



Mr. Fred L. Greene
Florida Rock Properties
c/o F.L. Greene Associates, L.L.C.
1411 K Street, N.W., Suite 503
Washington, D.C. 20005

AUG 4 1993

Dear Mr. Greene:

Enclosed is your copy of the signed First Source Employment Agreement between the D.C. Department of Employment Services (DOES) and Florida Rock Properties.

Under this Agreement, you are required to use DOES as your first source to fill all new jobs created as a result of Zoning Case Number: 95-16P. In addition, at least 51% of the newly created jobs must be filled by D.C. residents, as well as at least 51% apprentices and trainees must be District residents. Your contact person for listing job vacancies is Ms. Michele Reynolds, who can be reached on (202) 724-7369 or fax (202) 724-7381.

Enclosed also is a Contract Compliance Form which must be completed and submitted by you and your subcontractors each month. This form provides data on all new hires employed on the project. A DOES Contract Monitor will compare the information provided on this form with your actual employment and payroll records. If you have any questions regarding this form, please contact Ms. Shirley McKoy on (202) 724-7028.

Thank you for participating in the First Source Employment Agreement Program, and we are looking forward to working with you.

Sincerely,

Susan O. Gilbert
Susan O. Gilbert
Chief
Division of Employer Services

Enclosures

FIRST SOURCE EMPLOYMENT AGREEMENT

Contract Number: 95-16P

Contract Amount: _____

Project Name: Florida Rock Properties
Project Address: 100 Potomac Avenue, S.E.
Project Address: Washington, D.C. 20003 Ward: 6

This Employment Agreement, in accordance with D.C. Law 5-93 and Mayor's Order 83-265 for recruitment, referral, and placement of D.C. residents, is between the District of Columbia, Department of Employment Services, hereinafter referred to as DOES, and Florida Rock Properties

hereinafter, referred to as EMPLOYER. Under this Employment Agreement, the EMPLOYER will use DOES as its first source for recruitment, referral and placement of new hires or employees for the new jobs created by this project and will hire 51% D.C. residents for all new jobs created, as well, as 51% of apprentices employed in connection with the project shall be District residents registered in programs approved by the District of Columbia Apprenticeship Council.

I. General Terms

- A. The EMPLOYER will use DOES as its first source for the recruitment, referral and placement of employees.
- B. The EMPLOYER shall require all contractors and subcontractors with contracts totaling \$100,000 or more to enter into a First Source Employment Agreement with DOES.
- C. DOES will provide recruitment, referral and placement services to the EMPLOYER subject to the limitations set out in this Agreement.
- D. DOES participation in this Agreement will be carried out by the Office of the Director, with the Office of Employer Services, which is responsible for referral and placement of employees, or such other offices or divisions designated by DOES.

- E. This Agreement shall take effect when signed by the parties below and shall be fully effective for the duration of the contract and extension or modifications to the contract.
- F. This Agreement shall not be construed as an approval of the EMPLOYER'S bid package, bond application, lease agreement, zoning application, loan or contract/subcontract.
- G. DOES and the EMPLOYER agree that for purposes of this Agreement, new hires and jobs created (both union and nonunion) include all EMPLOYER'S job openings and vacancies in the Washington Metropolitan Area created as a result of internal promotions, terminations and expansions of the EMPLOYER'S workforce, as a result of this project, including loans, lease agreements, zoning applications, bonds, bids and contracts.
- H. For purposes of this Agreement, apprentices as defined in D.C. Law 2-156, are included.
- I. The EMPLOYER shall register an apprenticeship program with the D.C. Apprenticeship Council for construction or renovation contracts or subcontracts totaling \$500,000 or more. This includes any construction or renovation contract or subcontract signed as the result of a loan, bond, grant, Exclusive Right Agreement, street or alley closing, or a leasing agreement of real property for 1 year or more.

II. Recruitment

- A. The EMPLOYER will complete the attached Employment Plan which will indicate the number of new jobs projected, salary range, hiring dates and union requirements. The EMPLOYER will notify DOES of its specific need for new employees as soon as that need is identified.
- B. Notification of specific needs, as set forth in Section II.A., must be given to DOES at least five (5) business days (Monday - Friday) before using any other referral source, and shall include, but need not be limited to, the number of employees needed by job title, qualification, hiring date, rate of pay, hours of work, duration of employment and work to be performed.

- C. Job openings to be filled by internal promotion from the EMPLOYER'S current workforce need not be referred to DORS for placement and referral.
- D. The EMPLOYER will submit to DOES, prior to starting work on the project, the names, and social security numbers of all current employees, including apprentices, trainees and laid off workers who will be employed on the project.

III. Referral

- A. DOES will screen and refer applicants according to the qualifications supplied by the EMPLOYER.

