ann Hickey PE	W-ESD	No	Expeditor	Yes	\$ 10,000	\$ 10,000	\$ 7,035
Tri State Transfer Associates Inc	WL-ESD	No	ACM Disposal	Yes	\$ 20,000	\$ 55,850	\$ 55,828
Safety & Quality Plus Inc	W-ESD	No	Safety	Yes	\$ 30,000	\$ 30,000	\$ 10,027
Pestrol Inc	ML	No	Vectoring	Yes	\$ 5,000	\$ 5,000	\$ 2,450
Petroscan Ltd	W-ESD	No	Fuel Supplier	Yes	\$ 5,000	\$ 5,000	\$ 1,308
Contracting Supply Solutions	MW-ESD	No	Supplier	Yes	\$ 20,000	\$ 20,000	\$ 1,161
Palace Hoisting & Scaffolding Corp of NY	W-ESD	No	Scaffolding	Yes	\$ 150,000	\$ 150,000	\$ 106,499
Cuenca Coronel Trucking Co	M-ESD	No	Carting	Yes	\$ 100,000	\$ 100,000	\$ 35,750
Tier III Grand Total					\$ 395,000	\$ 430,850	\$ 251,874
MWL Tier III Total					\$ 395,000	\$ 430,850	\$ 251,874
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier III					30%	33%	21%

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2015
As of :	9/4/2015

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	185	3%	0	0%	0	0%	0	0%	2,628	43%	0	0%	0	0%	2,813	46%	3,309	54%	6,122		5	38%	8	62%	13	
Tier II	Breeze National Inc Demo & Abatement Contractor	11,338	56%	0	0%	122	1%	336	2%	2,817	14%	0	0%	0	0%	14,613	72%	5,774	28%	20,386		73	66%	38	34%	111	
	Par Environmental Corp Demo & Abatement Contractor	58,736	66%	16	0%	0	0%	5,388	6%	3,371	4%	0	0%	0	0%	67,511	76%	21,356	24%	88,867		179	80%	46	20%	225	
	Deerpath Construction Corp Demo & Abatement Contractor	232	12%	0	0%	0	0%	0	0%	265	14%	0	0%	0	0%	497	26%	1,446	74%	1,943		3	25%	9	75%	12	
Total Hours		70,491		16		122		5,724		9,080		0		0		85,433		31,884		117,317		260		101		361	
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:	4/1/2015 - 6/30/2015
As of :	9/4/2015

Abatement and Demolition SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor									Total MWL			Non-MWL			Total Hours			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	#	
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	
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	
	Par Environmental Corp Demo & Abatement Contractor	104	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	104	100%	0	0%	104	3	100%	0	0%	3	
	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	
Total Hours		104		0		0		0		0		0		0		104		0		104	3		0		3	
Overall % of Total		100%		0%		0%		0%		0%		0%		0%		100%		0%		100%	100%		0%		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

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 M1

Owner Name:	Columbia University	Project:	Jerome L. Greene Science Center
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	6/30/2015	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			\$ 556,869

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:							
Green Girl Printing and Messenger Inc	W	No	Printing Service	Yes	\$ -	\$ 83,001	\$ 83,001
Titan Plumbing & Heating LLC	L	No	Construction Management	Yes	\$ -	\$ 1,846	\$ 1,846
CitiStructure	M-ESD	No	General Contractor	Yes	\$ -	\$ 290,392	\$ 290,392
Absolute Plumbing & Heating Corp	L	No	Plumbing	Yes	\$ -	\$ 8,510	\$ 8,510
MFM Contracting Corp	L	No	Telecommunications Conduit Installation	Yes	\$ -	\$ 41,938	\$ 41,938
NON:							
Dancker Sellev & Douglas	NON	No	Furniture	Yes	\$ 62,809	\$ 62,809	\$ 62,809
Engineer Supply	NON	No	Supplies	Yes	\$ -	\$ 182	\$ 182
The Sign Works Inc	NON	No	Signage	Yes	\$ -	\$ 5,470	\$ 5,470
Valley City MFG	NON	No	Furniture	Yes	\$ 34,000	\$ 34,000	\$ 34,000
Technical Digital Services	NON	No	Digital Services	Yes	\$ -	\$ 180	\$ 180
Hellman Construction Co Inc	NON	No	General Contractor	Yes	\$ -	\$ 28,541	\$ 28,541

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

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

Direct Spend Grand Total	\$ 96,809	\$ 556,869	\$ 556,869
MWL Direct Spend Total	\$ -	\$ 425,687	\$ 425,687
Non-MWL Direct Spend Total	\$ 96,809	\$ 131,182	\$ 131,182
MWL % of Total	0%	76%	76%

Date: 6/30/2015

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 M1

Owner Name: Columbia University Project: Jerome L. Greene Science Center
 Address: 410 West 118th Street, NY, NY 10027 Telephone:
 As of Date: 6/30/2015 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			\$ 250,450,974

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
NON:							
Lend Lease US Construction LMB	NON	No	Construction Management	Yes	\$ 6,722,424	\$ 312,384,555	\$ 250,450,974

Direct Spend Grand Total	\$ 6,722,424	\$ 312,384,555	\$ 250,450,974
MWL Direct Spend Total	\$ -	\$ -	\$ -
Non-MWL Direct Spend Total	\$ 6,722,424	\$ 312,384,555	\$ 250,450,974
MWL % of Total	0%	0%	0%

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:	6/30/2015	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	\$ 312,384,555	\$ 250,450,974

