

**Manhattanville in West Harlem
Implementation Plan Report
October 15, 2013 Submission**

Final Declaration Reference and Key Data

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

Process

Columbia University makes its non discrimination and affirmative action policies binding conditions in all contracts entered into by CU or by CU's contractors/agents relating to the construction of the Project. By implementing Columbia University's non-discrimination and affirmative action policies, Columbia's program meets or exceeds ESD's non-discrimination and affirmative action policies.

External Communications

Not applicable.

Evidence of Compliance

1. Link to Columbia University Facilities MWL Policy
2. Link to Columbia University Web Statement on Affirmative Action
3. Relevant sections of the general conditions and exhibits to construction contracts
4. Manhattanville MWL Workforce and Spending Summary

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Monitor Notes

Affirmative Action

Link to Columbia University Facilities MWL Policy:

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

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

Effective: October 1, 2009

Revised: April 1, 2013

Policy Statement

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

Reasons for the Policy

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

Primary Guidance to Which This Policy Responds

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

Responsible University Officer and Office

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

See full policy at right



Contact

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212-854-3291
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lfountain@columbia.edu

Responsible Office

Facilities

Related Links

[Full policy text](#)

Contact Us

Affirmative Action

Link to Columbia University Web Statement on Affirmative Action:

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

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EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

AFFIRMATIVE ACTION

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

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

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

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

Student Services for Gender-based and Sexual Misconduct
212 854 1717
ssgbem@columbia.edu

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

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

Furman Counseling Center (Barnard)
212 854 2092

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

103 Low Library, MC4333
535 West 116th Street
New York, NY 10027

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NOTICE TO BIDDERS

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

I. Policy

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

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

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

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

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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, with a preference to maximize local participation.
- (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).

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- (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

1. M/W/LBE Utilization Plans

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 (**Schedule M**) 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.

2. M/W/LBE participation reporting

Contractors entering into construction contracts will be required to meet specific reporting and administrative requirements and will permit access to books, records and accounts, with respect to the Contract, by the University or where applicable, the Construction Manager, to ascertain compliance with the University's non-discrimination and affirmative action policy.

In order to be able to ascertain compliance, 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.
- 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.

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- 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 an updated **Schedule M** 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 M** 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.

3. 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.
- 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:

- 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.

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- c). Amounts paid to subcontractors which, in turn, have subcontracted to M/W/LBE subcontractors. Under this circumstance, the amounts paid to M/W/LBE subcontractors which are in turn paid to other M/W/LBE subcontractors (third parties) may be credited to the Contractor only once.
- d). In the event a firm satisfies the criteria for M/W/LBEs, the total amount paid to such firm may be credited only once.
- e). M/W/BE subcontractors must be certified and LBEs must be approved by the University for amounts paid to be credited.

2. Non-Compliance and Sanctions:

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

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

V. Definitions

1. Affirmative Action

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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

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:

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- (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

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,

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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;
- (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,

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- (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, Columbia accepts Certifications from the agencies listed below:

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

11. Local Business Enterprise ("LBE")

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

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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”)

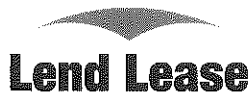
Shall mean a business enterprise authorized to do business in the State of New York and certified pursuant to section V as a minority-owned business enterprise.

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 14, 2013

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

Dear [REDACTED],

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

It is understood that McKissack & McKissack is working as an extension of the Lend Lease staff and is not acting independently.

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

Sincerely,

A handwritten signature in black ink, appearing to read "R. Esposito".

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

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

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



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MCKISSACK & MCKISSACK

October 4, 2013

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

RE: Columbia Manhattanville MWL Certification

Dear [REDACTED],

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

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

McKissack additionally certifies that we have, to the best of our ability, provided to Columbia and Lend Lease the required MWL documentation for Minority, Female and Local Workforce participation as outlined in the EEO requirements in Exhibit H 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

Manhattanville MWL Workforce and Spending Summary

Cumulative: Aug 1, 2008 to June 30, 2013

(Excluding Specialty Construction)

Construction Spending: CU Goal = 35%

Project																		Total L \$		
	M		W		L		MW		ML		WL		MWL		Total MWL \$	Non-MWL \$	Total Spend \$			
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	\$		
* Utilities Improvement	\$ -	0%	\$ 21,945	0%	\$28,476,371	86%	\$ 585,271	2%	\$ -	0%	\$ -	0%	\$ 385,484	1%	\$ 29,469,071	89%	\$ 3,672,823	11%	\$ 33,141,894	\$28,861,855
* Abatement & Demolition	\$ 1,810,393	8%	\$ 819,111	4%	\$ 142,936	1%	\$ 993,232	5%	\$ 49,065	0%	\$136,498	1%	\$ 563,378	3%	\$ 4,514,613	21%	\$17,261,977	79%	\$ 21,776,590	\$ 891,877
* Jerome L. Greene Science Center	\$ 1,765,390	9%	\$ 1,426,399	7%	\$ 81,512	0%	\$ 138,297	1%	\$ -	0%	\$ -	0%	\$ 699,123	3%	\$ 4,110,721	20%	\$16,382,916	80%	\$ 20,493,637	\$ 780,635
EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 613,907	100%	\$ 613,907	\$ -
Total	\$ 3,575,783		\$ 2,267,454		\$28,700,819		\$ 1,716,800		\$ 49,065		\$136,498		\$ 1,647,985		\$ 38,094,404		\$ 37,931,623		\$ 76,026,028	\$30,534,367
% of Total Spending ¹	5%		3%		38%		2%		0%		0%		2%		50%		50%		100%	40%

MWL Spending	# of Firms	Total Spending	% of MWL Total	% of Total
ESD Certified Firms	31	\$ 7,288,915	19%	10%
Local Non-Certified Firms	12	\$ 28,700,819	75%	38%
Local Firms With Other Certification	1	\$ 46,715	0%	0%
Firms With Only Other Certification	4	\$ 2,057,955	5%	3%
Total MWL	48	\$ 38,094,404	100%	50%