IV. Placement

- A. DOES will notify the EMPLOYER, prior to the anticipated hiring dates, of the number of applicants DOES will refer as agreed. DOES will make every reasonable effort to refer at least two qualified applicants for each job opening.
- B. The EMPLOYER will make all decisions on hiring new employees but will in good faith use reasonable efforts to select its new hires or employees from among the qualified persons referred by DOES.
- C. In the event DOES cannot refer the qualified personnel requested, within five (5) business days (Monday - Friday) from the date of notification, the EMPLOYER will be free to directly fill remaining positions for which no qualified applicants have been referred. In this event, the EMPLOYER will still be required to meet the 51% goal.
- D. After the EMPLOYER has selected its employees, DOES will not be responsible for the employees' actions and the EMPLOYER hereby releases DOES from any liability for employees' actions.

V. Training

DOES and the EMPLOYER may agree to develop skills training and on-the-job training programs; the training specifications and cost for such training will be mutually agreed upon by the EMPLOYER and DOES and covered in a separate Training Agreement.

VI. Controlling Regulations and Laws

- A. If this Agreement conflicts with any labor laws or governmental regulations, the laws or regulations shall prevail.

- B. DOES will work within the terms of all collective bargaining agreements to which the EMPLOYER is a party.
- C. The EMPLOYER will provide DOES with written documentation that the EMPLOYER has provided the representative of any involved collective bargaining unit with a copy of this Agreement and has requested comments or objections. If the representative has any comments or objections the EMPLOYER will provide them to DOES.

VII. Agreement Modifications, Renewal, and Monitoring

- A. If, during the term of this Agreement, the EMPLOYER should transfer possession of all or a portion of its business concerns affected by this Agreement to any other party by lease, sales, assignment or otherwise, the EMPLOYER as a condition of transfer shall:
 1. Notify the party taking possession of the existence of the EMPLOYER'S Agreement.
 2. Notify the party taking possession that full compliance with this Agreement is required in order to avoid termination of the project.
 3. EMPLOYER shall, additionally, advise DOES within seven (7) days of the transfer. This advice will include the name of the party taking possession and the name and telephone of that party's representative.
- B. DOES shall monitor EMPLOYER'S performance under this Agreement. The EMPLOYER will cooperate in DOES' monitoring effort and will submit a Contract Compliance Form to DOES monthly.
- C. To assist DOES in the conduct of the monitoring review, the EMPLOYER will make available payroll and employment records for the review period indicated.
- D. If additional information is needed during the review, the EMPLOYER will provide the requested information to DOES.

- E. The EMPLOYER and DOES, or such other agent as DOES may designate, may mutually agree to modify this Agreement.
- F. The project may be terminated because of the EMPLOYER'S non-compliance with the provisions of this Agreement.

Dated this 29th day of July 19 98

Signed:


O. Bell
DEPARTMENT OF EMPLOYMENT SERVICES


John M. Anderson
SIGNATURE OF EMPLOYER

Florida Rock Properties, Inc.
NAME OF COMPANY

P.O. Box 4667, Jacksonville, FL 32220
ADDRESS

904-355-1781 x 215
TELEPHONE

EMPLOYMENT PLAN

Instructions:

- o Submit original to the Department of Employment Services (DOES) with First Source Employment Agreement.
- o Upon approval of project by the originating agency, DOES will contact Employer.

NAME OF FIRM Florida Rock Properties
c/o F. L. Greene Associates, L.L.C.
ADDRESS 1411 K Street, N.W., Suite 503, Washington, D.C. 20005

TELEPHONE NUMBER 393-2515 FEDERAL IDENTIFICATION NO.

CONTACT PERSON Fred L. Greene TITLE Development
TYPE OF BUSINESS

ORIGINATING DISTRICT AGENCY D.C. Zoning Commission

PROJECTED START DATE **PROJECT DURATION**

NEW JOB CREATION PROJECTIONS (Attach additional sheets, as needed.) Please indicate the new position(s) your firm will create as a result of this project.

	JOB TITLE	# OF JOBS F/T P/T	SALARY RANGE	UNION MEMBERSHIP REQUIRED NAME LOCAL#	PROJECTED HIRE DATE
A					
B					
C					
D					
E					

PLEASE NOTE: UPON SELECTION, THE GENERAL CONTRACTORS WILL BE REQUIRED TO ABIDE BY THE COMMITMENTS OF THE FIRST SOURCE AGREEMENT.

CURRENT EMPLOYEES: Please list the names and social security numbers of all current employees including apprentices and trainees who will be employed on the project. Attach additional sheets as needed.

NAME OF EMPLOYEE	SOCIAL SECURITY

Signature:

Mr. C. Anderson

Date: 8-3-58

* For Office Use Only:
Profile No.: _____

Contract Compliance Form
Reporting Compliance with Mayor's Order 83-265 and D.C. Law 5-93
First Source Employment Agreement

Instructions:

To be completed by the employer and submitted on the 10th of each month until completion of the project. Forward to:

Department of Employment Services (DOES)
500 C Street, N.W., Room 323
Washington, D.C. 20001
Fax: (202) 724-7381
Ph: (202) 724-7372

Reporting Period: _____ 199 _____
(Month/Year)

Name of Firm: _____

Address: _____

Contact Person: _____

Title: _____ Telephone Number: _____

Employer Federal Identification Number: _____

Contract/Loan Number: _____

Project Location: _____

Project Start Date: _____ Project End Date: _____

DC Contracting/Lending Agency _____

I. Vacancies, Referrals and Hires

Please provide monthly and cumulative statistics for the number of jobs created, referrals made, and hires.

