

# DIVERSITY APPROACH

## TEAM MANAGEMENT PLAN

Over the years, Massaro has sought the best methods and practices to build effective relations with AE teams to create a very collaborative and inclusive atmosphere.

We recognize the challenges in construction; many teams, diverse backgrounds, different goals. Our goal is to ensure everyone is rowing in the same direction. In order to have a highly collaborative project we know that we need to spend as much time together as early in the process as possible.

It is understood that Jubilee isn't a frequent builder. This is a very foreign process and they will need to rely on the expertise of its construction and design professionals. They will need to trust the people they hire to help them through the process. Trust is difficult to gain. It must be earned bit by bit. Massaro understands that it is very difficult to raise the capital to build. This is a huge endeavor for the owner and we will treat Jubilee's money as if it was our own.

Massaro has worked with many organizations who do not build frequently. We have experience in clearly defining and explaining a plan so that all can understand the next steps and overall goal. This is where trust is earned: doing what you say. At Massaro, we try to create a positive construction experience. To be frank, major construction projects can be very stressful for an owner. They aren't familiar with the process, the jargon and the experience. We strive to create a comfortable environment for the owner where we clearly articulate our plans and explain the process step by step.

We have implemented successful strategies to enhance this environment and build a collaborative atmosphere. Here is a list of important activities that we will conduct to increase the collaboration at the Jubilee Kitchen.

- Setting the conditions of satisfaction
- Getting to know the team session
- Team building exercises
  - Team volunteering at the kitchen
  - Meals
- Decision making authority
- Communication Strategy
- Technology use during the project

Our management style and interaction with the owner isn't much different than with the architect and their consultants. We strive for a collaborative environment where we can all speak freely and clearly. In the end we have a common goal, to deliver a success project for the Jubilee Kitchen.

There have been hundreds if not thousands of studies performed on high-performing teams. While there are some outliers, overwhelmingly there are four core characteristics of successful teams that of vital. These characteristics are communication, composition, having a plan and psychological safety.

## COMMUNICATION

The point here is to have open communication. Not between one or two people but the entire group. If everyone is included in the conversation more people will be aware and more people will feel inclined to share their perspective. This is a critical goal of effective communication. To give all members on the team a voice so they know their input is valuable. In practice, this is done by meeting in person when possible. All meetings are documented in minutes and distributed to the entire team.

## COMPOSITION

The nature of a construction project is such that the team is inherently diverse. All members of the team have a different role and perspective. There are even sub-groups within the overall project team. As an example, the CM has an overall goal of delivering a project on-time, under budget, without any safety issues while giving the owner a positive experience. But within that group each member is focusing on different tasks. As an example, the project manager may be focused on the project budget, while the superintendent is concerned with safety risks. Having this diverse group of experts ensures that all factors are collected when making decisions.

## HAVING A PLAN

This is the most critical step. Great communication and a diverse group of experts without a plan won't accomplish anything. Developing the plan and getting buy-in from all team members is the most challenging and rewarding aspects of the construction process. The plan must be developed in conjunction with all members and not in a vacuum. Which brings us to the final characteristic..