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	\$ -	\$ 1,609,855	\$ 1,390,476
Fine Painting & Decorating Company Inc	M-ESD	No	Intumescent Painiting	Yes	\$ -	\$ 3,240,076	\$ 2,376,138
Fine Painting & Decorating Company Inc	M-ESD	No	Paint & Coatings	Yes	\$ -	\$ 2,100,210	\$ 321,211
EJ/Egg Electric JV - (Egg Electric Inc)	W-ESD	Yes	Electrical	Yes	\$ -	\$ 2,098,053	\$ 1,814,402
The McKissack Group Inc	MWL-ESD	No	Construction Management	Yes	\$ -	\$ 2,720,366	\$ 2,720,366
Eddington Security Inc	MW-ESD	No	Security	Yes	\$ -	\$ 590,868	\$ 590,868
Johnson Security Bureau Inc	MWL-ESD	No	Security	Yes	\$ -	\$ 680,224	\$ 680,224
Cardoza Plumbing	M-ESD	No	Plumbing	Yes	\$ -	\$ 18,609,025	\$ 13,303,665
Metropolitan Enterprises Inc	M	No	Scaffolding	Yes	\$ -	\$ 907,328	\$ 541,541
Creative Construction	M-ESD	No	Safety Equipment	Yes	\$ -	\$ 2,575,000	\$ 2,228,848
Creative Construction	M-ESD	No	Drywall	Yes	\$ -	\$ 74,045	\$ 68,492
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	\$ -	\$ 8,908,207	\$ 3,624,800
NON:							
Universal Builders Supply	NON	No	Hoist	Yes	\$ -	\$ 2,079,970	\$ 1,521,046
RCC Concrete Corp	NON	No	Above Grade Concrete	Yes	\$ -	\$ 9,337,903	\$ 8,005,739
Cives Corp	NON	No	Superstructure Steel	Yes	\$ -	\$ 31,491,211	\$ 30,800,210
Walters LLC	NON	No	Metal Stairs	Yes	\$ -	\$ 5,902,738	\$ 2,967,016
Winsafe Corp	NON	No	Window Washing Equipment	Yes	\$ -	\$ 194,672	\$ 37,442
Otis Elevator Company	NON	No	Elevators	Yes	\$ -	\$ 4,121,430	\$ 2,810,516
EJ/Egg Electric JV - (EJ Electric)	NON	Yes	Electrical	Yes	\$ -	\$ 3,147,080	\$ 2,721,602
Eagle One Roofing Contractors Inc	NON	No	Roofing	Yes	\$ -	\$ 2,242,463	\$ 824,118
Rael Automatic Sprinkler	NON	No	Dewatering	Yes	\$ -	\$ 6,000,825	\$ 4,071,021
MW Mechanical Inc	NON	Yes	Mechanical	Yes	\$ -	\$ 58,401,136	\$ 45,331,249
Navillus Tile Inc	NON	No	Polished Concrete	Yes	\$ -	\$ 326,300	\$ 3,861
Navillus Tile Inc	NON	No	Masonry	Yes	\$ -	\$ 3,659,430	\$ 2,618,200
Fresh Meadow Mechanical Corp	NON	No	HVAC Systems	Yes	\$ -	\$ 678,094	\$ 659,795
WDF Inc	NON	No	HVAC Systems	Yes	\$ -	\$ 28,345,533	\$ 23,423,817
WDF Inc	NON	No	Drywall	Yes	\$ -	\$ 8,150	\$ 2,477
Siemens Industry Inc	NON	No	HVAC Systems	Yes	\$ -	\$ 14,097,320	\$ 8,000,035
Five Star Electric Corp	NON	No	Electrical	Yes	\$ -	\$ 19,981,213	\$ 11,926,957
Nets That Work	NON	No	Safety Equipment	Yes	\$ -	\$ 499,999	\$ 440,073
Unifor	NON	No	Glass and Glazing	Yes	\$ -	\$ 5,135,605	\$ 1,073,059
Island Acoustics	NON	No	Drywall	Yes	\$ -	\$ 14,640,484	\$ 6,852,021
Platinum Terrazzo	NON	No	Resilient Flooring & Base	Yes	\$ -	\$ 3,951,458	\$ 1,302,741
Forest Electric	NON	No	Electrical	Yes	\$ -	\$ 33,016,294	\$ 18,977,293
Bauerschmidt & Sons Inc	NON	No	Millwork	Yes	\$ -	\$ 4,550,000	\$ 1,137,965
B&G Electrical Contractors of NY	NON	No	Electrical	Yes	\$ -	\$ 13,817,961	\$ 6,108,985
McKeon Door East	NON	No	Overhead Doors	Yes	\$ -	\$ 988,626	\$ 96,717
Skanska	NON	No	Clear & Prep Site	Yes	\$ -	\$ 314,445	\$ 303,675
Universal Services Group	NON	No	Resilient Flooring & Base	Yes	\$ -	\$ 478,409	\$ 183,073
Post Road Iron Works	NON	No	Metal Work	Yes	\$ -	\$ 2,113,375	\$ 831,554
Champion Metal & Glass Inc	NON	No	Ornamental Metal	Yes	\$ -	\$ 1,200,000	\$ 119,097
Champion Metal & Glass Inc	NON	No	Glass & Glazing	Yes	\$ -	\$ 987,782	\$ 292,998
Handi-Lift Elevator LLC	NON	No	Elevators	Yes	\$ -	\$ 115,000	\$ 10,350
Jantile Inc	NON	No	Ceramic Tile	Yes	\$ -	\$ 2,202,685	\$ 783,324
Hi Tech Data Floors Inc	NON	No	Raised Access Flooring	Yes	\$ -	\$ 665,000	\$ 24,637
Elite Floors Inc	NON	No	Resilient Flooring & Base	Yes	\$ -	\$ 1,421,356	\$ 633,797
Tier II Grand Total					\$ -	\$ 320,734,039	\$ 214,926,076
MWL Tier II Total					\$ -	\$ 44,620,092	\$ 30,029,616
Non-MWL Tier II Total					\$ -	\$ 276,113,947	\$ 184,896,460
MWL % of Tier II					0%	14%	12%