Workforce Hours : CU Goal = 40%

Project																					Headcount				
	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours	Total L	Total MWL		Non-MWL		Total
	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	Hrs	#	% ²	#	% ²	#
Utilities Improvement	15,174	16%	200	0%	0	0%	0	0%	8,285	9%	0	0%	0	0%	23,659	25%	69,958	75%	93,617	8,285	51	23%	175	77%	226
Abatement & Demolition	59,717	60%	16	0%	122	0%	4,559	5%	7,934	8%	0	0%	0	0%	72,348	73%	26,434	27%	98,782	8,056	218	74%	76	26%	294
Jerome L. Greene Science Center EPA Clean Diesel (No Workforce - Equipment Supplies)	18,692	29%	58	0%	990	2%	298	0%	994	2%	0	0%	0	0%	21,032	33%	43,406	67%	64,438	1,984	97	40%	145	60%	242
	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	0	0%	0	0%	0
* Shared Services - Johnson Security ³	48,756	61%	0	0%	434	1%	11,381	14%	17,717	22%	0	0%	2,103	3%	80,391	100%	108	0%	80,499	20,254	147	97%	4	3%	151
Shared Services - Eddington Security ³	41,387	70%	0	0%	0	0%	0	0%	17,416	30%	0	0%	0	0%	58,803	100%	8	0%	58,811	17,416	89	99%	1	1%	90
Total Hours % of Total Hours ²	183,726 46%		274 0%		1,546 0%		16,238 4%		52,346 13%		0 0%		2,103 1%		256,233 65%		139,914 35%		396,147 100%	55,995 14%	602 60%		401 40%		1,003 100%

¹ Denotes percentages of the individual MWL designation to the total spending
² Denotes percentages of the individual MWL designation to the total workforce hours or total headcount
³ Security workforce hours apply to all projects and reported by vendor in a shared services project
* Denotes active project

Manhattanville MWL Spending Summary

Quarter: April 1, 2013 - June 30, 2013

(Excluding Specialty Construction)

Construction Spending: CU Goal = 35%

Non-Specialty Projects	M		W		L		MW		ML		WL		MWL	
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹
* Utilities Improvement	\$ -	0%	\$ 14	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%
* Abatement & Demolition	\$ 35,275	2%	\$ 20,891	1%	\$ 251	0%	\$ 50,775	3%	\$ 560	0%	\$ 39,786	2%	\$ 70,498	4%
* Jerome L. Greene Science Center	\$ 382,515	6%	\$ 368,629	5%	\$ 24,827	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 300,459	4%
EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%
Total	\$ 417,790		\$ 389,534		\$ 25,078		\$ 50,775		\$ 560		\$ 39,786		\$ 370,957	
% of Total Spending¹	5%		5%		0%		1%		0%		0%		4%	

Total MWL	Non-MWL	Total Spend	Total L
\$ 14 0%	\$ 8,762 100%	\$ 8,776	\$ -
\$ 218,036 12%	\$ 1,529,538 88%	\$ 1,747,575	\$ 111,095
\$ 1,076,430 16%	\$ 5,821,429 84%	\$ 6,897,859	\$ 325,286
\$ - 0%	\$ - 0%	\$ -	\$ -
\$ 1,294,480 15%	\$ 7,359,730 85%	\$ 8,654,210 100%	\$ 436,381 5%

Workforce Hours : CU Goal = 40%

Project	M		W		L		MW		ML		WL		MWL	
	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²
* Utilities Improvement	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
* Abatement & Demolition	3,147	67%	0	0%	0	0%	88	2%	1	0%	0	0%	0	0%
* Jerome L. Greene Science Center	10,411	28%	58	0%	686	2%	298	1%	338	1%	0	0%	0	0%
EPA Clean Diesel (No Workforce - Equipment Supplies)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
* Shared Services - Johnson Security ³	4,396	54%	0	0%	370	5%	898	11%	2,020	25%	0	0%	512	6%
* Shared Services - Eddington Security ³	3,576	68%	0	0%	0	0%	0	0%	1,720	32%	0	0%	0	0%
Total Hours	21,530		58		1,056		1,284		4,079		0		512	
% of Total Hours²	39%		0%		2%		2%		7%		0%		1%	

Total MWL	Non-MWL	Total Hours	Total L
Hrs 0 0%	Hrs 0 0%	Hrs 0	Hrs 0
3,236 69%	1,486 31%	4,722	1
11,791 32%	24,836 68%	36,627	1,024
0 0%	0 0%	0	0
8,196 100%	6 0%	8,202	2,902
5,296 100%	0 0%	5,296	1,720
28,519 52%	26,328 48%	54,847 100%	5,647 10%

Headcount		
Total MWL	Non-MWL	Total
# 0 0%	# 0 0%	# 0
24 71%	10 29%	34
81 42%	113 58%	194
0 0%	0 0%	0
49 98%	1 2%	50
22 100%	0 0%	22
176 59%	124 41%	300

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

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

Owner Name:	Columbia University	Project: Utilities Improvement
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2013	Project Start: 1/3/2008
		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			\$ 14,403

[illegible]

Date: 9/30/2013

(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:	6/30/2013	Project Start: 1/3/2008
		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			\$ 33,127,491

[illegible]

Direct Spend Grand Total	\$ 26,364,500	\$ 35,062,383	\$ 33,127,491
MWL Direct Spend Total	\$ -	\$ -	\$ -
Non-MWL Direct Spend Total	\$ 26,364,500	\$ 35,062,383	\$ 33,127,491
MWL % of Total	0%	0%	0%

Date: 9/30/2013

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

Company Name:	Lend Lease	Project: Utilities Improvement
Trade:	Construction Management	Contract:
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	6/30/2013	Project Start: 1/3/2008
		Project End: In Progress

[illegible]

Tier II Grand Total	\$ 27,105,679	\$ 30,987,346	\$ 30,023,426
MWL Tier II Total	\$ 26,377,176	\$ 30,418,843	\$ 29,454,923
Non-MWL Tier II Total	\$ 728,503	\$ 568,503	\$ 568,503
MWL % of Tier I	100%	87%	89%

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2013
As of :	8/22/2013

Utilities Improvement SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																	Headcount									
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	#	% ¹	#	% ¹	#	% ¹
Tier I (Direct)	Lend Lease US Construction LMB Construction Management	0	0%	0	0%	0	0%	0	0%	88	3%	0	0%	0	0%	88	3%	3,404	97%	3,492		2	50%	2	50%		4
Tier II	MFM Contracting Corp Utility Work	5,755	15%	0	0%	0	0%	0	0%	4,020	11%	0	0%	0	0%	9,775	26%	27,841	74%	37,616		21	19%	91	81%		112
	Felix Associates LLC Utility Work	9,049	17%	200	0%	0	0%	0	0%	4,265	8%	0	0%	0	0%	13,514	25%	41,185	75%	54,699		21	24%	68	76%		89
	Moretrench American Corp Dewatering	370	28%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	370	28%	932	72%	1,302		9	36%	16	64%		25
Total Hours		15,174		200		0		0		8,285		0		0		23,659		69,958		93,617		51		175		226	
Overall % of Total		16%		0%		0%		0%		9%		0%		0%		25%		75%		100%		23%		77%		100%	

Note: Eddington Security hours are tracked under Shared Services

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

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

GC/CM:	Lend Lease
Date Range:	4/1/2013 - 6/30/2013
As of :	8/22/2013

Utilities Improvement SCHEDULE OF WORKFORCE PARTICIPATION

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

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

Abatement & Demolition Project

(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:	6/30/2013	Project Start:	9/1/2009
		Project End:	In Progress