	This Month	Cumulative
Number of Vacancies Currently Available		
Number of Vacancies Listed with DOES		
Total Number of New Hires		
Number of District Residents Hired		
Number of DOES Referrals Hired		
Number of Current Employees Transferred to Work on Project		
Referrals Made by Other Sources		
DOES Referrals Made		

II. New Hires

List the Name, Social Security Number, Job Title, Hire Date, Address and Ward for all new hires. Referral sources are: (1) DOES and, (2) Other Referral Sources (specify).

Name	SSN	Address	Ward (DC Only)	Job Title	Hire Date	Referral Sources

III. Current Workforce

List the name, social security number, address, job title, and hire date for all current employees transferred to work on the project.

Name	SSN	Address	Job Title	Hire Date

IV. Laid Off Employees

List the name, social security number, address, job title, and hire date for all laid off employees recalled to work on the project.

Name	SSN	Address	Job Title	Hire Date

V. Terminations

List the names of all employees employed on the project who were terminated and/or resigned during this reporting period.

Name	SSN	Job Title	Termination Date	Place of Residence

VI. Indicate whether your firm is:

1. A Certified Minority business: YES NO If yes, MBOC Certification Number: _____
2. A Non Certified Minority business: YES NO

VII. Apprenticeship

Do you have a registered Apprenticeship program with the D.C. Apprenticeship Council?

YES NO

If yes, D.C. Apprenticeship Council Registration Number: _____

VIII. Subcontractor

Indicate whether your firm is a subcontractor on this project: YES NO

If yes, specify Prime Contractor: _____

IX. Comments:

Describe any problems you have experienced in meeting your job creation projections in implementing the First Source Employment Agreement.

Signature

Date

EMPLOYMENT AND SKILLS TRAINING PLAN

**Florida Rock Properties, Inc.
Zoning Commission, Case No. 98-17F**

Florida Rock Properties, Inc. ***Employment and Skills Training Plan***

Background:

It is the commitment of Florida Rock Properties, Inc. (FRP), to take affirmative steps to ensure that District of Columbia residents, especially those residents who live in the area adjacent to the project site, have the maximum opportunity to participate in employment resulting from the development of 100 Potomac Avenue, S.E.

The basis of this commitment was developed through a series of meetings and with active participation in the community, including:

- discussions with individual community residents;
- a series of neighborhood forums conducted in collaboration with the Earth Conservation Corps;
- participation in local employment and training coalitions;
- interaction with Sharon Ambrose, the Councilmember for this Ward;
- participation with local planning committees;
- dialogue with ANC 6 B and 2A, including commissioners and staff.

The commitment of FRP to a comprehensive employment plan is memorialized in the signed First Source Agreement with the District of Columbia Department of Employment Services for recruitment, referral and placement of newly hired employees.

The benefit of conducting extensive community consultation was realized especially in the dialogue of FRP with ANC6B. Through this interaction, it became clear that mere signing of the First Source Agreement is insufficient assurance that its goals necessarily would result in meaningful construction employment opportunities for

residents of the community. The ANC cited several instances in which signed First Source Agreement yielded negligible community benefit. In light of this revelation, FRP has sought an appropriate vehicle by which to achieve the goals of the First Source Agreement working cooperatively with existing community resources, including the ANC.

To arrive at a plan to make the First Source Agreement both forceful and collaborative, FRP sought the counsel of a recognized, local employment and training consultant, L. S. Caldwell & Associates, for guidance. It is in this spirit that FRP offers its proposal for employment and training.

Project Employment Consultant:

Based upon the recommendation of L. S. Caldwell & Associates, our plan is to engage a Project Employment Consultant prior to the commencement of construction, who will develop, implement and monitor employment and skills training opportunities. The consultant will coordinate employment outreach activities with local residents and community organizations to establish information flow on the availability of construction related jobs.

The Project Employment Consultant will also serve as a conduit, during the initial lease-up period, to assist community residents in identifying training programs in non-construction trades that are available in the Washington, D.C. metropolitan area. By making community residents aware of these programs, FRP believes that the community residents will be provided with the opportunity to compete for non-construction jobs that may become available as a result of the development of the PUD Project.

Specific responsibilities of the Project Employment Consultant include the following:

1. Establishing project hiring goals and objectives, in coordination with the construction manager, including timetables for achievement and/or completion.
2. Ensuring that employment opportunity data is disseminated to the local community.
3. Performing periodic audits of progress toward goals and objectives for employment opportunities.
4. Distributing employment and skill training data to all construction managers and supervisors.
5. Participating in periodic audits of hiring and promotion patterns to identify and remove obstacles to the attainment of goals and objectives.
6. Coordinating recruitment of women, minority and disabled persons.
7. Advising managers and supervisors of the responsibility to maintain a working environment free of harassment, intimidation and coercion.
8. Working with the Construction Manager to encourage in-house apprenticeship positions.
9. Working with Construction Manager to ensure that there is no discrimination against applicants or employees, and to ensure that appropriate signs against discrimination are posted in accordance with applicable city and federal laws.