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)

CM Name:	Lend Lease	Project:	Jerome L. Greene Science Center
Company Name:	RCC Concrete Corp	Contract:	
Trade:	Cement & Concrete Construction	Telephone:	516-279-6787
Address:	74 State Street, 2nd Floor Westbury, New York 11590	Project Start:	10/10/2012
As of Date:	6/30/2015	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
RCC Concrete Corp	NON	No	Cement & Concrete Construction	\$ 6,643,000	\$ 9,337,903	\$ 8,005,739

SUBCONTRACTORS (Tier III)							
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:							
Elite Ready Mix	L	No	Concrete Ready Mix Supplier	Yes	\$ -	\$ 774,257	\$ 774,257
Wild Woman Co	W-ESD	No	Construction Materials	Yes	\$ -	\$ 33,231	\$ 33,231
CFS Steel Co	L	No	Rebar & Wire Mesh Supplier	Yes	\$ 392,385	\$ 443,596	\$ 443,596
Sanzo Ltd Inc	W-ESD	No	Material Supplier	Yes	\$ -	\$ 25,018	\$ 25,018
NYCON Readimix	M-ESD	No	Concrete Ready Mix Supplier	Yes	\$ -	\$ 269,999	\$ 269,999
Tier III Grand Total					\$ 392,385	\$ 1,546,101	\$ 1,546,101
MWL Tier III Total					\$ 392,385	\$ 1,546,101	\$ 1,546,101
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier II					6%	17%	19%

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

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)

CM Name:	Lend Lease	Project:	Jerome L. Greene Science Center
Company Name:	Five Star Electric Corp	Contract:	
Trade:	Electrical	Telephone:	718-641-5000
Address:	101-32 101st Street, Ozone Park, NY 11416	Project Start:	1/23/2013
As of Date:	6/30/2015	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
Five Star Electric Corp	NON	No	Electrical	\$ 20,315,665	\$ 19,981,213	\$ 11,926,957

SUBCONTRACTORS (Tier III)							
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:							
Eaton Electric Inc	M-ESD	No	Electrical	Yes	\$ 7,110,483	\$ 2,448,519	\$ 1,302,923
Tier III Grand Total					\$ 7,110,483	\$ 2,448,519	\$ 1,302,923
MWL Tier III Total					\$ 7,110,483	\$ 2,448,519	\$ 1,302,923
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier II					35%	12%	11%

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

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)

CM Name:	Lend Lease	Project:	Jerome L. Greene Science Center
Company Name:	Otis Elevator Company	Contract:	
Trade:	Elevators	Telephone:	973-575-3107
Address:	One Odell Plaza, Suite 120, Yonkers, NY 10701	Project Start:	4/20/2012
As of Date:	6/30/2015	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
Otis Elevator Company	NON	No	Elevators	\$ 3,900,000	\$ 4,121,430	\$ 2,810,516

SUBCONTRACTORS (Tier III)

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:							
Concept Elevator Group LLC	M-ESD	No	Cab and Entrance Fabrication	Yes	\$ 674,839	\$ 722,283	\$ 323,019

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	\$ 674,839	\$ 722,283	\$ 323,019
MWL Tier III Total	\$ 674,839	\$ 722,283	\$ 323,019
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier III	17%	18%	11%

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

Schedule M3

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

CM Name:	Lend Lease	Project:	Jerome L. Greene Science Center
Company Name:	Island Acoustics	Contract:	
Trade:	Carpentry	Telephone:	631-234-4500
Address:	518 Johnson Ave Bohemia, NY 11716	Project Start:	3/12/2013
As of Date:	6/30/2015	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
Island Acoustics	NON	No	Carpentry	\$ 14,250,000	\$ 14,640,484	\$ 6,852,021

SUBCONTRACTORS (Tier III)							
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:							
CenterSpan	W-ESD	No	Lathing	Yes	\$ 478,896	\$ 450,285	\$ 152,868
Green Depot	W	No	Materials	Yes	\$ 3,049,535	\$ 3,049,535	\$ 496,401
AIW	MW	No	Manlifts	Yes	\$ 93,600	\$ 93,600	\$ 45,197
Tier III Grand Total					\$ 3,622,031	\$ 3,593,420	\$ 694,466
MWL Tier III Total					\$ 3,622,031	\$ 3,593,420	\$ 694,466
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier II					25%	25%	10%

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

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

Schedule M3

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

CM Name:	Lend Lease
Company Name:	B&G Electrical Contractors of NY
Trade:	Electrical
Address:	7100 New Horizons Blvd. N. Amityville, NY 11701
As of Date:	6/30/2015

Project:	Jerome L. Greene Science Center
Contract:	
Telephone:	631-669-6000
Project Start:	9/13/2013
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
B&G Electrical Contractors of NY	NON	No	Electrical	\$ 12,625,000	\$ 13,817,961	\$ 6,108,985

SUBCONTRACTORS (Tier III)

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:							
G & G Electrical Supply	L	No	Relay Racks, Ladder Rack and Assoc Hardware	Yes	\$ 340,000	\$ 7,594	\$ 7,594
Turtle & Hughes	W-ESD	No	Conduit & Support Hardware	Yes	\$ 500,000	\$ 829,000	\$ 111,320
Benfield	L	No	Relay Racks, Ladder Rack and Assoc Hardware	Yes	\$ -	\$ 4,178	\$ 4,178
NON:							
Geocomp Consulting	NON	No	Noise Control & Mitigation	Yes	\$ 5,700	\$ 7,500	\$ 7,500