[illegible]

Direct Spend Grand Total	\$ -	\$ 320,585	\$ 320,585
MWL Direct Spend Total	\$ -	\$ 126,504	\$ 126,504
Non-MWL Direct Spend Total	\$ -	\$ 194,081	\$ 194,081
MWL % of Total	0%	39%	39%

(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:	6/30/2013	Project Start: 9/1/2009
		Project End: In Progress

[illegible]

Date: 9/30/2013

(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:	6/30/2013	Project Start: 9/1/2009
		Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Lend Lease	NON	No	Construction Management	\$ 4,491,955	\$ 24,143,994	\$ 21,456,005

[illegible]

Tier II Grand Total	\$ 17,052,063	\$ 18,758,557	\$ 16,290,773
MWL Tier II Total	\$ 778,063	\$ 1,785,848	\$ 1,689,449
Non-MWL Tier II Total	\$ 16,274,000	\$ 16,972,709	\$ 14,601,324
MWL % of Tier II	17%	7%	8%

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

CM Name:	Lend Lease	
Company Name:	Breeze National Inc	
Trade:	General Contracting	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	
As of Date:	6/30/2013	Project Start:

Contract:

Telephone: 212-939-9580

Project End: 3/22/2012

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

[illegible]

Date: 9/30/2013

Schedule M3

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	
Trade:	General Contracting	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	
As of Date:	6/30/2013	Project Start:

Contract: Area 1A & 1B

Telephone: 212-939-9580

Project Start: 9/1/2009

Project End: 1/12/2011

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

[illegible]

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

Schedule M3

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	Project: Abatement & Demolition
Trade:	General Contracting	Contract: Area 2, 4 & 5
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	6/30/2013	Project Start: 12/1/2009 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
					MWL Tier III Total	\$ 890,000	\$ 1,978,218
					Non-MWL Tier III Total	\$ -	\$ -
					MWL % of Tier II	13%	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

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

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	
Trade:	General Contracting	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	
As of Date:	6/30/2013	Project Start:

Project End: In Progress

[illegible]

Date: 9/30/2013

Schedule M3

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

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: 6/30/2013

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	\$ 560,750	\$ 514,900

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	\$ 35,275
Tri State Transfer Associates Inc	WL-ESD	No	ACM Disposal	Yes	\$ 15,000	\$ 25,110	\$ 25,110
Safety & Quality Plus Inc	W-ESD	No	Safety	Yes	\$ 20,000	\$ 20,000	\$ 5,882
Pestrol Inc	ML	No	Vectoring	Yes	\$ 10,000	\$ 10,000	\$ 560
Atlas Equipment Rentals	L	No	Engineer	Yes	\$ 10,000	\$ 10,000	\$ -
JEG Inc	M-ESD	No	Recycle/Waster Removal	Yes	\$ 25,000	\$ 25,000	\$ -
Petroscan Ltd	W-ESD	No	Fuel	Yes	\$ 5,000	\$ 5,000	\$ -
Creative Environment Solutions Corp	W-ESD	No	Temporary Toilets	Yes	\$ 8,000	\$ 8,000	\$ -
Tier III Grand Total					\$ 203,000	\$ 213,110	\$ 104,267
MWL Tier III Total					\$ 203,000	\$ 213,110	\$ 104,267
Non-MWL Tier III Total					\$ -	\$ -	\$ -
MWL % of Tier II					36%	38%	20%

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2013
As of :	8/22/2013

Abatement and Demolition SCHEDULE OF WORKFORCE PARTICIPATION

TierContractor																Headcount											
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	#	% ¹	#	% ¹	#	% ¹
Tier I (Direct)	Lend Lease US Construction LMB Construction Management	185	3%	0	0%	0	0%	0	0%	2,627	43%	0	0%	0	0%	2,812	46%	3,310	54%	6,122		5	38%	8	62%	13	
Tier II	Breeze National Inc Demo & Abatement Contractor	7,484	54%	0	0%	122	1%	110	1%	1,889	14%	0	0%	0	0%	9,605	70%	4,135	30%	13,740		59	68%	28	32%	87	
	Par Environmental Corp Demo & Abatement Contractor	51,816	67%	16	0%	0	0%	4,449	6%	3,153	4%	0	0%	0	0%	59,434	77%	17,544	23%	76,978		151	83%	31	17%	182	
	Deerpath Construction Corp Demo & Abatement Contractor	232	12%	0	0%	0	0%	0	0%	265	14%	0	0%	0	0%	497	26%	1,445	74%	1,942		3	25%	9	75%	12	
Total Hours		59,717		16		122		4,559		7,934		0		0		72,348		26,434		98,782		218		76		294	
Overall % of Total		60%		0%		0%		5%		8%		0%		0%		73%		27%		100%		74%		26%		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	2/22/2012
Par Environmental Corp	10/5/2009	In Progress
Deerpath Construction Corp	9/16/2009	7/13/2010

GC/CM:	Lend Lease
Date Range:	4/1/2013 - 6/30/2013
As of :	8/22/2013

Abatement and Demolition SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor												Headcount												
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total				
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	#	% ¹	#	% ¹	#		
* Tier II	Par Environmental Corp Demo & Abatement Contractor	3,147	67%	0	0%	0	0%	88	2%	1	0%	0	0%	0	0%	3,236	69%	1,486	31%	4,722	24	71%	10	29%	34
Total Hours		3,147		0		0		88		1		0		0		3,236		1,486		4,722	24		10		34
Overall % of Total		67%		0%		0%		2%		0%		0%		0%		69%		31%		100%	71%		29%		100%

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

* Denotes active contractors

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

Jerome L. Greene Science Center Project

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

Owner Name:	Columbia University	Project:	Jerome L. Greene Science Center
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	6/30/2013	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			\$ 156,826

[illegible]

Direct Spend Grand Total	\$ 96,809	\$ 156,826	\$ 156,826
MWL Direct Spend Total	\$ -	\$ 32,119	\$ 32,119
Non-MWL Direct Spend Total	\$ 96,809	\$ 124,707	\$ 124,707
MWL % of Total	0%	20%	20%

18

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

Owner Name:	Columbia University	Project: Jerome L. Greene Science Center
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2013	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			\$ 20,336,810

[illegible]

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:	6/30/2013	Project Start: 2/28/2011
		Project End: In Progress

[illegible]

Tier II Grand Total	\$ -	\$ 154,361,125	\$ 18,076,416
MWL Tier II Total	\$ -	\$ 27,394,812	\$ 2,617,581
Non-MWL Tier II Total	\$ -	\$ 126,966,313	\$ 15,458,835
MWL % of Tier I	0%	13%	13%