Conclusions:

Florida Rock Properties, Inc. has undertaken a plan of affirmative action to make employment and skills training opportunities available to District residents, with preference given to residents nearest the project site. It is this carefully conceived description of the commitment and responsibilities to which FRP agrees to adhere, which we believe incorporates much of what we learned through our dialogue with the community. This is an approach which we believe gives "teeth" to the enforcement of the First Source Agreement, and assures FRP that it will realize the commitments made to the Community.

Our approach is aggressive; it is a model approach which, to our knowledge, has never been developed and implemented expressly for a PUD project.

Attached are the credentials of the L. S. Caldwell & Associates, Inc. This represents the type of company we plan to recruit to serve as our Project Employment Consultant.

Attachment
L. S. Caldwell & Associates, Inc.



L.S. Caldwell & Associates, Inc.

CORPORATE OVERVIEW

8611 Second Avenue, Suite 103
Silver Spring, MD 20910
(301) 587-7600 • Fax (301) 587-0035
e-mail: lsvinc@erols.com

COMPANY HISTORY

L. S. Caldwell & Associates, Inc., (LSC, Inc.) has been observed as one of the foremost and fastest growing firms in the field of Subcontractor/Employment Compliance (Compliance) *also known as* Affirmative Action Plan/Equal Employment Opportunity (AAP/EEO) Program Development and Contract Marketing in the country. The principal and founder, Loretta S. Caldwell, has been responsible for the research, development and subsequent creation and implementation of business programs for major corporations and municipalities that have resulted in billions of dollars in contract opportunities for small, minority, disadvantaged and women-owned firms.

L. S. Caldwell & Associates, Inc. boasts a staff of professionals dedicated to the promotion of economic development. Major corporations and public agencies have found it beneficial to utilize *L. S. Caldwell & Associates, Inc.*'s technical expertise and wealth of resources to help create and implement Compliance/AAP/EEO Programs to meet local, state and federal compliance requirements.

LSC, Inc. has implemented Bonding Programs, Contractor Colleges, Employment Workshops aimed at increasing male *and* female contractors and created Compliance/AAP/EEO Programs that have been applauded by the private sector and recognized by such federal agencies as the: Office for Federal Contract Compliance, U. S. General Services Administration and the oversight Department for National Small Business Development Centers and the U. S. Department of Commerce/Minority Business Development Agency.

The firm has extensive experience providing contract marketing services to small, minority and women owned businesses. Taking a holistic approach towards accessing contract opportunities, *LSC, Inc.* is proactive in implementing planned strategies inclusive of target marketing, procurement identification and business development services. The combination of these efforts have proven successful in assisting a variety of small business clients in expanding their existing contract portfolio and/or developing new business opportunities.

To provide a full complement of in-house services, *LSC, Inc.* also offers a variety of specialized Workshops, Training, Event Planning and Management Programs. To date, the firm has managed nearly one hundred (100) successful events, ranging in size from ten (10) to eight hundred plus (800+) attendees.

SUBCONTRACTOR/EMPLOYMENT COMPLIANCE PROGRAM DEVELOPMENT EXPERIENCE

L. S. Caldwell & Associates, Inc. is renowned for its success in Subcontractor/Employment Compliance Program development. Major corporations, municipalities and public agencies have sought the services of *LSC, Inc.* for the development, implementation, oversight and monitoring of Compliance Programs also known as Affirmative Action/Equal Employment Opportunity Programs. The innovative methods employed by *L. S. Caldwell & Associates, Inc.* have helped countless clients meet and/or surpass their participation goals and have led to billions of dollars in contract opportunities for local, small, minority, women owned and/or disadvantaged business enterprises.

The following pages reflect just a few of the projects on which the contracting and employment Program expertise of *L. S. Caldwell & Associates, Inc.* has been successfully employed.

Dulles International Airport, Main Terminal Expansion

Location: Chantilly, Virginia

Owner/Client: Metropolitan Washington Airports Authority
M. A. Mortenson Company

Project Goal: 28% Participation

Achievement: 32% Participation

M. A. Mortenson Company, a Minneapolis based, major construction firm, was the general contractor for the construction and renovation of the Washington Dulles International Airport. Mortenson sought and hired *L. S. Caldwell & Associates, Inc.* to ensure that appropriate Affirmative Action Plan /Equal Employment Opportunity Program strategies were developed and goals met in a timely manner for this project. The Project ended with an achievement of over thirty two percent (32%) Disadvantaged Business Enterprise (DBE) participation. It is important to note that at sixty percent (60%) project completion, L. S. Caldwell & Associates, Inc. had assisted Mortenson in achieving, ahead of schedule, over \$31 million or 28.8% of the original contract amount in DBE awards, thereby exceeding the DBE participation goal requirement. (Fig. 1) In addition, LSC, Inc. by implementing innovative employment outreach/training programs, was responsible for Mortenson exceeding the female employment requirement of 6.9%. In recognition of this outstanding effort, M.