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	\$	845,700	\$	848,272	\$	130,592
MWL Tier III Total	\$	840,000	\$	840,772	\$	123,092
Non-MWL Tier III Total	\$	5,700	\$	7,500	\$	7,500
MWL % of Tier II		7%		6%		2%

Date: 6/30/2015

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

Schedule M3

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

CM Name: Lend Lease
Company Name: Siemens Industry Inc
Trade: BMS
Address: 8 Fernwood Road, Florham Park, NJ 07392
As of Date: 6/30/2015

Project: Jerome L. Greene Science Center
Contract:
Telephone: 973-575-6300
Project Start:
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
Siemens Industry Inc	NON	No	BMS	\$ 5,955,000	\$ 14,097,320	\$ 8,000,035

SUBCONTRACTORS (Tier III)

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:							
Turtle & Hughes	W-ESD	No	Electrical Material Supplier	Yes	\$ 125,000	\$ 125,000	\$ 28,022
Manna Supply	MW-ESD	No	Electrical Material	Yes	\$ 80,000	\$ 80,000	\$ 26,265
JM Electric	M-ESD	No	Electrician	Yes	\$ 1,320,128	\$ 1,320,128	\$ 654,580
NON:							
Ricotta Electrical	NON	No	Electrician	Yes	\$ 2,811,000	\$ 2,784,215	\$ 1,089,905
BCI Electrical	NON	No	Electrician	Yes	\$ 1,618,000	\$ 1,571,365	\$ 891,460

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	\$ 5,954,128	\$ 5,880,708	\$ 2,690,232
MWL Tier III Total	\$ 1,525,128	\$ 1,525,128	\$ 708,867
Non-MWL Tier III Total	\$ 4,429,000	\$ 4,355,580	\$ 1,981,365
MWL % of Tier II	26%	11%	9%

GC/CM: Lend Lease
 Date Range: 8/1/2008 - 6/30/2015
 As of: 9/4/2015

**Jerome L. Greene Science Center
 SCHEDULE OF WORKFORCE PARTICIPATION**

Tier	Contractor	Workforce Breakdown								Total Hours			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	#
Tier I (Direct)	Lend Lease US Construction LMB Construction Management	1,264	9%	425	3%	100	1%	48	0%	2,425	18%	0	0%	10	0%	4,272	32%	9,261	68%	13,533	25	58%	18	42%	43
Tier II	B&G Electric	8,225	16%	0	0%	614	1%	856	2%	1,202	2%	0	0%	0	0%	10,897	22%	39,220	78%	50,117	28	33%	58	67%	86
	Cardoza Plumbing Corp	22,654	24%	0	0%	1,649	2%	3,990	4%	4,187	4%	1,225	1%	0	0%	33,705	35%	61,528	65%	95,233	27	38%	45	63%	72
	Cives Corp	47,566	29%	56	0%	1,821	1%	0	0%	2,626	2%	0	0%	0	0%	52,068	32%	111,501	68%	163,569	99	33%	200	67%	299
	Creative Construction Services	9,590	52%	96	1%	0	0%	3,095	17%	262	1%	0	0%	751	4%	13,793	75%	4,660	25%	18,453	31	89%	4	11%	35
	Eagle One Roofing Contractors Inc	2,305	26%	81	1%	0	0%	1,016	11%	1,276	14%	0	0%	0	0%	4,677	53%	4,171	47%	8,848	29	55%	24	45%	53
	Fine Painting & Decorating Company Inc	6,916	65%	0	0%	0	0%	8	0%	0	0%	0	0%	0	0%	6,924	65%	3,709	35%	10,633	20	69%	9	31%	29
	Five Star Electrical	9,890	10%	198	0%	72	0%	384	0%	3,175	3%	0	0%	1,684	2%	15,402	16%	79,350	84%	94,752	35	22%	123	78%	158
	Forest Electric	15,592	21%	0	0%	0	0%	312	0%	24	0%	0	0%	0	0%	15,928	22%	57,130	78%	73,058	40	34%	77	66%	117
	Island Acoustics	29,678	45%	8	0%	2,294	3%	1,692	3%	3,125	5%	0	0%	3,034	5%	39,831	60%	26,431	40%	66,261	53	57%	40	43%	93
	Jantile Inc	571	39%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	571	39%	879	61%	1,450	6	67%	3	33%	9
	Metropolitan Enterprises	1,346	54%	0	0%	0	0%	0	0%	14	1%	0	0%	0	0%	1,360	55%	1,126	45%	2,485	33	69%	15	31%	48
	Morell Brown Corp	9,614	91%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	9,614	91%	1,008	9%	10,622	13	100%	0	0%	13
	Navillus Contracting	36,950	49%	0	0%	0	0%	683	1%	10,685	14%	0	0%	0	0%	48,317	65%	26,386	35%	74,703	153	56%	122	44%	275
	Nets That Work	1,252	52%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,252	52%	1,177	48%	2,429	4	33%	8	67%	12
	Otis Elevators	2,905	25%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2,905	25%	8,663	75%	11,568	6	19%	25	81%	31
	Platinum Terrazzo Inc	1,357	37%	0	0%	0	0%	0	0%	79	2%	0	0%	0	0%	1,436	39%	2,260	61%	3,696	8	53%	7	47%	15
	Rael Automatic Sprinkler	1,026	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,026	4%	25,131	96%	26,157	5	10%	45	90%	50
	RCC Concrete Corp	20,146	48%	107	0%	65	0%	243	1%	542	1%	0	0%	0	0%	21,102	51%	20,612	49%	41,713	76	41%	110	59%	186
	Siemens	3,620	15%	701	3%	0	0%	0	0%	0	0%	0	0%	0	0%	4,321	17%	20,621	83%	24,941	10	24%	32	76%	42
	Universal Builders Supply	1,963	43%	16	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,979	43%	2,621	57%	4,600	34	51%	33	49%	67
	Walters LLC	13,982	56%	0	0%	0	0%	0	0%	270	1%	0	0%	0	0%	14,252	57%	10,553	43%	24,804	18	75%	6	25%	24
	WDF	60,493	34%	1,533	1%	3,111	2%	224	0%	3,416	2%	0	0%	744	0%	69,521	39%	110,363	61%	179,884	115	35%	211	65%	326
Total Hours		308,901		3,220		9,725		12,550		33,306		1,225		6,222		375,149		628,356		1,003,505	868		1,215		2,083
Overall % of Total		31%		0%		1%		1%		3%		0%		1%		37%		63%		100%	42%		58%		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
Jantile Inc	2/8/2015	In Progress
Metropolitan Enterprises	3/11/2013	In Progress
Morell Brown Corp	8/3/2013	In Progress
Navillus Contracting	9/25/2013	In Progress
Nets That Work	9/3/2013	In Progress
Otis Elevators	9/6/2013	In Progress
Platinum Terrazzo Inc	2/28/2015	In Progress
Rael Automatic Sprinkler	5/7/2013	In Progress
RCC Concrete Corp	1/20/2013	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:	4/1/2015 - 6/30/2015
As of :	9/4/2015