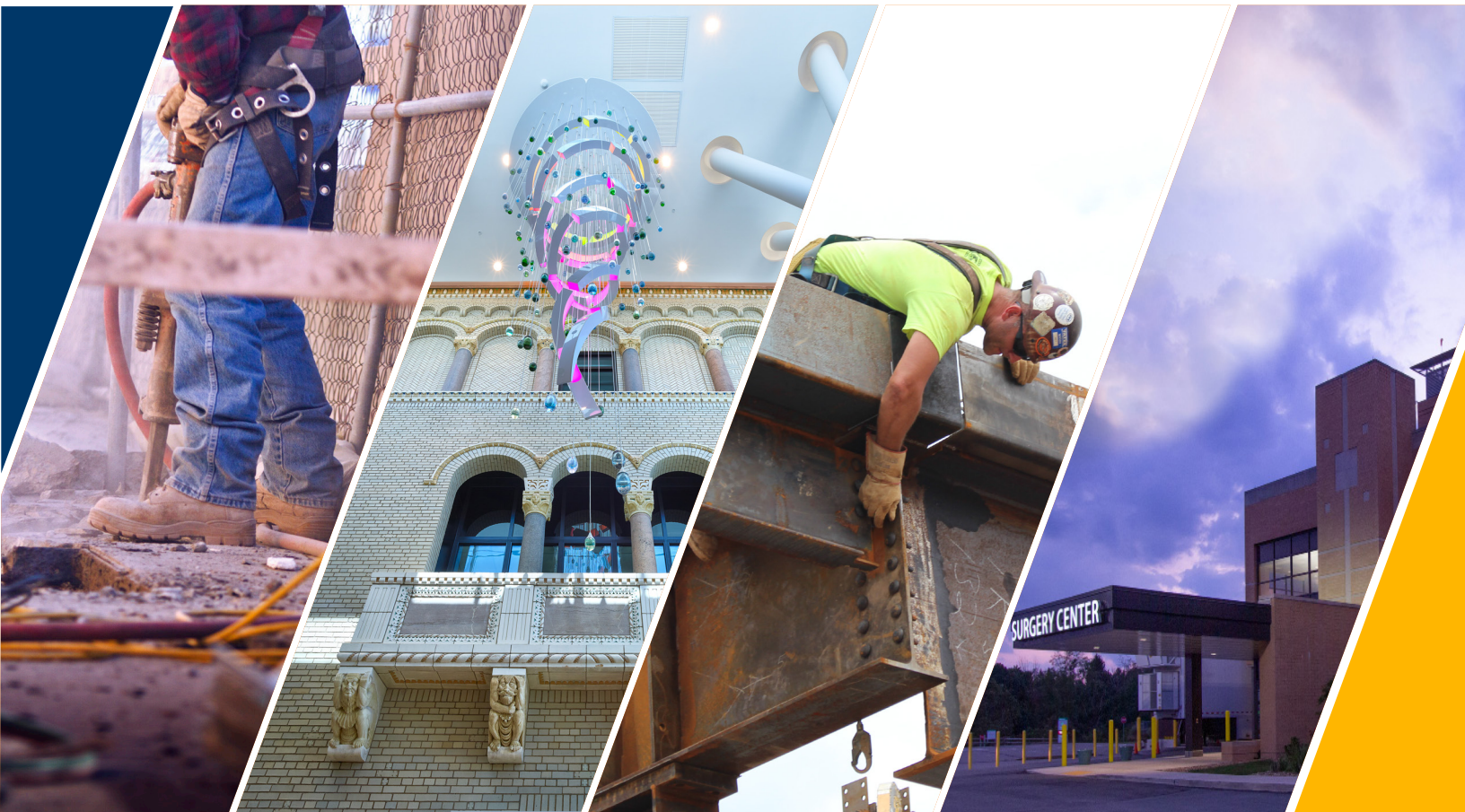
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## PSYCHOLOGICALLY SAFE

You may have a team member who has the best idea that may save your project, but they are too timid or intimidated to ask a question or state their position. A successful team encourages all members to voice their opinion. In practice this is as simple as directly asking a team member their thoughts. Instead of "does anyone have anything to add", ask "Susan, what do you think of this idea? How would you address X". This empowers teammates and reinforces all of the tenants of high performing teams.

Beyond creating an environment for a high performing team to success, we can offer a few more ideas to aide our architect during the preconstruction process. A challenge for many projects is lack of historical information about the infrastructure of the building. Often times many small renovations have occurred

over the lifetime of a building. Not so often are these renovations and changes clearly documented to understand what was changed. The architects and engineers can only design by making assumptions when the existing condition behind of the wall and floors are unknown. We aim to mitigate these assumptions so we can better develop a plan. We can do this several ways. A good first step is to perform a 3D scan of the building. We have equipment that allows us to scan the interior and perimeter of a building to within a 1/8". From this scan we can share dimensional information with the architect which enhances accuracy and can reduce the time an architect needs to spend on-site physically measuring the building. The second task to reduce the unknowns and assumptions is to perform demolition in key location in order to verify the condition of a wall. If we know the limitations and constraints we can develop a plan to overcome them.