Schedule M3

CM Name:	Lend Lease	
Company Name:	Cives Steel Company	
Trade:	Structural Steel	
Address:	8 Church Street, Gouverneur, NY 13642	
As of Date:	6/30/2013	Project Start:

Contract:

Telephone: 315-287-2200

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Cives Steel Company	NON	No	Structural Steel	\$ 28,270,835	\$ 28,438,485	\$ 14,027,754

[illegible]

Tier III Grand Total	\$ 3,169,181	\$ 4,087,627	\$ 1,459,076
MWL Tier III Total	\$ 3,169,181	\$ 4,087,627	\$ 1,459,076
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	11%	14%	10%

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

CM Name:	Lend Lease	
Company Name:	RCC Concrete Corporation	
Trade:	Cement & Concrete Construction	
Address:	74State Street, 2nd Floor Westbury New York 11590	
As of Date:	6/30/2013	Project Start:

Contract:

Telephone: 516-279-6787

Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
RCC Concrete Corporation	NON	No	Cement & Concrete Construction	\$ 6,643,000	\$ 12,018,000	\$ 139,739

[illegible]

Tier III Grand Total	\$ 392,385	\$ 392,385	\$ 1,944
MWL Tier III Total	\$ 392,385	\$ 392,385	\$ 1,944
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	6%	3%	1%

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2013
As of :	8/22/2013

Jerome L. Greene Science Center SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																Headcount										
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total						
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	#	% ¹	#	% ¹	#						
* Tier II	Cives Corp Superstructure Steel	16,026	28%	0	0%	990	2%	0	0%	994	2%	0	0%	0	0%	18,010	31%	39,184	69%	57,194	53	36%	96	64%	149		
*	Cardoza Plumbing Corp Plumbing	28	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	28	3%	1,024	97%	1,052	2	22%	7	78%	9		
*	RCC Concrete Corp Above Grade Concrete	532	25%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	532	25%	1,578	75%	2,110	6	24%	19	76%	25		
*	Creative Construction Services Safety Equipment	402	37%	0	0%	0	0%	298	27%	0	0%	0	0%	0	0%	700	64%	390	36%	1,090	4	80%	1	20%	5		
*	Universal Builders Supply Hoist	202	34%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	202	34%	391	66%	593	12	55%	10	45%	22		
*	Eagle One Roofing Contractors Inc Roofing	209	60%	58	17%	0	0%	0	0%	0	0%	0	0%	0	0%	267	77%	79	23%	346	8	73%	3	27%	11		
*	Rael Automatic Sprinkler Dewatering	24	8%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	24	8%	272	92%	296	1	14%	6	86%	7		
*	Walters LLC Metal Stairs	1,269	72%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,269	72%	488	28%	1,757	11	79%	3	21%	14		
Total Hours		18,692		58		990		298		994		0		0		21,032		43,406		64,438		97		145		242	
Overall % of Total		29%		0%		2%		0%		2%		0%		0%		33%		67%		100%		40%		60%		100%	

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

* Denotes active contractors

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

Contractor	Start	End
Cives Corp	6/30/2012	In Progress
Cardoza Plumbing Corp	3/5/2013	In Progress
RCC Concrete Corp	4/2/2013	In Progress
Creative Construction Services	4/27/2013	In Progress
Universal Builders Supply	5/5/2013	In Progress
Eagle One Roofing Contractors Inc	5/6/2013	In Progress
Rael Automatic Sprinkler	5/7/2013	In Progress
Walters LLC	5/18/2013	In Progress

GC/CM:	Lend Lease
Date Range:	4/1/2013 - 6/30/2013
As of :	8/22/2013

Jerome L. Greene Science Center SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																			Headcount							
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs		#	% ¹	#	% ¹	#	
* Tier II	Cives Corp	7,753	26%	0	0%	686	2%	0	0%	338	1%	0	0%	0	0%	8,777	30%	20,819	70%	29,596		38	37%	66	63%	104	
	Superstructure Steel																										
*	Cardoza Plumbing Corp	20	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	20	2%	819	98%	839		1	17%	5	83%	6	
	Plumbing																										
*	RCC Concrete Corp	532	25%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	532	25%	1,578	75%	2,110		6	24%	19	76%	25	
	Above Grade Concrete																										
*	Creative Construction Services	402	37%	0	0%	0	0%	298	27%	0	0%	0	0%	0	0%	700	64%	390	36%	1,090		4	80%	1	20%	5	
	Safety Equipment																										
*	Universal Builders Supply	202	34%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	202	34%	391	66%	593		12	55%	10	45%	22	
	Hoist																										
*	Eagle One Roofing Contractors Inc	209	60%	58	17%	0	0%	0	0%	0	0%	0	0%	0	0%	267	77%	79	23%	346		8	73%	3	27%	11	
	Roofing																										
*	Rael Automatic Sprinkler	24	8%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	24	8%	272	92%	296		1	14%	6	86%	7	
	Dewatering																										
*	Walters LLC	1,269	72%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1,269	72%	488	28%	1,757		11	79%	3	21%	14	
	Metal Stairs																										
Total Hours		10,411		58		686		298		338		0		0		11,791		24,836		36,627		81		113		194	
Overall % of Total		28%		0%		2%		1%		1%		0%		0%		32%		68%		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

EPA Clean Diesel Project

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

Owner Name:	Columbia University	Project: EPA Clean Diesel
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	6/30/2013	Project Start: 5/1/2009 Project End: Work Completed 11/2011

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

[illegible]

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

25

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 6/30/2013
As of :	8/22/2013

Shared Services SCHEDULE OF WORKFORCE PARTICIPATION

																				Headcount							
Tier	Contractor	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	#	% ¹	#	% ¹	#	% ¹
* Tier II	Johnson Security Inc Security	48,756	61%	0	0%	434	1%	11,381	14%	17,717	22%	0	0%	2,103	3%	80,391	100%	108	0%	80,499		147	97%	4	3%	151	
* Tier II	Eddington Security Inc Security	41,387	70%	0	0%	0	0%	0	0%	17,416	30%	0	0%	0	0%	58,803	100%	8	0%	58,811		89	99%	1	1%	90	
Total Hours		90,143		0		434		11,381		35,133		0		2,103		139,194		116		139,310		236		5		241	
Overall % of Total		65%		0%		0%		8%		25%		0%		2%		100%		0%		100%		98%		2%		100%	

* Denotes active contractors

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

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

GC/CM:	Lend Lease
Date Range:	4/1/2013 - 6/30/2013
As of :	8/22/2013

Shared Services SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																Headcount								
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total				
		Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	% ¹	Hrs	#	% ¹	#	% ¹	#		
* Tier II	Johnson Security Inc Security	4,396	54%	0	0%	370	5%	898	11%	2,020	25%	0	0%	512	6%	8,196	100%	6	0%	8,202	49	98%	1	2%	50
*	Eddington Security Inc Security	3,576	68%	0	0%	0	0%	0	0%	1,720	32%	0	0%	0	0%	5,296	100%	0	0%	5,296	22	100%	0	0%	22
Total Hours		7,972		0		370		898		3,740		0		512		13,492		6		13,498	71		1		72
Overall % of Total		59%		0%		3%		7%		28%		0%		4%		100%		0%		100%	99%		1%		100%

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

September 27, 2013

**CONSTRUCTION CONTRACTING AND WORKFORCE REPORT TO THE
WEST HARLEM DEVELOPMENT CORPORATION**

This is the construction contracting and workforce report submitted to the West Harlem Development Corporation (WHDC) formerly the West Harlem Local Development Corporation under the May 18, 2009 Community Benefits Agreement (CBA).