Jerome L. Greene Science Center SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor	Workforce Participation								Total Hours			Headcount													
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	Total MWL	Non-MWL	Total											
Tier I (Direct)	Lend Lease US Construction LMB Construction Management	1,012	34%	0	0%	51	2%	0	0%	159	5%	0	0%	10	0%	1,232	41%	1,787	59%	3,019	15	63%	9	38%	24	
Tier II	B&G Electric Electrical	4,448	21%	0	0%	408	2%	504	2%	576	3%	0	0%	0	0%	5,936	28%	15,182	72%	21,118	24	34%	46	66%	70	
	Cardoza Plumbing Corp Plumbing	3,979	31%	0	0%	0	0%	428	3%	720	6%	0	0%	0	0%	5,127	40%	7,590	60%	12,717	13	36%	23	64%	36	
	Cives Corp Superstructure Steel	27	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	27	4%	575	96%	602	2	18%	9	82%	11	
	Creative Construction Services Safety Equipment	303	52%	0	0%	0	0%	5	1%	0	0%	0	0%	0	0%	308	53%	276	47%	584	3	75%	1	25%	4	
	Eagle One Roofing Contractors Inc Roofing	752	31%	0	0%	0	0%	363	15%	383	16%	0	0%	0	0%	1,498	62%	902	38%	2,400	13	50%	13	50%	26	
	Fine Painting & Decorating Compan Painting & Instrumentation	1,016	57%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,016	57%	776	43%	1,792	6	60%	4	40%	10	
	Five Star Electrical Electrical	2,847	11%	198	1%	0	0%	0	0%	0	0%	0	0%	0	0%	3,045	12%	21,814	88%	24,859	8	13%	56	88%	64	
	Forest Electric Electrical	6,952	27%	0	0%	0	0%	0	0%	24	0%	0	0%	0	0%	6,976	27%	18,951	73%	25,927	28	35%	52	65%	80	
	Island Acoustics Acoustics	8,271	53%	0	0%	490	3%	0	0%	275	2%	0	0%	960	6%	9,996	64%	5,584	36%	15,580	27	56%	21	44%	48	
	Jantile Inc Ceramic Tile	200	42%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	200	42%	272	58%	472	4	57%	3	43%	7	
	Metropolitan Enterprises Scaffolding	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
	Morrell Brown Corp Fireproofing	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
	Navillus Contracting Masonry	5,364	61%	0	0%	0	0%	0	0%	1,358	15%	0	0%	0	0%	6,721	76%	2,111	24%	8,832	37	65%	20	35%	57	
	Nets That Work Safety Equipment	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
	Otis Elevators Elevators	766	20%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	766	20%	3,112	80%	3,877	2	15%	11	85%	13	
	Platinum Terrazzo Inc Ceramic Tile	748	27%	0	0%	0	0%	0	0%	18	1%	0	0%	0	0%	766	27%	2,038	73%	2,804	4	36%	7	64%	11	
	Rael Automatic Sprinkler Dewatering	260	7%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	260	7%	3,672	93%	3,932	1	6%	17	94%	18	
	RCC Concrete Corp Above Grade Concrete	817	36%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	817	36%	1,484	64%	2,301	10	43%	13	57%	23	
	Siemens HVAC Systems	1,443	17%	120	1%	0	0%	0	0%	0	0%	0	0%	0	0%	1,563	18%	7,026	82%	8,588	9	31%	20	69%	29	
	Universal Builders Supply Hoist	244	51%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	244	51%	237	49%	481	13	52%	12	48%	25	
	Walters LLC Metal Stairs	504	47%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	504	47%	561	53%	1,065	5	45%	6	55%	11	
	WDF Piping/Sheetmetal	8,844	36%	0	0%	647	3%	0	0%	328	1%	0	0%	0	0%	9,819	40%	14,799	60%	24,617	43	39%	67	61%	110	
Total Hours		48,793		318		1,596		1,300		3,841		0		970		56,817		108,746		165,563		267		410		677
Overall % of Total		29%		0%		1%		1%		2%		0%		1%		34%		66%		100%		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

Open Space

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 M1

Owner Name:	Columbia University	Project: Open Space
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2015	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			\$ 1,280,947

