



Gilbane Building Company

Greater Philadelphia Economic Inclusion Report

Spring 2021

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Our Commitment to a More Inclusive Industry

At Gilbane, we believe the construction industry can play a central role in Greater Philadelphia’s economic recovery from the COVID-19 pandemic – in part, by maximizing partnerships with minority and underrepresented businesses across the board. This focused effort is important not only in addressing historic inequities, but it will also make our recovery stronger for everyone.

There is no doubt that minority and women-owned businesses (MWBEs) have been disproportionately affected by the pandemic. According to an estimate by the Census Bureau, the number of active Black business owners in Philadelphia fell by 68% from early March to July. The gravity of this statistic is staggering.

We’ve decided now more than ever, we must reinforce our commitment to economic inclusion. To that end, Gilbane has increased our baseline goal to 20 percent MWBE participation. In fact, many of our projects in Philadelphia have consistently exceeded this metric. We are taking an all-hands-on-deck approach to meaningfully achieve these goals which we share with you in this report.

As an industry leader celebrating its 150th year in business, Gilbane hopes to do our part to lay the foundation for a better and more inclusive tomorrow.



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Shared Commitment to Maximizing Community Impact

As a construction manager with a long-term view, we understand that our decisions today will reverberate through time. Commitment to economic inclusion today means a more equitable, robust construction landscape tomorrow. Gilbane is committed to maximizing participation by minority- and women-owned businesses (MWBES) and having a diverse, local workforce on our construction projects. This commitment to what we call “economic inclusion” is driven by our family-oriented culture and core values, which instills in our employees the determination to do what is right. Our 150-years of experience in the construction industry has shown we become stronger as a builder when we leverage our projects to make the communities in which we build stronger.

We help our clients:

1. Meet internal diversity and inclusion goals, whether for developers and corporations or nonprofits that want to see their mission-orientation reflected in the building process.
2. Achieve goals attached to public projects, as well as private projects making use of public funding sources or tax incentives (including RACP) that come with requirements to promote economic inclusion.
3. Enhance community buy-in for construction projects through successful engagement of local residents and businesses and meet goals established by local stakeholders as per a Community Benefits Agreement or other tools.
4. Create a customized economic inclusion or workforce participation plan that may include MWDBE goals to drive business participation, track and monitor diverse workforce participation, encourage local hiring, as well as identify and drive opportunities for underemployed and unemployed people in the community.

Our Core Values



Teamwork



Integrity



Toughmindedness



Dedication to
Excellence



Loyalty



Discipline



Caring



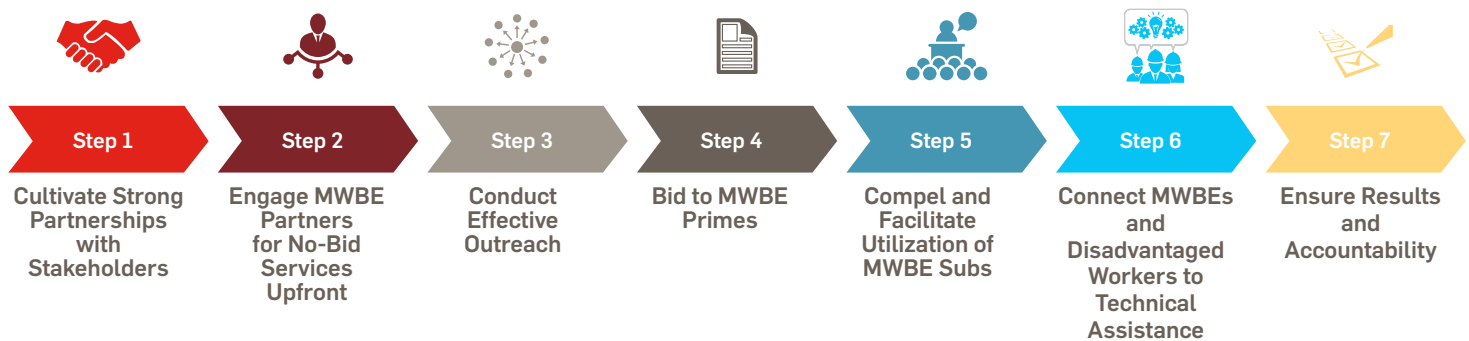
Entrepreneurship



Achieving Success at the Project Level

Every construction project generates opportunities that can have transformative impacts for workers, businesses, and society. When a builder is committed to leveraging all the economic investment and jobs produced by a typical construction project to provide opportunities to local residents and others who would benefit most from them, it adds another dimension of impact that resonates well beyond the building footprint. This community impact is what we at Gilbane mean when we say we are “building more than buildings.”