The terms of the CBA require twice annual reports; however, the University now provides quarterly reports to the Empire State Development (ESD) and we provide the WHDC with a copy of the same Minority, Women and Local (MWL) construction contracting and workforce report that we provide to ESD. Therefore, this information is identical to what you received in July 2013. Going forward the WHDC will receive copies of the quarterly submissions of the MWL reports provided to ESD and no longer receive duplicates twice annually. Because these submissions are lengthy, they will be provided electronically.

Should you have any questions regarding this report, please contact [REDACTED] Vice President, Government and Community Affairs at [REDACTED] or [REDACTED].

Construction Contracting and Construction Workforce: August 2008 – March 2013

The construction contracting and workforce goals are provided on pages 19-20 of the CBA under Section IV – Employment and Economic Development; Item D4. On 12/22/2010, the DOB issued the first demolition permit for the Project Area.

M/W/LBE and M/W/L as used throughout this report have the same meaning as in the CBA. Minority and Women-owned businesses are certified by government and quasi-governmental agencies including the New York City Department of Small Business Services, New York Empire State Development, New York City School Construction Authority, Women Business Enterprise National Council, NY/NJ Minority Supplier Development Council, Port Authority of New York/New Jersey and in limited cases other certifying agencies as approved by Columbia University. Local is defined by the thirteen zipcodes in Northern Manhattan and four zip codes in the Bronx as follows: 10025, 10026, 10027, 10029, 10030, 10031, 10032, 10033, 10034, 10035, 10037, 10039, 10040, 10451, 10454, 10455, and 10474. These zip codes generally constitute the Upper Manhattan Empowerment Zone.

- a. Construction Contracting Goal - M/W/LBE participation of 35% of the total dollar value of the contract, with a preference to maximize local participation.
 - From August 1, 2008 through March 2013 thirty-six million, seven hundred ninety-nine thousand, nine hundred twenty-four dollars (\$36,799,924) was

**CONSTRUCTION CONTRACTING AND WORKFORCE REPORT TO THE
WEST HARLEM DEVELOPMENT CORPORATION
September 27, 2013**

paid to MWL firms, which corresponds to a total of fifty-five percent (55%) of the total construction spending (excluding Special Construction Services and related construction materials). Of the \$36,799,924 million paid to MWL firms \$30,042,860 million was paid to local companies.

- b. Construction Workforce Goal – the goal is to have overall participation of 40% M/W/L workforce 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. Construction industry workforce information is customarily determined by “worker hours” and consistent with that, Columbia’s policy uses worker hours to determine the workforce percentage:

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 a Contractor, divided by the total person hours of training and employment of all workers (including supervisory personnel).

- From August 1, 2008 through March 31, 2013 there were a total of 226,455 MWL construction workforce hours worked which corresponds to 67% of the total workforce hours worked under construction contracts and subcontracts for the Project Area (excluding Specialty Construction Services and related construction materials). Of the 226,455 MWL construction workforce hours, 50,340 construction workforce hours was performed by local workforce.

Firms interested in working on the Manhattanville project site should contact:

Janice Haughton
Manager, Small Business & Workforce
Programs
McKissack & McKissack
Harlem Office of Community Employment
64-65 West 125th Street, 3rd Floor
New York, NY 10027
jhaughton@mckissack.com

Persons interested in working on the Manhattanville project site should contact:

Aissatou Bey-Grecia
Senior Manager, Workforce Strategies &
Initiatives
McKissack & McKissack
Harlem Office of Community Employment

**CONSTRUCTION CONTRACTING AND WORKFORCE REPORT TO THE
WEST HARLEM DEVELOPMENT CORPORATION
September 27, 2013**

64-65 West 125th Street, 3rd Floor
New York, NY 10027
646-276-0979
abeygreia@mckissack.com

The next quarterly report submission to the WHDC will be October 15, 2013. The information will be provided to you electronically following that submission.

#

Manhattanville MWL Workforce and Spending Summary
Cumulative: Aug 1, 2008 to March 31, 2013
 (Excluding Specialty Construction)

Construction Spending: CU Goal = 35%

Project	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Spend		Total L	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
* Utilities Improvement	\$ -	0%	\$ 21,931	0%	\$28,476,371	86%	\$ 585,271	2%	\$ -	0%	\$ -	0%	\$ 385,484	1%	\$29,469,057	89%	\$ 3,664,060	11%	\$ 33,133,117		\$28,861,855	
* Abatement & Demolition	\$ 1,775,118	9%	\$ 798,220	4%	\$ 142,685	1%	\$ 942,457	5%	\$48,505	0%	\$96,712	0%	\$ 492,880	2%	\$ 4,296,577	21%	\$ 15,732,439	79%	\$ 20,029,016		\$ 780,782	
* Jerome L. Greene Science Center	\$ 1,382,875	10%	\$ 1,057,770	8%	\$ 56,685	0%	\$ 193,422	1%	\$ -	0%	\$ -	0%	\$ 343,539	3%	\$ 3,034,291	22%	\$ 10,561,487	78%	\$ 13,595,778		\$ 400,224	
EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 813,907	100%	\$ 813,907		\$ -	
Total	\$ 3,157,993		\$ 1,877,921		\$28,675,741		\$ 1,721,150		\$48,505		\$96,712		\$ 1,221,903		\$36,799,924		\$30,571,893		\$ 67,371,818		\$30,042,860	
% of Total Spending*	5%		3%		43%		3%		0%		0%		2%		65%		45%		100%		45%	

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

* Includes adjustment to prior period

* Denotes active project

MWL Spending	# of Firms	Total Spending	% of MWL Total	% of Total
ESD Certified Firms	30	\$ 7,097,211	19%	13%
Local Non-Certified Firms	15	\$ 28,675,741	78%	43%
Local Firms With Other Certification	1	\$ 46,155	0%	0%
Firms With Only Other Certification	3	\$ 980,818	3%	1%
Total MWL	49	\$ 36,799,924	100%	55%