Dulles International Airport

Main Terminal Expansion

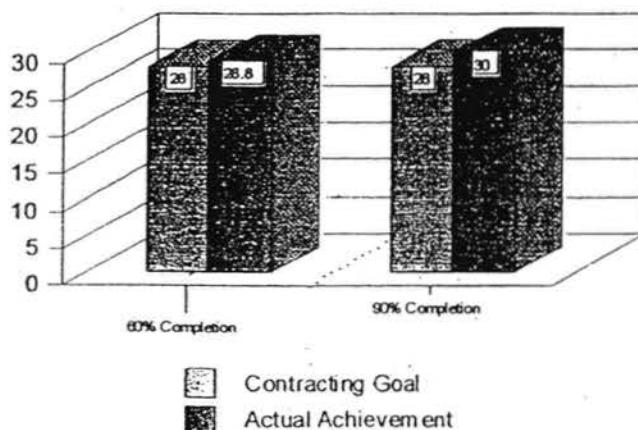


Figure 1

A. Mortenson received commendations from the Office for Federal Contract Compliance for employment programs created and implemented by *LSC, Inc.*

Within scheduled guidelines, *L. S. Caldwell & Associates, Inc.* also completed the following tasks, leading to early attainment of goals:

- X Coordinated the efforts of Prime Contractors and various construction associations and organizations toward DBE identification and development of successful DBE relationships.
- X Attended pre-construction conferences (with special attention given to those contracts containing DBE goals) to clarify requirements for Condition of Award to DBE contractors and answer questions concerning the DBE programs and services.
- X Provided instruction on monitoring the DBE's performance and compliance with local, state and federally mandated guidelines as a Commercially Useful Function on projects.
- X Developed and implemented a *Bonding Technical Assistance Program*.
- X Developed programs to inform qualified local, disadvantaged and women-owned construction companies of services available to assist in their certification as DBE contractors.
- X Planned and implemented a Procurement Trade Fair to inform Women-owned Business Enterprise (WBE) firms of contract opportunities.
- X Created and implemented a focused workshop, *Construction Workshop for Unskilled Females*, designed to introduce, train and hire at minimum, thirty (30) females to work on the Dulles Project.
- X Arranged an *Executive Breakfast* with local, small and minority business associations and organizations to introduce them to specific project opportunities and elicit their assistance in identifying their member contractors.

Internal Revenue Service National Headquarters Building

Location: New Carrollton, Maryland

Owner/Client: General Services Administration
Bechtel Park Towers Metro View Associates, L. P.

Project Goals: Small Business - 40.8% Participation
Small Disadvantaged - 22.1% Participation
Women-Owned Small Businesses - 7.6% Participation

Achievement: Small Business - 47% Participation
Small Disadvantaged - 15.0% Participation
Women-Owned Small Businesses - 8% Participation

Turner Construction Company, (Turner), saw a need to utilize *L. S. Caldwell & Associates, Inc.* when confronted with the necessity to expand their Disadvantaged Business Enterprise program on the construction of the new \$121 million dollar Internal Revenue Service Building in Lanham, Maryland. *LSC, Inc.* was brought in to review Turner's existing program, develop outreach mechanisms to assist in identifying disadvantaged firms for targeted contract opportunities, develop economic development programs, in this case a Contractor's College, and assist in overall implementation of their contracted DBE Plan. The programs and methods developed and implemented by *L. S. Caldwell & Associates, Inc.* on the IRS project led to the achievement of the highest S/SD/SWOB participation level in GSA history. (Fig. 2)

IRS National Headquarters Building

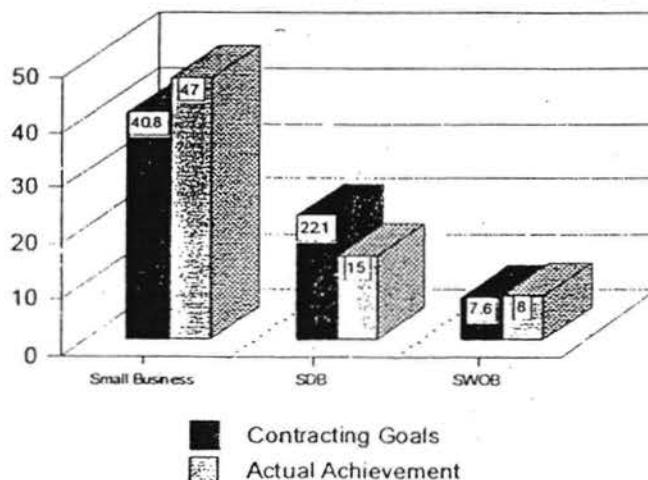


Figure 2

L. S. Caldwell & Associates, Inc. contributions to the Internal Revenue Service National Headquarters Building Project included:

- X Planned and implemented a Procurement Information Trade Fair in a three (3) week period; targeted to potential M/WBE contractors and well attended by over three hundred (300) contractors. The Fair was responsible for the identification of the majority of targeted firms awarded contracts on the Project.
- X Coordinated the efforts of Prime Contractors and various construction associations and organizations toward DBE identification and development of successful DBE relationships.
- X Attended pre-construction conferences (with special attention given to those contracts containing DBE goals) to clarify requirements for Condition of Award to DBE contractors and respond to questions concerning the DBE programs and services.
- X Provided instruction on monitoring DBE performance and compliance with local, state and federally mandated guidelines as a Commercially Useful Function on projects.
- X Counseled DBE firms on specific training and workshop programs available through the Turner Construction Company and project related assistance programs.
- X Developed and implemented the *Technical Assistance Program* to inform small, minority and women-owned construction firms of the services available to assist in their certification as DBE contractors.
- X Developed the first *Contractors College* for Turner's Mid-Atlantic Territory, inviting area business organizations and associations to serve as co-sponsors as a demonstration of their commitment to the small, disadvantaged business community.
- X Created and implemented the *Executive Breakfast* for the introduction of Turner to area small businesses and to conduct "nuts and bolts" discussions with firms as potential subcontractors for the IRS project.

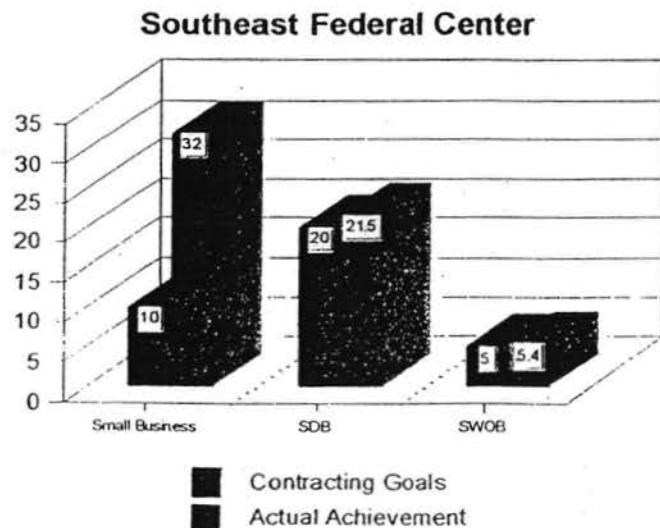
Southeast Federal Center

Location:	Washington, D. C.
Owner/Client:	General Services Administration Federal Center Associates
Project Goals:	Small Business - 10% Participation Small Disadvantaged - 20% Participation Women-Owned Small Business - 5% Participation
Achievement:	Small Business - 32% Participation Small Disadvantaged - 21.5% Participation Women-Owned Small Business - 5.4% Participation

Federal Center Associates (FCA) was contracted by the General Services Administration to provide "Developer Manager" services for the Southeast Federal Center (SEFC). The mixed-use commercial complex involves the development of 5-6 million square feet of new Federal office space on 55 acres of land.

Although the Project is now primarily on hold, during the active periods, with the assistance of *L. S. Caldwell & Associates, Inc.*, as Affirmative Action Plan/Equal Employment Opportunity Officer, Federal Center Associates exceeded all of its established subcontracting goals for this project. The latest participation figures are reflected in Figure 3:

Figure 3



Specific programs/strategies developed and implemented by *L. S. Caldwell & Associates, Inc.* for the Southeast Federal Center Project include:

- Developed the Affirmative Action Plan for the Project; acclaimed by GSA as a model Plan and now used to instruct GSA managers and others in the development of an Affirmative Action Plan/Equal Employment Opportunity Program guide.*
- Coordinated efforts of Prime Contractors and various construction associations and organizations toward DBE identification and development of successful DBE relations.
- Arranged and conducted pre-bid [construction] conferences (with special emphasis given to those contracts containing DBE goals) to clarify requirements for Condition of Award to DBE contractors and answer questions concerning the DBE programs and services.
- Provided instruction on monitoring DBE performance and compliance with local, state and federally mandated guidelines as a Commercially Useful Function on projects.
- Developed information regarding the project for public dissemination and interested individuals, organizations and trade associations by way of the *Outreach and Public Information Program*, including Project Orientation Seminars, Project Newsletter and Pre-Bid Notifications.
- Served as a site location to make available Bid Documents and Drawings to interested contractors.
- Maintained liaison with community-based organizations, trade/employment associations and assistance programs to promote the programs/services offered through the SEFC project.
- Developed and implemented the *SEFC Bond Support and Financial Assistance (BSFA) Program*.

Ronald Reagan Building aka Federal Triangle Development Project, International Cultural Trade Center

Location: Washington, D. C.

Owner/Client: Pennsylvania Avenue Development Corporation (PADC)
Chas. H. Tompkins Company

Project Goals:	Purchasing	20% Participation
	Professional/Technical	20% Participation
	Construction	15% Participation

Achievement: **Average Participation Rate 50%**

Employment 35% Participation

L. S. Caldwell & Associates, Inc. was selected by **Chas. H. Tompkins Builders (Tompkins)** and the **Tompkins/Cathedral/Miller Druck Joint Venture (TCM JV)** as Affirmative Action Officer for the concrete and exterior stone portions of the nearly one billion dollar International Trade Center/Federal Triangle Project. The firm performed a complete analysis and rewrote the submitted AAP/EEO Program for these projects. By assisting Chas. H. Tompkins Company (Tompkins) in identifying minority and women-owned firms for inclusion in this nearly billion dollar project, **L. S. Caldwell & Associates, Inc.**, the Project Affirmative Action/Equal Employment Opportunity Compliance Officer, helped Tompkins to exceed all of its established participation goals well within the prescribed schedule.