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## WORKFORCE, TRADE CONTRACTOR AND SUBCONTRACTOR DIVERSITY

### PROJECT DIVERSITY PLAN DEVELOPMENT

Massaro Corporation has developed this comprehensive inclusion plan for our customers. The plan is to be implemented in a cooperative effort with our customers and customized for the specific construction project at hand. The plan demonstrates our intention to provide equal opportunity to traditionally disadvantaged groups of construction subcontractors and suppliers as well as promote utilization of a diverse construction workforce that is reflective of Pittsburgh residents. Promoting utilization of these local groups is an economic growth strategy that will drive future competition. Increased competition can result in lower prices charged by contractors and vendors to our customers. In addition to lower prices and more robust competition, the return on investment for our effort will be improved prosperity and greater quality of life for all Pittsburgh residents. On November 1, 2013, Massaro Corporation resolved to develop a Mentor Protégé Program and Constructing Our Future Program. For the purposes of our inclusion plan, this terminology is inclusive of 8(a) Business Development Program ("8a"), Disadvantaged Business Enterprises ("DBE"), Minority Business Enterprise ("MBE"), Women Business Enterprise ("WBE"), Veteran Business Enterprise ("VBE"), Lesbian, Gay, Bisexual and Transgender Business Enterprises (LGBTBE). Our inclusion commitment is intended to be far reaching. Massaro is dedicated to the use of small businesses, local businesses and workforce assets from our community.

The construction inclusion strategy consists of three sections: Part (A) is the outreach activity plan to raise awareness and engagement among the target audience; part (B) is the Contracting Activity Plan, which focuses on a strategy to include minority companies; part (C) of this plan outlines activities to include local, underrepresented and disadvantaged residents in the construction workforce.

### IDENTIFICATION AND OUTREACH

Massaro Corporation actively seeks to identify disadvantaged vendors to use on projects. This requires ongoing outreach efforts. In order to accomplish this goal, the follow actions are to be utilized:

1. Identify MWDBE vendors that have been approved and/or certified by public and private owners including, but not

limited to, UPMC, AHN, Department of General Services, Allegheny County, Urban Redevelopment Authority, City of Pittsburgh, African American Chamber of Commerce of Western PA, Eastern Minority Supplier Development Council and other agencies. This ensures that we are aware of as many MWDBE vendors possible.

2. Hold public outreach efforts as well as "Lunch and Learn" programs on projects to meet and solicit participation of a diverse group of subcontractors.
3. Meet with potential MWBE vendors and subcontractors to better understand their capabilities, needs and share opportunities.
4. Maintain a list of all qualified MWDBE vendors in the Building Connected template for invitations to bid opportunities.
5. Identify opportunities for teaming, joint ventures or other avenues to utilize disadvantaged businesses.
6. Identify potential training and development opportunities for potential subcontractors including estimating and bidding, project management, and accounting.

### MEASUREMENT AND MONITORING

Massaro Corporation will submit a report to Jubilee Association on a monthly basis during the construction of this project. Such reports will track outputs and outcomes of the activities established in the plan. Massaro Corporation will provide summary updates to Jubilee weekly as well as in-person briefings when needed.

### COMMUNICATIONS STRATEGY

Massaro Corporation will dedicate a webpage to provide 24/7 access to information on the project. Content may include links to the project specs, project progress updates, advertisements of outreach events, contact information for prospective construction workers and contact information for questions. Multiple channels of communication will be used to advertise subcontractor, vendor/supplier and workforce opportunities. It is expected that a combination of traditional paid media, earned media, social media and partner organizations will be contacted to advertise opportunities throughout the course of the construction. The media list will be inclusive of diverse local outlets and organizations such as, but not limited to African American Chamber of Commerce of Western PA and Eastern Minority Supplier Development Council.



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## ESTIMATING AND PRECONSTRUCTION

Our estimating department has been working to identify all appropriate businesses that can perform quality work and have made every effort to ensure that this opportunity will be extended to the MBE/WBE community. Throughout the year, Massaro representatives attend outreach, networking and business development events to recruit qualified subcontractors with special attention being paid to MBE/WBE contractors. This search spans Pittsburgh as well as the states of Pennsylvania, West Virginia and Ohio.