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	Total MWL	Non-MWL	Total	#	%²
* Utilities Improvement	14,627	16%	200	0%	0	0%	0	0%	8,373	9%	0	0%	0	0%	23,200	25%	57,201	74%	90,401		8,373	40	25%	119	75%	159
* Abatement & Demolition	55,978	60%	16	0%	122	0%	4,431	5%	7,933	9%	0	0%	0	0%	68,480	74%	24,576	26%	93,056		8,055	212	75%	69	25%	281
* Jerome L. Greene Science Center EPA Clean Diesel (No Workforce - Equipment Supplies)	8,273	30%	0	0%	304	1%	0	0%	656	2%	0	0%	0	0%	9,233	33%	18,365	67%	27,598		960	26	31%	58	69%	84
	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0		0	0	0%	0	0%	0
* Shared Services - Johnson Security²	44,380	51%	0	0%	64	0%	10,483	14%	15,697	22%	0	0%	1,591	2%	72,195	100%	102	0%	72,297		17,352	123	97%	4	3%	127
* Shared Services - Eddington Security³	37,747	71%	0	0%	0	0%	0	0%	15,600	29%	0	0%	0	0%	53,347	100%	8	0%	53,355		15,600	86	99%	1	1%	87
Total Hours	160,985		216		490		14,914		48,259		0		1,591		226,455		110,252		336,707		50,340	487		251		738
% of Total Hours²	48%		0%		0%		4%		14%		0%		0%		67%		33%		100%		15%	66%		34%		100%

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

Manhattanville MWL Spending Summary

Quarter: Jan 1, 2013 - March 31, 2013

(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	\$ (21,931)	-11%	\$ 21,931	11%	\$ 184,955	89%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 184,955	89%	\$ 22,658	11%	\$ 207,611		\$ 184,955	
* Abatement & Demolition	\$ -	0%	\$ -	0%	\$ 15,699	2%	\$ 19,485	3%	\$ -	0%	\$ -	0%	\$ 52,406	8%	\$ 87,591	13%	\$ 583,381	87%	\$ 670,972		\$ 68,105	
* Jerome L. Greene Science Center	\$ 753,480	21%	\$ 241,538	7%	\$ 35,799	1%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 1,030,817	28%	\$ 2,617,816	72%	\$ 3,648,633		\$ 35,799	
EPA Clean Diesel	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -		\$ -	
Total	\$ 731,549		\$ 263,469		\$ 236,453		\$ 19,486		\$ -		\$ -		\$ 52,406		\$ 1,303,363	29%	\$ 3,223,853	71%	\$ 4,527,216	100%	\$ 288,859	6%
% of Total Spending ¹		16%		6%		5%		0%		0%		0%		1%		29%		71%		100%		6%

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

* Denotes active project

Workforce Hours : CU Goal = 40%

Project													Total MWL			Non-MWL			Total Hours		Total L		Headcount					
	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total L		Total MWL		Non-MWL		Total	
	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% ²	Hrs	% 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	
* Abatement & Demolition	2,405	68%	0	0%	0	0%	148	4%	0	0%	0	0%	0	0%	2,553	72%	986	28%	3,539		0		20	77%	8	23%	26	
* Jerome L. Greene Science Center	3,780	25%	0	0%	159	1%	0	0%	297	2%	0	0%	0	0%	4,236	28%	10,784	72%	15,020		456		22	30%	51	70%	73	
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	
* Shared Services - Johnson Security ³	5,122	62%	0	0%	64	1%	689	8%	1,867	23%	0	0%	499	6%	8,251	100%	9	0%	8,260		2,430		37	97%	1	3%	38	
* Shared Services - Eddington Security ³	2,902	58%	0	0%	0	0%	0	0%	1,344	32%	0	0%	0	0%	4,246	100%	0	0%	4,246		1,344		18	100%	0	0%	18	
Total Hours	14,209		0		223		847		3,508		0		499		19,286		11,779		31,065		4,230		97		58		155	
% of Total Hours ²		46%		0%		1%		3%		11%		0%		2%		62%		38%		100%		14%		63%		37%	100%	

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

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

Owner Name:	Columbia University	Project:	Utilities Improvement
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	3/31/2013	Project Start:	1/3/2008
		Project End:	In Progress

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'	Current Plan Amount (Incl CO's) \$'	Total Payment to Date \$'
Columbia University	NON	No	Owner			\$ 14,389

[illegible]

Date: 7/9/2013

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

Owner Name:	Columbia University	Project:	Utilities Improvement
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	3/31/2013	Project Start:	1/3/2008
		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			\$ 33,118,728

[illegible]

4

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

Company Name:	Lend Lease	Project: Utilities Improvement
Trade:	Construction Management	Contract:
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	3/31/2013	Project Start: 1/3/2008
		Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Lend Lease	NON	No	Construction Management	\$ 26,364,500	\$ 35,062,383	\$ 33,118,728

[illegible]

Tier II Grand Total	\$ 27,105,679	\$ 30,987,346	\$ 30,023,426
MWL Tier II Total	\$ 26,377,176	\$ 30,418,843	\$ 29,454,923
Non-MWL Tier II Total	\$ 728,503	\$ 568,503	\$ 568,503
MWL % of Tier II	100%	87%	89%

5

Utilities Improvement SCHEDULE OF WORKFORCE PARTICIPATION

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 3/31/2013
As of:	7/2/2013

Tier	Contractor											Total Hours			Headcount										
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total					
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	#	%¹	#	%¹	#	%¹				
Tier I (Direct)	Lend Lease Construction Management	0	0%	0	0%	0	0%	0	0%	88	3%	0	0%	0	0%	88	3%	3,404	97%	3,492	2	50%	2	50%	4
Tier II	MFM Contracting Corp. Utility Work	5,208	17%	0	0%	0	0%	0	0%	4,020	13%	0	0%	0	0%	9,228	30%	21,680	70%	30,908	8	20%	33	80%	41
	Felix Associates LLC Utility Work	9,049	17%	200	0%	0	0%	0	0%	4,265	8%	0	0%	0	0%	13,514	25%	41,185	75%	54,699	21	24%	68	76%	89
	Moretrench American Corp. Dewatering	370	28%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	370	28%	932	72%	1,302	9	36%	16	64%	25
			14,627		200		0		0		8,373		0		0		23,200		67,201		90,401	40		119	159
Overall % of Total		16%		0%		0%		0%		9%		0%		0%		26%		74%		100%	25%		75%		100%