Achieving economic inclusion results is all about proactive management and consistent adherence to a process that works. It means getting commitments from our contractors when our leverage is greatest—before we sign a contract with them. It means having economic inclusion as an early agenda item at important meetings. It means keeping on top of contractors to ensure that commitments made during the bidding process materialize in the form of awards to small and diverse business enterprises and that these awards are fully realized in the form of payment for services rendered. It means real time tracking and reporting to detect any threats to performance early on when remedies can be applied. An effective process ensures that our **commitment** to economic inclusion in spirit yields actions and results in practice.





Partnering with Philadelphia MWBEs

Diverse Business Participation at Live! Casino & Hotel Philadelphia

Gilbane recently completed construction on the Live! Casino & Hotel project in the heart of the Stadium District in South Philadelphia. The project's ambitious diverse business participation goals were set at 50% MBE and 8% WBE. We not only met those goals, but exceeded them - finishing the project at **51% MBE** and **16% WBE participation**.

The project team worked hard to ensure MWBEs were well represented on bid lists, that communication with invited bidders was constant and that technical assistance was provided when necessary. In addition, Gilbane held several community outreach fairs to attract local diverse business participation. The result was a record number of strong MWBE bids, most of which resulted in awards and robust diversity representation on this project.



“Early on, Gilbane committed to putting forth an implementation plan which would build upon the MWDBE and locally-owned businesses in our area. Our commitment to the City of Philadelphia and all our partners paved the way to the success and the economic impact of our efforts. We not only exceeded the MWBE goals set by the City, we made lasting relationships with our inclusive partners.”

Maria Heiman, Senior Project Manager

Recent Project MWDBE Participation in Philadelphia

51% MBE
16% WBE
Live! Casino & Hotel Philadelphia

40% New K-8 School at Ryan Avenue*

35% 30th Street Amtrak Redevelopment*

* Projected goal



Focused Efforts in Greater Philadelphia

This year, we made the business decision to increase our MWBE goal to 20%. This goal will be applied to all of our projects that carry lower requirements or have no goal at all. The initiatives outlined on the following pages will help meet this increased commitment to engage MWBEs on our projects.

To start working toward these goals, we improved our tracking and reporting of small and diverse business enterprise participation to provide current and real-time data. This participation performance is calculated and reported to staff on a monthly basis with detailed analysis by sector as area manager. This transparency is key to keeping everyone connected to where we are and focused on where we want to go.

Our initiatives to advance economic inclusion include:

- › Increased MWBE goals
- › Collaboration with local organizations such as the ACE Mentor Program of America and the Urban Affairs Coalition
- › Conduct local outreach events to qualified diverse businesses through our GilbaneConnects program
- › Enhancement of small and diverse business enterprise participation performance tracking and monitoring systems
- › Utilization of employee resource groups to bolster inclusiveness

The Greater Philadelphia region is home to a rich MWBE community, offering vast opportunities for partnership in our efforts to promote economic inclusion.

3,257 MWBE firms on Philadelphia's OEO registry **2,018** are minority **1,861** are women owned

*City of Philadelphia Office of Economic Opportunity (OEO)

ACE Mentor Program in Philadelphia

The ACE Mentor Program is a collaborative effort to bring the multifaceted construction industry, educational institutions and local community together to expose high school students to the world of architecture, construction, engineering and the building trades.

Students gain firsthand insight into the design industry by touring project offices and visiting active construction sites. Students work closely with their mentors to solve challenging “real world” projects. Since 2000, the ACE Mentor Program of Greater Philadelphia has given local high school students an opportunity to learn about careers in architecture, construction and engineering. Gilbane has participated in the Philadelphia program for 15 years with over 25 mentors mentoring over 400 students locally. Since 2007, Gilbane has donated over \$1.5 million to the ACE Mentor Program nationally.



ACE Mentor 2020
Philadelphia Jenga Tournament

Urban Affairs Coalition

Philadelphia's Urban Affairs Coalition includes 80+ partner organizations, large and small, working on diverse issues that immediately affect communities. Their goal is to strengthen nonprofit organizations through fiscal sponsorship, capacity building, and program evaluation; improve life chances for youth and young adults; and provide economic opportunity to low-income households, working families, and disadvantaged businesses. Gilbane's Philadelphia team has a long history of working with the UAC. In fact, Senior Project Executive, Scott Bamford, has been involved with the Urban Affairs Coalition for nearly 20 years.



“Throughout my career, I have had great mentors who taught me that the value of economic inclusion was more than just about “making goals.” It was about creating opportunities for MWBE firms and nurturing them along so that they can become partners. My work with the Urban Affairs Coalition over the years has been a true asset on my projects; they always step up and offer up partners who contribute to the project’s success.”