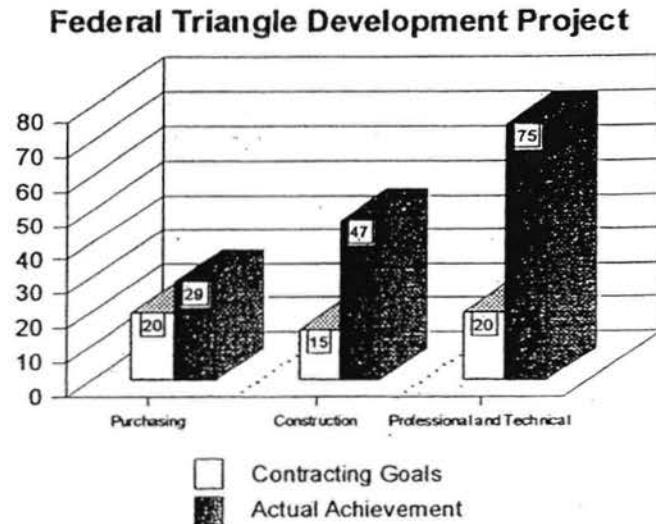


Figure 4

The success of MBE Participation in the construction of the Ronald Reagan Building Project may largely be attributed to the tasks completed and programs developed by *L. S. Caldwell & Associates, Inc.* which included but not limited to:

- Coordinated efforts for Prime Contractors, construction associations and organizations in the identification and development of MBE relationships.
- Attended pre-bid [construction] conferences (with special emphasis given to those contracts containing MBE goals) to clarify requirements for Condition of Award to DBE contractors and answer questions concerning the MBE programs and services.
- Provided instruction on monitoring MBE performance and compliance with local, state and federally mandated guidelines.
- Reviewed and monitored federally required Contracting and Employment Plans, as per the Federal Acquisition Regulations, for approximately fifty plus (50+) firms with contracts in excess of one half million dollars.
- Developed, implemented and monitored monthly contracting and employment reporting forms for each of the approximately one hundred twenty plus (120+) contractors and subcontractors.
- Developed the *Technical Assistance Program*, entailing work with small, minority and women-owned subcontractors -- assisting them in obtaining certifications to comply with Federal Acquisition Regulations.
- Working with appropriate District of Columbia and federal agencies conducted mandatory contractor workshops and developed training manuals to educate the General Contractor and first/second tier subcontractors on legislatively mandated reporting requirements and ways in which to access and utilize minority and women-owned firms.
- Maintained liaison with numerous business/community based organizations and federal/state/local resource programs to promote procurement and employment opportunities.

Hillcrest Heights Elementary School

Location: **Hillcrest Heights, Maryland**

Owner Name/Client: **Prince George's County Public Schools
Board of Education
Capital Improvement Program**

Project Goals: **14% Participation**

Achievement: **25% Participation**

As Affirmative Action Consultant, *L. S. Caldwell & Associates, Inc.* developed and implemented a minority outreach program which led to the highest minority business enterprise participation rate ever achieved by Prince George's County Public Schools Board of Education.

With only *two weeks* scheduled for preparation and strategy implementation, *L. S. Caldwell & Associates, Inc.* completed an outreach program that brought a projected twenty three percent (23%) Maryland Department Of Transportation (MDOT) contractor participation to this Project. Maryland State MDOT projects carry a fourteen percent (14%) goal. Previously, Prince George's County Public School Board of Education projects had never achieved ten percent (10%) participation. Final MDOT participation exceeded twenty-five percent (25%). (Fig. 5)

L. S. Caldwell & Associates, Inc. programs and outreach methods that aided in this achievement included:

- Coordinating the efforts of Prime Contractors and various construction associations and organizations toward MBE identification and development of successful MBE relationships.
- Provided instruction on monitoring the MBE performance and compliance with local, state and federally mandated guidelines.
- Used the M/WBE certified Maryland Department of Transportation database and local certifying authorities/associations for targeted outreach to subcontractors.

- X Maintained liaison with community-based organizations, construction/trade associations and assistance programs throughout the area to promote the Prince George's County Public Schools Board of Education, Capital Improvement Program.
- X Developed an outreach information system inclusive of varied correspondence regarding the project for public dissemination to interested individuals, businesses organizations and trade associations.
- X Provided direct mail and fax communication to certified MBEs and General Contractors for dissemination of contracting opportunity information.
- X Conducted fax follow-up communication to interested MBEs and General Contractors and facilitated correspondence between the two for bid preparations.
- X Provided lists of MBEs to General Contractors and conversely, lists of General Contractors to MBEs for aid in preparation of bids and attainment of participation goals.