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
NON:							
Lend Lease US Construction LMB	NON	No	Construction Management	Yes	\$ 1,047,159	\$ 2,039,340	\$ 1,280,947

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	\$ 1,047,159	\$ 2,039,340	\$ 1,280,947
MWL Direct Spend Total	\$ -	\$ -	\$ -
Non-MWL Direct Spend Total	\$ 1,047,159	\$ 2,039,340	\$ 1,280,947
MWL % of Total	0%	0%	0%

Date: 6/30/2015

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:	Open Space
Trade:	Construction Management	Contract:	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone:	212-939-9580
As of Date:	6/30/2015	Project Start:	7/10/2013
		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 US Construction LMB	NON	No	Construction Management	\$ 1,047,159	\$ 2,039,340	\$ 1,280,947

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:							
Eddington Security Inc	MW-ESD	No	Security	Yes	\$ -	\$ 1,701	\$ 1,701
Johnson Security Bureau Inc	MWL-ESD	No	Security	Yes	\$ -	\$ 2,328	\$ 2,328
The McKissack Group Inc	MWL-ESD	No	Construction Management	Yes	\$ -	\$ 2,742	\$ 2,742
Cassone Leasing Inc	W-ESD	No	Security	Yes	\$ -	\$ 15	\$ 15
Creative Construction	M-ESD	No	Drywall	Yes	\$ -	\$ 2,412	\$ 2,231
EJ/Egg Electric JV - (Egg Electric Inc)	W-ESD	Yes	Electrical	Yes	\$ -	\$ 1,733	\$ 1,144
NON:							
RCC Concrete Corp	NON	No	Above Grade Concrete	Yes	\$ -	\$ 768,191	\$ 463,031
Eagle One Roofing Contractors Inc	NON	No	Roofing	Yes	\$ 1,007,250	\$ 1,007,250	\$ 404,713
WDF Inc	NON	No	HVAC Systems	Yes	\$ -	\$ 6,727	\$ 6,394
Elite Floors Inc	NON	No	Resilient Flooring & Base	Yes	\$ -	\$ 695	\$ 626
Skanska	NON	No	Sitework	Yes	\$ -	\$ 25,101	\$ 25,101
Skanska	NON	No	Street Structures	Yes	\$ -	\$ 57,137	\$ 20,437
Island Acoustics	NON	No	Drywall	Yes	\$ -	\$ 2,128	\$ 1,915
EJ/Egg Electric JV - (EJ Electric)	NON	Yes	Electrical	Yes	\$ -	\$ 2,600	\$ 1,717

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	\$ 1,007,250	\$ 1,880,760	\$ 934,095
MWL Direct Spend Total	\$ -	\$ 10,931	\$ 10,161
Non-MWL Direct Spend Total	\$ 1,007,250	\$ 1,869,829	\$ 923,934
MWL % of Total	0%	1%	1%

Lenfest

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: Lenfest
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2015	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			\$ 123,937

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:							
CitiStructure	M-ESD	No	General Contractor	Yes	\$ -	\$ 60,085	\$ 60,085
Green Girl Printing and Messenger Inc	W	No	Printing Service	Yes	\$ -	\$ 55,881	\$ 55,881
MFM Contracting Corp	L	No	Telecommunications Conduit Installation	Yes	\$ -	\$ 7,971	\$ 7,971

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	\$ -	\$ 123,937	\$ 123,937
MWL Direct Spend Total	\$ -	\$ 123,937	\$ 123,937
Non-MWL Direct Spend Total	\$ -	\$ -	\$ -
MWL % of Total	0%	100%	100%

Date: 6/30/2015

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 M1

Owner Name: Columbia University	Project: Lenfest
Address: 410 West 118th Street, NY, NY 10027	Telephone:
As of Date: 6/30/2015	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			\$ 19,345,295

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
NON:							
Lend Lease US Construction LMB	NON	No	Construction Management	Yes	\$ -	\$ 40,446,244	\$ 19,345,295

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	\$ -	\$ 40,446,244	\$ 19,345,295
MWL Direct Spend Total	\$ -	\$ -	\$ -
Non-MWL Direct Spend Total	\$ -	\$ 40,446,244	\$ 19,345,295
MWL % of Total	0%	0%	0%

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)

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:	6/30/2015	Project Start:	12/1/2013
		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 US Construction LMB	NON	No	Construction Management	\$ -	\$ 40,446,244	\$ 19,345,295