Scott Bamford, Senior Project Executive



GilbaneConnects

Gilbane is committed to finding innovative ways to create opportunities for inclusion and diversity on our projects. Gilbane has a strategic business plan focused on inclusion and diversity efforts in all our markets. The project procurement strategy must incorporate owner or local Business Unit goals, or at a minimum, 20% for diverse business opportunities. As part of the business plan, Gilbane develops procurement strategies designed to maximize participation, boosts engagement through outreach, encourages meaningful contracting opportunities, initiates mentor protégé relationships, implements general conditions purchases, creates strategies to help firms build capacity, examines ways to reduce barriers to success and invests in advocating on behalf of our industry.

Targeted Business Outreach Strategy

GilbaneConnects has been implemented in locations across the United States. We've hosted more than 60 sessions, reaching over 3,500 individuals at historically underutilized, minority, women- and veteran-owned, small and local business enterprises. The program is split into two formats.

Forum-Based Approach

This approach showcases all the bidding opportunities available to contractors in a given geographic area. Project executives, project managers, estimators and others at Gilbane speak one-on-one with attendees. This unique format facilitates connections with Gilbane staff and participants.

Project-Specific Approach

The project-specific approach provides contractors available bid packages for a single job. The project team gives a brief overview of the project and then meets one-on-one with interested contractors.

GilbaneConnects Mission:

We strive to empower residents to secure and retain living wage jobs and careers, while helping subcontractors hire and retain qualified local resident employees.

Our approach involves:

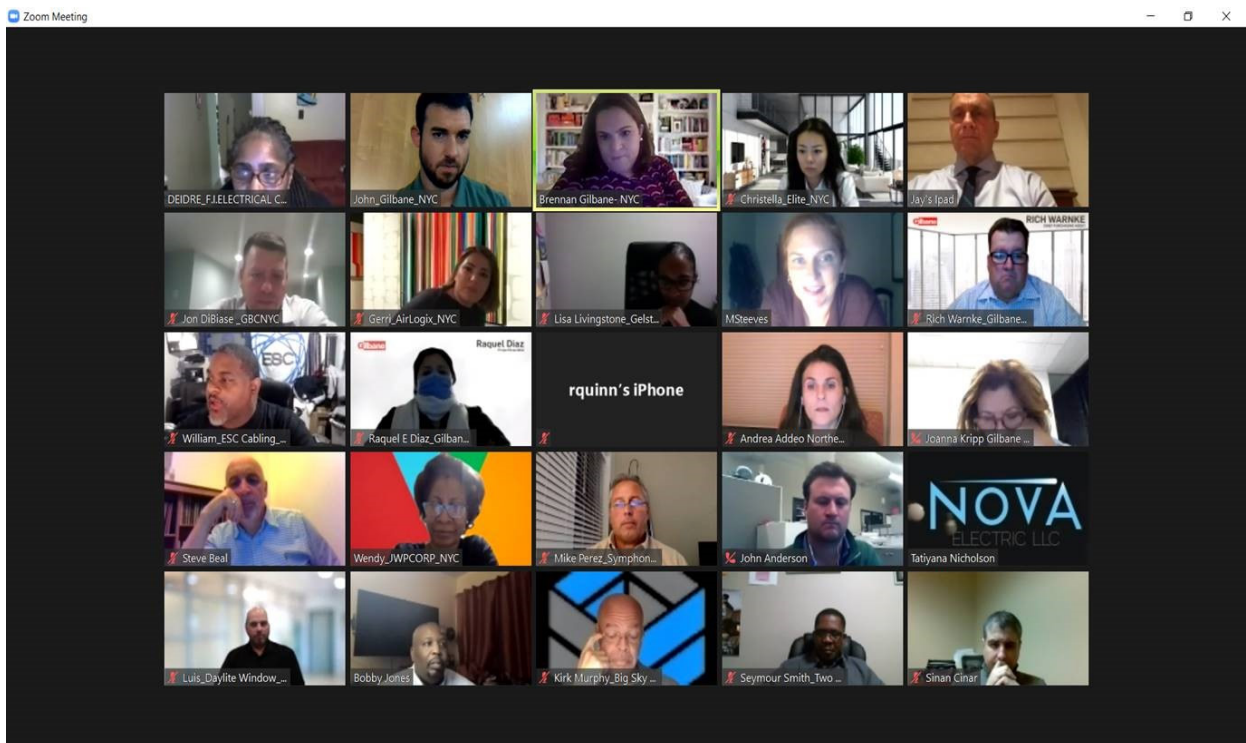
- › *On the ground outreach and awareness*
- › *Proactive, long-term relationships with vendors, contractors, and local organizations and businesses*
- › *Workforce development and knowledge sharing*
- › *Maximizing job placement*
- › *Promoting a diverse and inclusive workplace culture*

GilbaneConnects – Virtual

In 2020, we didn't let the pandemic prevent us from reaching these firms. We added a third format to our GilbaneConnects platform – virtual. Through Zoom we provide an overview presentation to contractors and then set up breakout rooms where attendees can talk in smaller groups with Gilbane staff. There are breakout rooms with the estimating team, operations teams, purchasing, etc.