Massaro will employ our own standard practices of engaging MBE/WBE contractors led by Randy Hartsock, VP, preconstruction operations. Randy is our leader and contractor liaison that reaches out to and assists those firms who could benefit from participating in this project. We will align our standard programs with our customers in a collaborative effort to achieve the best possible participation using:

- One-on-One and joint meetings with contractors during the pre-bid period. This will involve "Lunch and Learns" and other informative presentations to instruct potential bidders and vendors on how participate in the selection process.
- Conduct "Open Houses" and "Work Shops" in the region targeting those firms for participation
- Use well-coordinated marketing program and public notices all focused on achieving tangible responses from firms that can be assisted in the qualification procedures.
- Conduct "Partnering Sessions" between proposed design build contractors and the MBE/WBE candidates that can lead to achievable contract agreements to meet the scope of the planned work.

We utilize software called Building Connected to invite subcontractors to bid opportunities. We have developed a MBE/WBE template that we use to invite MBE/WBE contractors to bid opportunities by Owner and by Region. This helps ensure that we are constantly communicating opportunities.

## PROCUREMENT

During our procurement and award of subcontracts and purchase orders, we continue to seek to award work to MWDBE where possible. Our first effort is through direct award. However, we also seek to have our subcontractors include as much disadvantaged

participation as possible. As part of the award process, we not only consider the cost but also consider the amount of MWDBE participation.

## RISK MANAGEMENT

Massaro Corporation is committed to the success of our subcontractors. To that end, we have and will provide an opportunity for each subcontractor to meet with the accounting department to help with any financial management or administrative needs that may occur. Understanding that in a number of cases, some disadvantage businesses will have cash flow, credit, and accounting challenges, our policy (Mentor Protégé Program) is to work with disadvantaged subcontractor to allow them to participate. Some of the instruments we utilize include joint check agreements, early or bi-monthly payment, direct purchase and in some cases assistance with pay applications.

## II.B.2. TARGET BID CATEGORIES

We anticipate achieving diversity throughout our procurement process. With respect to direct subcontract and purchase order awards, we will target the following packages and sample vendors:

- **GENERAL CONDITIONS** - Anthony Phillips Dumpsters, Allegheny Fence, Boyd Roll Off, REED Associates
- **EXCAVATION & DEMOLITION** - Minnefield Contracting, Mele & Mele, BREX Enterprises
- **CONCRETE** - DeMarco Construction, DCI, 6 Degrees
- **MASONRY** - Franco Associates
- **STEEL** - American Erection; Weatherspoon & Williams
- **CARPENTRY** - Alliance Drywall, REED Associates, Low Country Supply, TD Construction, Fulani Millwork
- **ROOFING** - Bruin Roofing
- **DOORS** - IDA Yeager Company, Jalar Associates
- **DRYWALL & CEILINGS** - Alliance Drywall, REED Associates, Wilco
- **PAINTING** - Courtman Painting, ID Ritter Painting
- **FLOORING** - Butler Flooring, Paramount Flooring
- **DIVISION 10** - Specialties VO George, Braden & McSweeney, Dubin & Company
- **ELECTRIC** - Emerald Electric, Wellington Power

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As indicated, these are just a sample of the packages and vendors that we intend to reach out to during the preconstruction process. In addition to these trade packages, we will communicate diversity goals and requirements to all potential bid package vendors to provide their plan to meet these goals as a condition of subcontract award. The plan and the committed dollar amounts will be written in to agreements and then tracked and monitored with each pay application. Each month, we will provide a diversity spend report with our pay application to document our progress toward the goals.

## II.B.3. TARGET DIVERSITY GOALS

Our target goal for this project is 30% diverse business inclusion. We believe that it is realistic to set a project goal of 30-35% diversity utilizing minority owned and women owned businesses only. We recommend considering additional diverse businesses including veteran owned, LBGTQ owned, small business enterprise, and other disadvantaged business ownership to increase diversity to achieve our target. We are willing to commit at this point to 25% M/WBE participation, which we believe is the current threshold to meet diversity goals with qualified businesses without a significant increased cost to the project.

