



LMDC
Remember Rebuild Renew

Lower Manhattan Development Corporation
One Liberty Plaza, 20th Floor New York, NY 10006
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www.renewnyc.com

DEPARTMENT OF
CITY PLANNING



CITY OF NEW YORK

REQUEST FOR QUALIFICATIONS:

HOUSING STUDY SOUTH OF CHAMBERS STREET

LOWER MANHATTAN DEVELOPMENT CORPORATION AND NEW YORK CITY DEPARTMENT OF CITY PLANNING

The Lower Manhattan Development Corporation, a subsidiary of the New York State Urban Development Corporation d/b/a Empire State Development Corporation, in cooperation with the New York City Department of City Planning, seeks statements of qualifications for consultant services relating to housing development in certain areas of Manhattan south of Houston Street, directly or indirectly affected by the events of September 11, 2001.

Lower Manhattan Development Corporation

John C. Whitehead, Chairman
Louis R. Tomson, President
Alexander Garvin, Vice President for
Planning, Design, and Development

New York City Department of City Planning

Michael R. Bloomberg, Mayor
Daniel L. Doctoroff, Deputy Mayor for
Economic Development and Rebuilding
Amanda M. Burden, Director

September 23, 2002

Deadline for responses: October 14, 2002, 5:00 PM EST

Questions must be submitted in writing no later than September 30, 2002 to Hugh Eastwood by email HEastwood@empire.state.ny.us or by fax 212.962.2431. Addenda to this RFQ, including responses to questions, will be posted on the LMDC website: www.renewnyc.com by October 4, 2002. LMDC does not respond to questions on an individual basis, and LMDC will receive questions only as directed above.

1. GENERAL INFORMATION

The Lower Manhattan Development Corporation (LMDC) was established following the terrorist attacks of September 11, 2001 to oversee the rebuilding and revitalization of Lower Manhattan south of Houston Street. The New York City Department of City Planning (DCP) is responsible for planning and regulating land use throughout the City of New York to help ensure public health, safety and well-being.

In fulfilling its mission to revitalize Lower Manhattan, LMDC, working jointly with DCP, will require the services of a housing consultant(s) to survey the downtown housing market south of Chambers Street, and to quantify the anticipated economic benefits of strengthening the residential base. Close attention will be focused on enhancing and expanding the residential neighborhoods along the Fulton and John Street corridors and the blocks south of Liberty Street. LMDC and DCP will seek the input of many partner agencies, including the Department of Housing, Preservation and Development (HPD), the New York City Housing Development Corporation (HDC), the Division of Housing and Community Renewal (DHCR), and the Housing Finance Agency (HFA).

Respondents to this RFQ are asked to submit qualifications for performing one, some, or all of the potential study topics below:

1. MARKET STUDY

Baseline market study of housing units and residents south of Chambers Street, to provide a baseline for pre-9/11, post-9/11, and likely future conditions, including typical rental and sales rates, unit types, resident demographic profiles, and other critical factors.

2. HOUSING OPPORTUNITIES

Assist LMDC and DCP in identifying where and what types of additional units would be most effective in strengthening and diversifying the population. Attention should be paid to possibilities for developing mixed-income and/or affordable housing units as well as necessary services to support an increased population.

3. AMENITIES AND SERVICES

Recommend amenities and services needed to serve additional residents, including retailers, new public infrastructure, and community facilities such as schools, hospitals, libraries, etc.

4. IMPLEMENTATION FRAMEWORK

Identify any obstacles to developing available sites, and potential government actions to reduce/eliminate those barriers. The framework should be developed in cooperation with, or under the direction of, the appropriate city and state agencies.

5. FINANCIAL ANALYSIS AND BUILD-OUT MODEL

Analyze different financing structures and possible incentive programs to help determine the optimum mix of housing types and range of affordability levels. Models should link to a GIS/3-D imaging program that can graphically represent potential development scenarios. Consultants may be asked to assist DCP in converting zoning data for Lower Manhattan into a GIS-compatible format.

6. ECONOMIC IMPACT ANALYSIS

Economic impact analysis of the final housing strategy, in terms of type and number of new residents likely to be attracted, increases in income, sales and real estate tax revenues, as well as any potential displacement of businesses and/or residents, resulting loss of jobs, etc.

7. ADDITIONAL NEIGHBORHOOD STUDIES

In addition to south of Chambers Street, the consultant(s) may be asked to provide similar services for neighborhoods such as Chinatown, the Lower East Side, etc. LMDC reserves the right, however, to solicit proposals from other firms for those services at its sole discretion.