Note: Eddington Security hours are tracked under Shared Services

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

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

GC/CM:	Lend Lease
Date Range:	1/1/2013 - 3/31/2013
As of:	7/2/2013

Utilities Improvement SCHEDULE OF WORKFORCE PARTICIPATION

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

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

Abatement & Demolition Project

Schedule M1

Owner Name:	Columbia University	Project: Abatement & Demolition
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	3/31/2013	Project Start: 9/1/2009
		Project End: In Progress

[illegible]

(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:	3/31/2013	Project Start:	9/1/2009
		Project End:	In Progress

[illegible]

Date: 7/9/2013

(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:	3/31/2013	Project Start:	9/1/2009
		Project End:	In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
land lease	NON	No	Construction Management	\$ 4,491,955	\$ 24,142,799	\$ 19,717,493

[illegible]

Tier II Grand Total	\$ 17,052,063	\$ 18,596,971	\$ 15,566,526
MWL Tier II Total	\$ 778,063	\$ 1,624,262	\$ 1,618,950
Non-MWL Tier II Total	\$ 16,274,000	\$ 16,972,709	\$ 13,947,576
MWL % of Tier II	17%	7%	8%

Schedule M3

CM Name:	Lend Lease		
Company Name:	Breeze National Inc	Project:	Abatement & Demolition
Trade:	General Contracting	Contract:	
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone:	212-939-9580
As of Date:	3/31/2013	Project Start:	9/24/2011
		Project End:	3/22/2012

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

[illegible]

Date: 7/9/2013

Schedule M3

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	Project: Abatement & Demolition
Trade:	General Contracting	Contract: Area 1A & 1B
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	3/31/2013	Project Start: 9/1/2009 Project End: 1/12/2011

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

[illegible]

Tier III Grand Total	\$ 623,000	\$ 850,867	\$ 578,867
MWL Tier III Total	\$ 623,000	\$ 850,867	\$ 578,867
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier III	34%	47%	32%

Schedule M3

CM Name:	Lend Lease	
Company Name:	Par Environmental Corp	Project: Abatement & Demolition
Trade:	General Contracting	Contract: Area 2, 4 & 5
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone: 212-939-9580
As of Date:	3/31/2013	Project Start: 12/1/2009 Project End: 10/1/2011

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Par Environmental Corp	NON	No	General Contracting	\$ 7,100,000	\$ 7,100,000	\$ 7,100,000

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	No	Carting	Yes	\$ -	\$ 8,130	\$ 8,130
Expedite-Dem Inc	MW	No	Expeditor	Yes	\$ 180,000	\$ 160,000	\$ 160,000
A Tech Electric Enterprise Inc	M	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	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	No	Material Supplier	Yes	\$ 125,000	\$ 120,644	\$ 120,644
Park Avenue Building & Roofing Supplies LLC	M	No	Material Supplier	Yes	\$ -	\$ 33,182	\$ 33,182
JEG Inc	M	No	Vectoring	Yes	\$ 185,000	\$ 246,774	\$ 246,774
Manhattan Business Interiors Inc (MBI)	M	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	No	Safety	Yes	\$ 140,000	\$ 107,315	\$ 107,315
Tri State Transfer Associates Inc	WL	No	ACM Disposal	Yes	\$ -	\$ 95,734	\$ 95,734
Ann Hickey PE	W	No	Expeditor	Yes	\$ -	\$ 38,340	\$ 38,340
Blue Lake Crane LLC	M	No	Safety	Yes	\$ -	\$ 13,537	\$ 13,537
Robert Parchment Plumbing & Heating Inc	ML	No	Plumbing/Heating	Yes	\$ -	\$ 2,350	\$ 2,350
Adco Electrical Corp	W	No	Utility Supplier	No	\$ 150,000	\$ -	\$ -
Marguerite Connolly Your Expediter Inc	W	No	Expeditor	No	\$ 35,000	\$ -	\$ -
Metropolitan Enterprises Inc, DBA Target Scaffolding	M	No	Scaffolding	No	\$ 1,100,000	\$ -	\$ -
Franklin and Lennon Paint	L	No	Material Supplier	No	\$ 20,000	\$ -	\$ -
Commodore Construction Corp	W	No	Carpentry	No	\$ 40,000	\$ -	\$ -
CW Brown Inc	W	No	Carpentry/Fencing	No	\$ 75,000	\$ -	\$ -
First Womens Fire Systems Corp	W	No	Material Supplier	No	\$ 80,000	\$ -	\$ -
Global Environmental Technologies Inc	M	No	Recycle/Waste Removal	No	\$ 65,000	\$ -	\$ -
Waste Not Inc	W	No	Recycle/Waste Removal	No	\$ 30,000	\$ -	\$ -

Tier III Grand Total	\$ 2,485,000	\$ 1,978,218	\$ 1,978,218
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MWL Tier III Total	\$ 2,485,000	\$ 1,978,218	\$ 1,978,218
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-MWL Tier III Total	\$ -	\$ -	\$ -
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MWL % of Tier II	35%	28%	28%
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Schedule M3

CM Name:	Lend Lease		
Company Name:	Par Environmental Corp	Project:	Abatement & Demolition
Trade:	General Contracting	Contract:	Area 7 (Site 28) & Area 8
Address:	622 West 132nd, 2nd fl, New York, NY 10027	Telephone:	212-939-9580
As of Date:	3/31/2013	Project Start:	Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Par Environmental Corp	NON	No	General Contracting	\$ 2,627,000	\$ 2,627,000	\$ 200,205

[illegible]

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 3/31/2013
As of:	7/2/2013

Abatement and Demolition SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																Headcount								
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total				
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	#	%¹	#	%¹	#		
Tier I (Direct)	Lend Lease Construction Management	185	3%	0	0%	0	0%	0	0%	2,627	43%	0	0%	0	0%	2,812	46%	3,310	54%	6,122	5	38%	8	62%	13
Tier II	Breeze National	7,484	54%	0	0%	122	1%	110	1%	1,889	14%	0	0%	0	0%	9,605	70%	4,135	30%	13,740	59	68%	28	32%	87
	Demo & Abatement Contractor																								
	Par Environmental	48,077	67%	16	0%	0	0%	4,321	6%	3,152	4%	0	0%	0	0%	55,566	78%	15,686	22%	71,252	145	86%	24	14%	169
	Demo & Abatement Contractor																								
	Deerpath Construction	232	12%	0	0%	0	0%	0	0%	265	14%	0	0%	0	0%	497	26%	1,445	74%	1,942	3	25%	9	75%	12
	Demo & Abatement Contractor																								
Total Hours		55,978		16		122		4,431		7,933		0		0		68,480		24,576		93,056	212		69		281
Overall % of Total		60%		0%		0%		5%		9%		0%		0%		74%		26%		100%	75%		25%		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	9/17/2009	2/22/2012
Par Environmental	10/5/2009	In Progress
Deerpath Construction	9/16/2009	7/13/2010