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:							
Fine Painting & Decorating Company Inc	M-ESD	No	Painting & Instrumentation	Yes	\$ -	\$ 668,000	\$ 433,800
Eddington Security Inc	MW-ESD	No	Security	Yes	\$ -	\$ 61,014	\$ 61,014
Johnson Security Bureau Inc	MWL-ESD	No	Security	Yes	\$ -	\$ 79,679	\$ 79,679
The McKissack Group Inc	MWL-ESD	No	Construction Management	Yes	\$ -	\$ 373,265	\$ 373,265
Westchester Metal Works Inc	W	No	Metal Stairs	Yes	\$ -	\$ 703,000	\$ 465,372
Westchester Metal Works Inc	W	No	Miscellaneous Metal	Yes	\$ -	\$ 1,575,000	\$ 151,875
Metropolitan Enterprises Inc	M	No	Scaffolding	Yes	\$ -	\$ 371,500	\$ 229,918
Creative Construction	M-ESD	No	Safety Equipment	Yes	\$ -	\$ 325,000	\$ 138,304
Creative Construction	M-ESD	No	Drywall	Yes	\$ -	\$ 14,074	\$ 13,019
Sirina Fire Protection Corp	M-ESD	No	Fire Protection Systems	Yes	\$ -	\$ 994,000	\$ 133,895
Giachetti Plumbing	L	No	Plumbing	Yes	\$ -	\$ 1,090,000	\$ 54,369
EJ/Egg Electric JV - (Egg Electric Inc)	W-ESD	Yes	Electrical	Yes	\$ -	\$ 10,111	\$ 6,677
NON:							
Cives Corp	NON	No	Superstructure Steel	Yes	\$ -	\$ 11,150,000	\$ 10,998,557
Fresh Meadow Mechanical Corp	NON	No	HVAC Systems	Yes	\$ -	\$ 1,537,000	\$ 899,145
Skanska	NON	No	Construction Management	Yes	\$ -	\$ 285,161	\$ 271,840
Universal Builders Supply	NON	No	Hoist	Yes	\$ -	\$ 97,270	\$ 14,294
RCC Concrete Corp	NON	No	Above Grade Concrete	Yes	\$ -	\$ 1,837,000	\$ 818,100
WDF Inc	NON	No	HVAC Systems	Yes	\$ -	\$ 39,245	\$ 37,302
United Drilling & Cutting Corp	NON	No	Structural Modifications	Yes	\$ -	\$ 111,573	\$ 111,573
Nets That Work	NON	No	Safety Equipment	Yes	\$ -	\$ 188,000	\$ 138,348
PAL Environmental Safety Corp	NON	No	Spray Fireproofing	Yes	\$ -	\$ 530,000	\$ 321,930
ASR Electrical Contracting Inc	NON	No	Electrical	Yes	\$ -	\$ 9,923,484	\$ 210,150
Elite Floors Inc	NON	No	Resilient Flooring & Base	Yes	\$ -	\$ 4,059	\$ 3,653
Island Acoustics	NON	No	Drywall	Yes	\$ -	\$ 12,416	\$ 11,174
Trystate Mechanical Inc	NON	No	HVAC Systems	Yes	\$ -	\$ 10,226,340	\$ 420,573
EJ/Egg Electric JV - (Egg Electric Inc)	NON	Yes	Electrical	Yes	\$ -	\$ 15,166	\$ 10,016
Forest Electric	NON	No	Electrical	Yes	\$ -	\$ 5,304	\$ 4,773

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	\$ -	\$ 42,226,661	\$ 16,412,615
MWL Direct Spend Total	\$ -	\$ 6,264,643	\$ 2,141,187
Non-MWL Direct Spend Total	\$ -	\$ 35,962,018	\$ 14,271,428
MWL % of Total	0%	15%	13%

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

Schedule M3

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

CM Name:	Lend Lease	Project:	Lenfest
Company Name:	Cives Corp	Contract:	
Trade:	Structural Steel	Telephone:	315-287-2200
Address:	8 Church Street, Gouverneur, NY 13642	Project Start:	
As of Date:	6/30/2015	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
Cives Corp	NON	No	Structural Steel	\$ 11,150,000	\$ 11,150,000	\$ 10,998,557

SUBCONTRACTORS (Tier III)							
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:							
Baco Enterprises Inc	L	No	Field Bolts	Yes	\$ 387,460	\$ 387,460	\$ 138,868
Tier III Grand Total					\$ 387,460	\$ 387,460	\$ 138,868
MWL Tier III Total					\$ 387,460	\$ 387,460	\$ 138,868
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier III					3%	3%	1%

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

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)

CM Name:	Lend Lease	Project:	Lenfest
Company Name:	RCC Concrete Corp	Contract:	
Trade:	Concrete Construction	Telephone:	516-279-6787
Address:	74 State Street - 2nd Floor Westbury, NY 11590	Project Start:	
As of Date:	6/30/2015	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
RCC Concrete Corp	NON	No	Concrete Construction	\$ 1,837,000	\$ 1,837,000	\$ 818,100

SUBCONTRACTORS (Tier III)

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:							
NYCON Readimix	M-ESD	No	Concrete Ready Mix Supplier	Yes	\$ 153,600	\$ 121,654	\$ 121,654
Reinforcing Supply	M	No	Rebar & Wire Mesh Supplier	Yes	\$ 30,000	\$ 31,191	\$ 31,191
CFS Steel Co	L	No	Rebar & Wire Mesh Supplier	Yes	\$ 40,000	\$ 28,200	\$ 28,200
Tier III Grand Total					\$ 223,600	\$ 181,045	\$ 181,045
MWL Tier III Total					\$ 223,600	\$ 181,045	\$ 181,045
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier II					12%	10%	22%

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

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2015
As of :	9/4/2015

Lenfest 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	#	% ¹	#						
Tier II	Cives Structural Metals	9,239	25%	1,034	3%	0	0%	0	0%	0	0%	0	0%	0	0%	10,273	27%	27,165	73%	37,437	23	26%	66	74%	89		
	Creative Construction Services Safety Equipment	374	34%	0	0%	0	0%	325	30%	0	0%	0	0%	70	6%	768	70%	329	30%	1,097	7	78%	2	22%	9		
	Fine Painting & Decorating Company Inc Painting & Instrumentation	128	62%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	128	62%	80	38%	208	4	67%	2	33%	6		
	Giachetti Plumbing & Heating Corp. Plumbing	16	15%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	16	15%	92	85%	108	1	25%	3	75%	4		
	Metropolitan Enterprises Hoist/Bridges/Scaffold	1,161	50%	0	0%	0	0%	0	0%	135	6%	0	0%	0	0%	1,296	56%	1,017	44%	2,313	33	73%	12	27%	45		
	Nets That Work Safety Equipment	183	46%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	183	46%	211	54%	394	3	30%	7	70%	10		
	PAL Environmental Spray Fireproofing	104	28%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	104	28%	263	72%	367	2	22%	7	78%	9		
	RCC Concrete Corp Above Grade Concrete	2,504	44%	24	0%	8	0%	0	0%	0	0%	0	0%	0	0%	2,536	45%	3,156	55%	5,691	21	32%	45	68%	66		
	Sirina Fire Protection Corp Fire Protection Systems	10	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	10	4%	225	96%	235	1	20%	4	80%	5		
	Trystate Burns Mechanical HVAC Systems	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	632	100%	632	0	0%	6	100%	6		
	United Drilling Drilling	972	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	972	100%	0	0%	972	3	100%	0	0%	3		
	Westchester Metal Works Metal Stairs	2,081	72%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2,081	72%	810	28%	2,891	8	53%	7	47%	15		
Total Hours		16,771		1,058		8		325		135		0		70		18,366		33,979		52,345		106		161		267	
Overall % of Total		32%		2%		0%		1%		0%		0%		0%		35%		65%		100%		40%		60%		100%	