Interested firms should submit a statement of qualifications and proposed billing rates for one, some, or all of the topics noted above. Statements of qualifications should provide a straightforward and concise description of the capabilities of the responding firm(s) to carry out one or more of the potential tasks. The statement of qualifications should indicate the task(s) for which the respondent believes it has the necessary capabilities and should indicate if the respondent is a joint venture among more than one organization. The statement of qualifications for a joint venture respondent should describe the capabilities of each organization.

Submitting firms should follow the instructions in this Request for Qualifications (RFQ). In the event it becomes necessary to revise any part of this RFQ, written revisions will be issued to all firms. LMDC reserves the right to reject any or all statements of qualifications and proposed fee schedules submitted if such election is deemed to be in the best interest of LMDC and DCP. LMDC and DCP assume no responsibility and no liability for costs incurred by the responding firm(s) prior to the issuance of a contract. **If you choose to respond to this RFQ, please prepare six (6) copies of your statement of qualifications and proposed fee schedule and deliver them to:**

Alexander Garvin, Vice President for Planning, Design and Development
Lower Manhattan Development Corporation
One Liberty Plaza, 20th Floor
New York, NY 10006
Attn: Housing Study RFQ

Statements of qualifications and proposed fee schedule must be received no later than 5:00 PM EST, October 14, 2002. Respondents to this RFQ may be required to give an oral presentation to LMDC and DCP. This will provide an opportunity for the respondent(s) to clarify or elaborate on their qualifications or fee proposals but will in no way change the original submission. Such a request shall not constitute acceptance of a proposal.

The schedule for this effort is as follows:

- September 23 – RFQ issued
- October 14 – Responses due
- October 14 to October 28 – Oral presentations conducted
- October 28 – Consultant(s) selected

2. SUBMISSION REQUIREMENTS

Please number your responses as the questions are presented herein, and limit to 10 one-sided 8 ½" x 11" pages, except work samples, which may be included in a **separate appendix**. Interested respondents are invited to submit statements of qualifications and proposed fee schedules that contain the following information:

1. Experience, Structure, and Personnel

- **A history of the experience of the respondent(s)** in providing housing market services to economic development organizations, municipalities, other governmental entities, private developers, not-for-profits and civic organizations.
- **A description of your organizational structure**, including resumes of the principals, project manager(s) and professional staff who would work directly with LMDC and DCP.
- **Samples of up to five major projects** that the respondent(s) have completed in the areas of housing planning, design, and/or development in the last 20 years. Include the client, the name of a contact person who is able to provide a reference, a description of the nature of the work, the size and complexity of the project, and the amount and the agreed on fee arrangements.
- **Any other information** that you believe would make your work on behalf of LMDC and DCP superior to that of other respondents.

2. Methodological Approach

- **A statement explaining the approach of the respondent to housing studies**, including methods employed in completing the types of tasks to be undertaken.

3. Fee Schedule

- **The normal hourly rate of each principal and staff member** whose resume is provided or whose job category may be required, and the rate used in the proposal.
- **A list of anticipated reimbursable expenses** and the rate charged for each.
- **Any reduced fees offered to other municipalities**, governmental entities, economic development or nonprofit organizations, and civic organizations.
- **Any other fees** or charges.

NOTE: Fee schedule must be submitted in a separate, clearly marked, sealed envelope. Fee schedules will not be opened until all statements of qualifications have been initially evaluated. Although proposed fees will be taken into account, LMDC reserves the right to negotiate a lower or different fee structure with any organization selected.

4. Contact Information Form (NOTE: does not count toward 10 page limit)

A separate 8 ½" x 11" sheet of paper indicating clearly:

- Lead firm or individual name;
- Contact person;
- License or certification information of lead firm principal or individual;
- Telephone, fax, and wireless numbers;
- E-mail address;
- Street address of lead firm or individual;
- Year firm or individual practice established;
- Indicate if **MBE / WBE** (Minority Business Enterprise or Women's Business Enterprise as certified by New York State);

- Indicate type of work or specialty; not size of firm, including separate counts of (i) registered architects; (ii) certified planners; (iii) registered landscape architects; (iv) professional engineers; (v) other pertinent persons.
- The lead firm or individual is to sign and date this form.