GC/CM:	Lend Lease
Date Range:	1/1/2013 - 3/31/2013
As of:	7/2/2013

Abatement and Demolition SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																Headcount								
		M		W		L		MW		ML		WL		MWL		Total MWL	Non-MWL	Total Hours	Total MWL	Non-MWL	Total				
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	#	%¹	#	%¹	#		
	Par Environmental Demo & Abatement Contractor	2,405	68%	0	0%	0	0%	148	4%	0	0%	0	0%	0	0%	2,553	72%	986	28%	3,539	20	77%	6	23%	26
Total Hours		2,405		0		0		148		0		0		0		2,553		986		3,539	20		6		26
Overall % of Total		68%		0%		0%		4%		0%		0%		0%		72%		28%		100%	77%		23%		100%

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

* Denotes active contractors

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

Jerome L. Greene Science Center Project

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

Owner Name:	Columbia University	Project: Jerome L. Greene Science Center
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	3/31/2013	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			\$ 124,895

[illegible]

Date: 7/9/2013

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

Owner Name:	Columbia University	Project:	Jerome L. Greene Science Center
Address:	410 West 118th Street, NY, NY 10027	Telephone:	
As of Date:	3/31/2013	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			\$ 13,470,878

[illegible]

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

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:	3/31/2013	Project Start: 2/28/2011 Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Lend Lease	NON	No	Construction Management	\$ 6,722,424	\$ 60,935,723	\$ 13,470,878

[illegible]

Tier II Grand Total	\$ -	\$ 59,574,406	\$ 13,315,424
MWL Tier II Total	\$ -	\$ 6,769,922	\$ 1,994,131
Non-MWL Tier II Total	\$ -	\$ 52,804,484	\$ 11,321,293
MWL % of Tier II	0%	11%	15%

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

CM Name:	Lend Lease	
Company Name:	Cives Steel Company	Project: Jerome L. Greene Science Center
Trade:	Structural Steel	Contract:
Address:	8 Church Street, Gouverneur, NY 13642	Telephone: 315-287-2200
As of Date:	3/31/2013	Project Start: 2/28/2011 Project End: In Progress

Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Cives Steel Company	NON	No	Structural Steel	\$ 28,270,835	\$ 28,438,485	\$ 10,705,905

[illegible]

Tier III Grand Total	\$ 3,169,181	\$ 3,608,956	\$ 1,016,256
MWL Tier III Total	\$ 3,169,181	\$ 3,608,956	\$ 1,016,256
Non-MWL Tier III Total	\$ -	\$ -	\$ -
MWL % of Tier II	11%	13%	9%

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 3/31/2013
As of:	7/2/2013

Jerome L. Greene Science Center SCHEDULE OF WORKFORCE PARTICIPATION

Tier	Contractor																Headcount										
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	#	%¹	#	%¹	#	%¹	#	%¹
Tier II	Cives Steel Superstructure Steel	8,273	30%	0	0%	304	1%	0	0%	656	2%	0	0%	0	0%	9,233	33%	18,365	67%	27,598		26	31%	58	69%	84	
Total Hours		8,273		0		304		0		656		0		0		9,233		18,365		27,598		26		58		84	
Overall % of Total		30%		0%		1%		0%		2%		0%		0%		33%		67%		100%		31%		69%		100%	

Note: Edgington 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
Cives Steel	6/30/2012	In Progress

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

GC/CM:	Lend Lease
Date Range:	1/1/2013 - 3/31/2013
As of:	7/2/2013

Tier	Contractor									Total MWL			Non-MWL			Total Hours			Headcount						
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total					
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	#	%¹	#	%¹				
Tier II	Cives Steel	3,780	25%	0	0%	159	1%	0	0%	297	2%	0	0%	0	0%	4,236	28%	10,784	72%	15,020	22	30%	51	70%	73
	Superstructure Steel																								
	Total Hours	3,780		0		159		0		297		0		0		4,236		10,784		15,020	22		51		73
	Overall % of Total	25%		0%		1%		0%		2%		0%		0%		28%		72%		100%	30%		70%		100%

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

* Denotes active contractors

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

EPA Clean Diesel Project

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

Owner Name:	Columbia University	Project: EPA Clean Diesel
Address:	410 West 118th Street, NY, NY 10027	Telephone:
As of Date:	3/31/2013	Project Start: Project End: Work Completed 11/2011

OWNER						
Name	MWL Designation	Joint Venture?	Trade	Original Plan Amount \$'s	Current Plan Amount (incl CO's) \$'s	Total Payment to Date \$'s
Columbia University	NON	No	Owner			\$ 613,906

[illegible]

Date: 7/9/2013

Shared Services

Shared Services
SCHEDULE OF WORKFORCE PARTICIPATION

GC/CM:	Lend Lease
Date Range:	8/1/2008 - 3/31/2013
As of:	7/2/2013

TierContractor																				Headcount							
		M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	#	%¹	#	%¹	#	%¹
Tier II	Eddington Security	37,747	71%	0	0%	0	0%	0	0%	15,600	29%	0	0%	0	0%	53,347	100%	8	0%	53,355		86	99%	1	1%	87	
	Johnson Security	44,360	61%	0	0%	64	0%	10,483	14%	15,697	22%	0	0%	1,591	2%	72,195	100%	102	0%	72,297		123	97%	4	3%	127	
Total Hours		82,107		0		64		10,483		31,297		0		1,591		125,542		110		125,652		209		5		214	
Overall % of Total		65%		0%		0%		8%		25%		0%		1%		100%		0%		100%		98%		2%		100%	

* Denotes active contractors

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

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

GC/CM:	Lend Lease
Date Range:	1/1/2013 - 3/31/2013
As of:	7/2/2013

Shared Services

SCHEDULE OF WORKFORCE PARTICIPATION

																				Headcount							
Tier	Contractor	M		W		L		MW		ML		WL		MWL		Total MWL		Non-MWL		Total Hours		Total MWL		Non-MWL		Total	
		Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	Hrs	%¹	#	%¹	#	%¹	#	%¹
Tier II	Eddington Security	2,902	68%	0	0%	0	0%	0	0%	1,344	32%	0	0%	0	0%	4,246	100%	0	0%	4,246	100%	18	100%	0	0%	18	100%
	Johnson Security	5,122	62%	0	0%	64	1%	699	8%	1,867	23%	0	0%	499	6%	8,251	100%	9	0%	8,260	100%	37	97%	1	3%	38	98%
Total Hours		8,024		0		64		699		3,211		0		499		12,497		9		12,506		55		1		56	
Overall % of Total		64%		0%		1%		6%		26%		0%		4%		100%		0%		100%		98%		2%		100%	

* Denotes active contractors

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