* Denotes active contractors

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

Contractor	Start	End
Cives	5/2/2014	In Progress
Creative Construction Services	10/11/2014	In Progress
Fine Painting & Decorating Company Inc	6/7/2015	In Progress
Giachetti Plumbing & Heating Corp.	12/23/2014	In Progress
Metropolitan Enterprises	7/20/2014	In Progress
Nets That Work	10/14/2014	In Progress
PAL Environmental	1/18/2015	In Progress
RCC Concrete Corp	9/2/2014	In Progress
Sirina Fire Protection Corp	8/19/2014	In Progress
Trystate Burns Mechanical	6/2/2015	In Progress
United Drilling	4/3/2014	In Progress
Westchester Metal Works	7/25/2014	In Progress

GC/CM:	Lend Lease
Date Range:	4/1/2015 - 6/30/2015
As of :	9/4/2015

Lenfest SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor											Total MWL			Non-MWL			Total Hours			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	#	
* Tier II	Cives Structural Metals	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
*	Creative Construction Services Safety Equipment	263	35%	0	0%	0	0%	225	30%	0	0%	0	0%	0	0%	488	66%	256	34%	744	3	75%	1	25%	4	
*	Fine Painting & Decorating Company Painting & Instrumentation	128	62%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	128	62%	80	38%	208	4	67%	2	33%	6	
*	Giachetti Plumbing & Heating Corp. Plumbing	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
*	Metropolitan Enterprises Hoist/Bridges/Scaffold	58	51%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	58	51%	56	49%	114	7	78%	2	22%	9	
***	Nets That Work Safety Equipment	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
*	PAL Environmental Spray Fireproofing	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
*	RCC Concrete Corp Above Grade Concrete	1,246	50%	24	1%	0	0%	0	0%	0	0%	0	0%	0	0%	1,270	51%	1,220	49%	2,490	11	48%	12	52%	23	
*	Sirina Fire Protection Corp Fire Protection Systems	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	4	100%	4	0	0%	2	100%	2	
*	Trystate Burns Mechanical HVAC Systems	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	632	100%	632	0	0%	6	100%	6	
*	United Drilling Drilling	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	
*	Westchester Metal Works Metal Stairs	397	74%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	397	74%	136	26%	533	3	75%	1	25%	4	
Total Hours		2,092		24		0		225		0		0		0		2,341		2,384		4,725		28		26		54
Overall % of Total		44%		1%		0%		5%		0%		0%		0%		50%		50%		100%		52%		48%		100%

* Denotes active contractors

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

Shared Services

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2015
As of :	9/4/2015

Shared Services SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor									Total MWL			Non-MWL			Total Hours			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	#
* Tier I (Direct)	Lend Lease US Construction LMB Construction Management	36,532	29%	32	0%	8,993	7%	8,360	7%	30,520	24%	0	0%	605	0%	85,041	67%	42,503	33%	127,544	81	43%	106	57%	187		
* Tier II	Johnson Security Inc Security	86,009	59%	0	0%	1,976	1%	18,549	13%	32,246	22%	0	0%	6,172	4%	144,951	99%	1,845	1%	146,796	177	97%	6	3%	183		
*	Eddington Security Inc Security	79,387	74%	0	0%	0	0%	0	0%	28,597	26%	0	0%	0	0%	107,984	100%	8	0%	107,992	132	99%	1	1%	133		
Total Hours		201,928		32		10,969		26,909		91,362		0		6,776		337,976		44,356		382,332	390		113		503		
Overall % of Total		53%		0%		3%		7%		24%		0%		2%		88%		12%		100%	78%		22%		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:	4/1/2015 - 6/30/2015
As of :	9/4/2015

Shared Services SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor	M		W		L		MW		ML		WL		MWL		Total MWL			Non-MWL			Total Hours			Headcount		
		Hrs	% ¹	Hrs	% ¹	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	6,878	32%	0	0%	1,628	8%	1,519	7%	2,989	14%	0	0%	550	3%	13,562	63%	7,820	37%	21,382	40	52%	37	48%	77		
Tier II	Johnson Security Inc Security	4,515	55%	0	0%	0	0%	904	11%	1,746	21%	0	0%	513	6%	7,678	93%	538	7%	8,216	31	94%	2	6%	33		
	Eddington Security Inc Security	4,160	85%	0	0%	0	0%	0	0%	744	15%	0	0%	0	0%	4,904	100%	0	0%	4,904	23	100%	0	0%	23		
Total Hours		15,552		0		1,628		2,423		5,479		0		1,063		26,144		8,358		34,502	94		39		133		
Overall % of Total		45%		0%		5%		7%		16%		0%		3%		76%		24%		100%	71%		29%		100%		

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