5. Conflicts of Interest (NOTE: does not count toward 10 page limit)

- **Please submit a statement describing any potential conflict of interest** or appearance of impropriety, relating to other clients of the organization or officers, directors, and employees of LMDC and DCP, that could be created by providing services to LMDC and DCP.
- **Please indicate what procedures** will be followed to detect and notify LMDC and DCP of, and to resolve, any conflicts of interest.
- **Indicate any pending litigation** and/or regulatory action by any oversight body or entity that could have an adverse material impact on the organization's ability to serve as a consultant to LMDC and DCP.
- **Indicate if the firm** has ever had a prior contract with any governmental entity terminated for any reason, and provide an explanation.

6. Non-discrimination Policy (NOTE: does not count toward 10 page limit)

- **All organization(s) with 50 or more employees** shall submit a copy of their nondiscrimination or affirmative action plan.
- **Organization(s) with less than 50 employees** shall submit a statement of commitment to equal opportunity and affirmative action from the chief executive officer.

3. SELECTION CRITERIA

In evaluating respondents to this request, LMDC and DCP place high value on the following factors, not necessarily listed in order of importance:

1. **Quality of work product** as demonstrated in submitted work samples of past housing studies and successfully implemented plans or projects.
2. **Experience with complex housing issues**, including development and/or successful implementation of proposals. Development firms proposing to conduct the market study for rehabilitation, conversion, or new development must demonstrate completed projects with budgets of at least \$5 million.
3. **Knowledge of New York City**, and Lower Manhattan in particular, including housing markets, zoning and building code regulations, existing programs, property management, rehabilitation, conversion, etc.
4. **Innovative or outstanding work that demonstrates unique qualifications** to provide consultant services in regard to this project.
5. **Staff stability and availability**, and facility for working with LMDC and DCP officers and staff.

6. **Effective presentation and communication skills** (an oral presentation may be required from the finalists and, if required, such presentation will be a rating factor. Project staff should be present at the oral presentation).
7. **Experience in providing services to municipalities** or other governmental entities.
8. **Cost** of services.

4. CONTRACT TERMS AND REQUIREMENTS

The contents of the statement of qualifications and proposed fee schedule prepared by the successful organization(s), with any amendments approved by LMDC and DCP, may become a part of the contract awarded as a result of these specifications. The terms outlined should be considered all inclusive.

The successful organization(s) will be required to:

- 1. Work with LMDC, DCP, HPD, HDC, DHCR, and HFA staff, other government agency partners, their consultants, and designees** to provide housing consultant services in connection with the planning, development, and revitalization of Lower Manhattan, with a particular emphasis on the Fulton and John Street corridors and the blocks south of Liberty Street, in accordance with the Illustrative Scope of Services in Schedule A hereof.
- 2. Grant LMDC unrestricted use of all materials produced** as a result of this agreement for the advancement of the rebuilding effort.
- 3. Maintain accurate accounting records** and other evidence pertaining to costs incurred in providing services and to make such records available to LMDC at all reasonable times during the contract period and for five (5) years after the date of the final payment to the firm(s) under the contract, upon request of LMDC.
- 4. Assume sole responsibility for the complete effort** as required by this RFQ for the task(s) for which the organization is selected, and be the sole point of contact with regard to contractual matters.
- 5. Refrain from assigning, transferring, conveying, subletting or otherwise disposing** of the contract or its rights, titles or interest therein or its power to execute such agreement to any other person, firm, partnership, company, or corporation without the prior consent and approval in writing of LMDC.

LMDC reserves the right to terminate any contract entered into as a result of this RFQ at any time, provided that written notice has been given to the firm(s) at least thirty (30) days prior to such proposed termination date.

The contract term will be for a period of three (3) years, in order to provide LMDC and DCP with the option of conducting the studies described herein as well as additional studies of Lower Manhattan south of Houston Street, on an as-needed basis. The scope of these services will be defined in conjunction with the selected firm(s). LMDC also reserves the right to solicit proposals from other firms during that time for additional services.

5. MISCELLANEOUS CONDITIONS

The issuance of this RFQ and the submission of a response by any proposing organization(s) or the acceptance of such response by LMDC and DCP do not obligate LMDC and DCP in any manner. Legal obligations will only arise on the execution of a formal contract by LMDC and the organization(s) selected.