Prince George's County Public Schools

Hillcrest Heights Elementary School

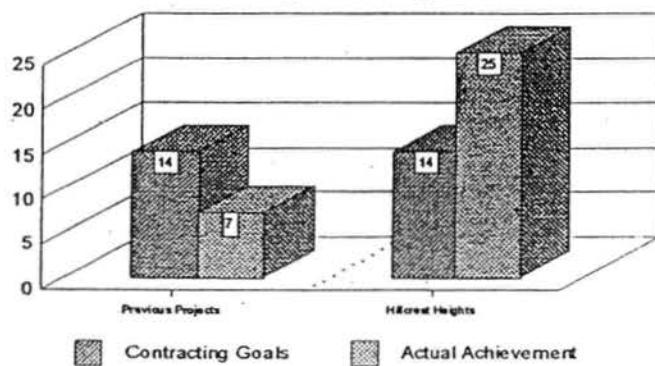


Figure 5

Additional Compliance Projects

Anacostia Economic Development Corporation contracted the services of *LSC, Inc.* to develop and implement a Community Participation Plan and an AAP/EEO Program for the Anacostia Northern Gateway Revitalization (ANGR) Project. This Project, expected to begin construction in late 1999, encompasses varied land parcels owned by the District of Columbia on and around the 1100 and 1120 blocks of Good Hope Road, S.E. and Martin Luther King, Jr. Avenue, S.E., Washington D.C. *LSC, Inc.* will be responsible for ensuring that contract goals mirror the District's contracting goals of 35% for Local, Small, and Disadvantaged Business Enterprises (LSDBE) with preference consideration given to local contractors; 51% of all *new* employment opportunities made available first to District residents and compliance with all other federal contracting and employment requirements. Additional Project responsibilities include but are not limited to establishing goals/schedules, strategic planning for LSDBE participation, monitoring contract and employment compliance, assessment and distribution of data as well as preparing and maintaining program history.

Trade Center Management Associates (TCMA) contracted *LSC, Inc.* to provide AAP/EEO Program services on the International Trade Center (ITC) / Ronald Reagan Building project. This 3.1 million square foot mixed-use project containing federal office space, general office space, trade agencies, retail/showcase, restaurants, conference and convention facilities is projected to become the center of cultural and financial activity in the Washington metropolitan area. As Property Managers of the ITC, TCMA has enlisted *LSC, Inc.* to assist in efforts to comply with federal and local AAP/EEO Program guidelines and in meeting the participation goals set for the retail build-out, employment, maintenance, subcontracting and conference/convention facilities utilization of the ITC.

Prince George's County and the Jack Kent Cooke, Inc. organizations contracted with *LSC, Inc.* to work with them in the creation of a Participation Agreement that would provide for minority contracting and resident employment opportunities for Prince George's County tax payers in the design/build of the new Washington Redskins Stadium. The Agreement encompassed Contractor requirements, reporting, monitoring, outreach and oversight for the planning, design and construction of the NFL Stadium, certain related infrastructure improvements, purchasing, franchising and all related employment opportunities.

The Mid-Atlantic Regional Office of The Gilbane Building Company sought the participation of *LSC, Inc.* as part of the Design Build Team for the award of the Prince George's Sports and Learning Complex. Our agreed role, to develop, implement and monitor the M/F/D Equal Employment Opportunity and Equal Business Opportunity Program professional and support services Program.

Our overall responsibility to assist the entire Gilbane Project Team in meeting it's commitment to

ensure a minimum of fifty percent (50%) contracting and employment opportunities were targeted to local MDOT certified firms and residents. Ensure specifically that Maryland National Capital Park and Planning Commission legislative requirements were met as well as federal, state and local mandates.

The Maryland Stadium Authority, responsible for capital development projects for the State of Maryland required the expertise of *LSC, Inc.* in expanding their outreach to minority and women business enterprises (M/WBEs) in the construction of the Ocean City Maryland Convention Center. We developed an effective outreach program, located, contacted and encouraged viable minority and disadvantaged firms in all project disciplines to bid. We assisted Prime Contractors in accessing M/WBE subcontractors in the area and documented all efforts. As a result of our resources and endeavors, Phase II of this project successfully met and exceeded construction Division goals. Additional benefits of our work yielded increased community awareness and active minority participation with the Stadium Authority.

As a previous subcontractor to the **Metropolitan Washington Airport's Authority**, the firm was responsible for assisting in outreach efforts for Disadvantaged Business Enterprises (DBE) and Local Disadvantaged Business Enterprises (LDBE) on the Authority's multi-million dollar renovation and construction projects at National and Dulles International Airports. Services included writing and distributing contracting opportunity notices; organizing business opportunity seminars and other outreach programs; developing DBE/LDBE directories for dissemination to prime contractors; certification of DBE/LDBE firms; project tracking and analysis; recommending participation goals and/or resizing of projects for procurement and performing compliance reviews.

These are only a few of the major projects with which *L. S. Caldwell & Associates, Inc.* have been involved, all culminating in the successful development and/or implementation of Affirmative Action Plan/Equal Employment Opportunity Programs and related goals.