LMDC reserves the right (i) to amend, modify, or withdraw this RFQ, (ii) to revise any requirements of this RFQ, (iii) to require supplemental statements or information from any organization, (iv) to accept or reject any or all responses hereto, (v) to extend the deadline for submission of responses thereto, (vi) to negotiate or hold discussions with any respondent and to waive defects and allow corrections of deficient responses which do not completely conform to the instructions contained herein, and (vii) to cancel this RFQ, in whole or in part, if LMDC deems it in its best interest to do so. LMDC may exercise the foregoing rights at any time without notice and without liability to any proposing organization or any other party for their expenses incurred in the preparation of the responses hereto or otherwise. Responses to this RFQ will be prepared at the sole cost and expense of the proposing organization(s). Responses to questions will only be by written addendum sent to all potential respondents.

It is the policy of the State of New York and the LMDC to comply with all federal, state and local laws, policy, orders, rules and regulations which prohibit unlawful discrimination because of race, creed, color, national origin, sex, sexual orientation, age, disability or marital status, and to take affirmative action in working with contracting parties to ensure that New York State Business Enterprises, Minority and Women-owned Business Enterprises (M/WBEs), Minority Group Members and women share in the economic opportunities generated by LMDC's participation in projects or initiatives and/or the use of LMDC funds. LMDC is a subsidiary of the Empire State Development Corporation. Accordingly, ESDC's non-discrimination and affirmative action policy will apply to this initiative. The selected consultant(s) shall be required to use its best efforts to achieve M/WBE participation of not less than 20% of the total dollar value of the contract. A copy each respondent's equal employment opportunity policy statement and Staffing Plan (Schedule A-1) of the anticipated workforce to be utilized on the contract, shall be included as part of the response to any RFQ. The ESD Affirmative Action Unit ("AAU") is available to assist you in identifying New York State certified M/WBEs that can provide goods and services in connection with the contract. If you require M/WBE listings, please call the AAU at (212) 803-3224. **The Schedule A-1 does not count towards the ten (10) page limit for submissions.**

SCHEDULE A: ILLUSTRATIVE SCOPE OF SERVICES HOUSING STUDY SOUTH OF CHAMBERS STREET

The Lower Manhattan Development Corporation (LMDC) and the New York City Department of City Planning (DCP) are seeking a housing consultant(s) to assist these and other government agency partners in examining the downtown housing market to strengthen and diversify residential communities south of Chambers Street. The agencies are working together to formulate an integrated vision for a balanced downtown community that includes housing as well as the associated amenities to facilitate the development of a true 24-hour community.

Respondents are asked to submit separate statements of qualifications for performing one, some, or all of the following types of tasks. LMDC and DCP encourage organizations with a variety of backgrounds and areas of expertise to respond to this RFQ. Respondents are encouraged to submit qualifications for any component or subcomponent below, and a final scope of work will be determined once the consultant(s) have been selected.

TASK I – EXISTING MARKET SURVEY

- **Survey existing residential units and population** in the area(s) pre-9/11 and post-9/11 to produce a definitive database of population and housing units, which can be used as a baseline to measure the effectiveness of future actions. This may involve reviewing and/or supplementing data already available in existing LMDC, DCP, HPD, HFA, HDC, and DHCR databases.
- **Define and characterize the existing downtown population**, including median income, family size and household characteristics, consumer preferences, median age, ethnicity, reasons for locating downtown, and length of residency in Lower Manhattan.
- **Define and characterize the existing residential units downtown**, including nature of ownership (rental, co-op, condo, etc.), unit sizes, mix of one, two, three bedrooms, typical square footages, amenity levels, overall condition and quality of residential buildings, etc.
- **Measure and compare approximate sales prices, rental rates, and vacancy rates** across different housing types pre-9/11 and post-9/11.
- **Determine the percentage of market rate versus rent-regulated, 80/20, Mitchell-Lama, and other affordable units**, and the percentage of sales versus rental units in the area(s).
- **Assess the strengths and limitations of current incentives, including the 421(g) program**, through a survey of all buildings that have proven attractive for residential conversion and the reason(s) why.
- **Identify potential financial barriers to housing in the insurance market**, including the cost and availability of insurance to residential owners downtown.
- **Identify potential financial barriers to housing in the lending market**, including a survey of which institutions are making loans, what kinds, what amounts, etc.
- **Compare with selected other downtowns and theoretical models**. Examine development strategies, financing and incentive programs, target population groups, urban design guidelines, and amenities and services used in other comparable downtown housing markets.
- **Assess the effects of LMDC Residential Grant Programs** on downtown residential area(s) by comparing the baseline with three periods: post-9/11, Fall 2002 and Fall 2004.

TASK 2 – HOUSING OPPORTUNITIES AND AMENITIES

- **Identify goals for the downtown residential neighborhood communities** and consumer characteristics that are best suited to helping strengthen and diversify residential area(s) in Lower Manhattan.
- **Quantify the critical mass and quantity of housing needed in each sub-neighborhood** to generate enough demand to support attractive service retail options for residents.
- **Identify alternatives for supplying necessary housing types** and identify possible conversion sites, possible redevelopment sites, and appropriate building types/sizes that respond to market demand and provide for population growth.
- **Assess the potential role and size of increased student housing** in supporting vitality and diversity of the area(s).
- **Assess the potential feasibility and issues involved in maintaining and creating affordable housing** in the areas(s), including potential regulatory, financial and other barriers to creating affordable housing.
- **Identify potential building conversions** and identify the lease expiration(s), lease buy-out(s), and relocation issues.
- **Identify types of amenities and services that are needed** to attract and retain an increased residential population, including shopping outlets, educational facilities, health care, etc.
- **Propose amenities/services and public infrastructure and community facility projects designed to strengthen residential neighborhoods in Lower Manhattan**, including new, expanded, or better-linked parks and open spaces, schools, health care centers, gyms, dormitories, etc.

TASK 3 – IMPLEMENTATION FRAMEWORK

- **Determine what additional government actions, regulatory changes, incentives, etc. if any** are needed to facilitate development of an appropriate mix of residential and commercial.
- **Outline potential economic incentive programs** supported with comparable examples where they proved successful. Work with HPD, DHCR, etc. to examine implementation strategies for new and/or modified incentive and financing programs. Possible development of a modified 421-g non-eviction housing development incentive program, or other residential development programs that encourage creation of affordable housing off-site.
- **Provide cost estimates** for proposed projects and/or actions.
- **Develop a timeframe** for implementation, including any key target dates.

TASK 4 – FINANCIAL FEASIBILITY ANALYSIS AND BUILD-OUT MODEL

- **Develop a financial analysis model** that will allow LMDC, DCP, HPD, HFA, HDC, and DHCR to compare different combinations of financing and incentives to determine the optimum mix of housing types and range of affordability levels in each sub-neighborhood.
- **Perform economic analysis of residential conversions**, including property feasibility, all hard costs, soft costs and acquisition value.

- **Create pro forma for the proposed projects as either Rental or as a Condominium building**, taking into account the possible adaptation of the building as a mixed commercial/residential building.
- **Propose mechanisms for ensuring financial feasibility of cost of preservation work on conversions of landmark structures.**
- **Develop a GIS/3-D imaging program linked to the financial analysis model** that can graphically represent potential development scenarios.
- **Assist DCP in converting zoning data for Lower Manhattan into a GIS-compatible format** as part of the GIS/3-D imaging program.
- **Suggest possible financing mechanisms** for each project.

TASK 5 – ECONOMIC IMPACT ANALYSIS

- **Quantify the annual economic impact** of the projects proposed during the development of the housing strategy and implemented through the final housing strategy at future milestones to be determined.
- **Quantify the number and type(s) of new housing units and residents likely to be attracted** in the short, medium, and long terms and the number actually attracted at future milestones to be determined.
- **Quantify the number of additional jobs likely to be created** in sales, management, maintenance, etc.
- **Analyze the enhanced attractiveness of Lower Manhattan as a residential destination**, including increased services, population mix, rental and sales rates, etc.
- **Analyze potential displacement** of existing residents and any other resulting impacts.
- **Analyze anticipated total economic impact** of increased residential activity, including increased sales, income, hotel, real estate, and other tax revenues to the City and State.

DELIVERABLES

The consultant(s) will be expected to deliver to LMDC and DCP ten (10) bound copies of a completed report printed on 8 ½" x 11" size pages summarizing their work. The report should contain the following:

- Ten bound copies of the report printed on 8 ½" x 11" size pages.
- Text thoroughly addressing all aspects of the task(s) performed, along with any necessary tables, charts, graphs, and other statistical analysis or supporting documentation.
- Results of any and all surveys, polls, and interviews.
- Plans, elevations, and/or renderings of any suggested streetscape proposals, new development projects, etc. as appropriate.
- Economic and/or cash flow models as necessary to support the economic impact projections.
- Electronic database(s) and electronic map(s) of data, including units, readable by MapInfo software, as appropriate.

SCHEDULE

Respondents are asked to include an estimated timeframe for completion of the types of task(s) for which they are submitting statements of qualifications as outlined in this RFQ.

STAFFING PLAN

Project/RFP Title _____ Location of Contract _____ County _____ Zip _____
 Contractor/Firm Name _____ Address _____ City _____ State _____ Zip _____
 Check applicable categories: (1) Staff Estimates include: () Contract/Project Staff () Total Workforce () Subcontractors
 (2) Type of Contract: () Construction Consultants () Commodities () Services/Consultants

TOTAL ANTICIPATED WORK FORCE											Total Percent Minority Employees	Total Percent Female Employees
Federal Occupational Category	Total Number of Employees		Black (Not of Hispanic Origin)		Hispanic		Asian or Pacific Islander		Native American Alaskan Native			
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Officials/Admin.												
Professionals												
Technicians												
Sales Workers												
Office & Clerical												
Craft Workers												
Operatives												
Laborers												
Service Workers												
TOTALS												

CERTIFICATION:

I, _____ (Print Name), the _____ (Title), do certify that (i) I have read this Staffing Plan and (ii) to the best of my knowledge, information and belief the information herein is complete and accurate.

Signature _____ Date _____ Telephone Number (____)

Forward to:

Empire State Development
 Affirmative Action Unit - Laverne Poole
 633 Third Avenue
 New York, NY 10017

Office: (212) 803-3224

Fax: (212) 803-3223

CONTRACTORS STAFFING PLAN
Instructions for Completion

PURPOSE:

The Contractors Staffing Plan is prepared by all contractors providing goods, products and merchandise, or services (skilled and non-skilled) or professional consulting services (inclusive of professional construction consultant services) to a state agency. The plan is required prior to the award of a contract and contains the anticipated staff assignments during the contract. **In instances where that cannot be identified, the contractor may identify the total work force of the company.** The form will be reviewed by state agencies for the purposes of equal employment opportunity requirements.

GENERAL INFORMATION:

1. **Project/RFP Title:** describe the project for which you are competing as indicated on the RFP/RFB document.
2. **Location of Contract:** the company's location and postal zip code.
3. **Contractor/Firm Name:** the company that will be providing the workforce. Include *address* with city name, state and zip code.
4. **Check applicable categories:**
(1) *Staff Estimated include: **Contract/Project Staff** (check in cases where the workers to be assigned can be determined, **Total Work Force** (check in the event the contract work force cannot yet be determined, **Subcontractors** (check if the work force for the project is that of a subcontractor).*
(2) *Type of Contract: **Construction Consultants, Commodities, Services/Consultants** (check appropriate box).*

TOTAL ANTICIPATED WORK FORCE:

1. **Federal Occupational Category:** The contractor's work force is broken down and reported by the nine Federal Occupational Categories (FOC's) consistent with the Federal government's EEO-1 categories for the private sector labor force. The categories are general in nature, and include all related occupational job titles. The contracting agency can provide assistance in categorizing specific jobs.
2. **Total Number of Employees:** Record the total number of all persons employed in each FOC regardless of ethnicity (either to be assigned to the contract/project staff OR in the company's total work force, as indicated by the categories selected in number 4 (1) Staff Estimated, of the General Information. Report the number of male employees in column (1), and the total number of female employees in column (2) for each FOC. In columns (3) through (10), report the number of male and female *minority* group member, based on the following defined groups:

Black (not of Hispanic origin): all persons having origins in any of the Black African racial groups.

Hispanic: all persons of Mexican, Puerto Rican, Dominican, Cuban, Central or South American or either Indian or Hispanic origin, regardless of race.

Asian or Pacific Islander: all persons having origins in any of the Far East countries, South East Asia, the Indian subcontinent or the Pacific Islands.

Native American or Alaskan Native: all persons having origins in any of the original peoples of North America.

TOTAL PERCENT MINORITY:

Add all minority group members (male and female) columns (3) through (10), divide by the total numbers of all employees in that FOC (columns 1 + 2). Post the percentage result for that FOC. [Total number of minority employees (columns 3 thru 10). Total number of employees (columns 1 and 2)].

TOTAL PERCENT FEMALE:

Divide the number of female employees (column 2) in the FOC, by the total number of both Male and Female (column 1 + 2). Post the percentage result for that FOC. [Total female employees (column 2). Total number of employees (columns 1 and 2)].

TOTALS:

To compute the column totals, add vertically. *Total Percent Minority Employees and Total Percent Female Employees* should be calculated as shown above, using the summed column totals.

The Contractors Staffing Plan is to be completed by the prime contractor and signed and dated by an authorized representative before submission. The *Company Official's Name, Title, Telephone Number, Signature and Date* signed should be provided where indicated on the form.