All our workforce development programs can be easily tailored to any project or location. These plans allow our team to deliver results that exceed client and MBE community expectations. Our efforts resulted in \$1.6 Billion in contracts awarded to small and diverse businesses company-wide from 2017-2019 in both public and private-sector work combined.

*In 2020, our supply chain spend increased with **women-owned businesses by 550%** and with **minority-owned businesses by 470%**, due to concerted efforts by our supply chain department.*





Strategic Partnership with Pride Enterprises

Pride Enterprises Incorporated (PEI) is a certified minority-owned general contractor established in 1996 by Founder and CEO Craig Williams. PEI and Gilbane have a long standing relationship and are partners on several current and recent projects, most notably, Philly Live! Casino & Hotel where PEI managed roughly \$38 million worth of casino interior finishes under the tutelage of Gilbane.

Pride has been involved in all facets of the project from estimate input to descopes, buyout and the day-to-day management of the trades that they are responsible for. Pride has provided staffing for estimates, field supervision and project management while being mentored by the Gilbane project team.



“The partnership between Pride and Gilbane has given us access to opportunities that would not otherwise be available to us and exposed our company to a different caliber of contractors. Engaging us with our core competencies and empowering us to further expand our capacity as a builder. Gilbane is really meeting us where we live and helping us grow, not forcing a round peg into a square hole. Gilbane embraces our mission and helps us achieve our goals and objectives as we are.”

Craig Williams, Founder & CEO, Pride Enterprises



Gilbane Rising Contractor Program

The Gilbane Rising Contractor program provides training and mentorship to a select group of promising MWBE firms. While Philadelphia has great business training programs for contractors, our program focuses on the practical – What does a contractor need to do to work with Gilbane and complete our projects successfully? Estimating, scheduling, safety, insurance, accounting and business development will be covered, but significant value comes from simply establishing relationships between our Rising Contractors and Gilbane project and procurement staff.

Far too often, training programs give the mirage of opportunity but provide little actual work. While we can't guarantee any firm a job, we can train, prequalify, bid, and descope any unsuccessful bids so that participants can be more competitive on the next opportunity. Throughout the program and beyond, a Gilbane Project Executive will mentor the Rising Contractor and serve as the firm's internal champion. This type of mentorship will play a crucial role in ensuring the conclusion of training is just the beginning of our relationship with these firms, not the end.

The success of Gilbane Rising Contractors will be measured not by how many businesses we can graduate, but by how many we put to work.

The Spring/Summer Cohort for the Rising Contractor program launches in April 2021 and the Fall/Winter Cohort launches in September 2021



Senior Project Executive Mark Zamrowski leads the Rising Contractor Training Initiative for Gilbane Philadelphia.

Gilbane Rising Contractors is structured as a 8-week program, currently offered virtually. Each two-hour class is comprised of a lecture by a national Gilbane subject matter expert followed by a more interactive second half that is focused on building relationships between participants and local Gilbane purchasing and construction staff.

Class topics include:

- › Introduction to Gilbane and Prequalification
- › Purchasing
- › Estimating, Scheduling and VDC
- › Insurance, Safety and Project Management
- › Accounting and Access to Capital
- › Business Development, Networking and Graduation

Senior level mentors are assigned to each participant (following successful completion of the prequalification process) and will serve as internal champions for those who complete the program.



[Click here to find additional information and apply!](#)

Benefits

- › Building relationships with personnel in key departments such as Purchasing and Estimating.
- › Intimate knowledge of doing business with Gilbane.
- › Assistance with Gilbane prequalification.
- › Senior-level mentor who will be personally invested in getting their assigned firm work with Gilbane.
- › Automatic bid de-scoping for unsuccessful bids.

Program Rules/Eligibility

✓	Must be certified as an MWBE within Philadelphia or the Delaware Valley
✓	Must be in business for at least two years
✓	Participants must own the business or play a significant role in management
✓	Business representation is required at every class



"I recently read 'Gaining knowledge is the first step to wisdom, Sharing it is the first step to humanity.' It's inspiring to be a part of a program that helps new M/WBE firms in their journey to achieve success in the construction industry."

- Vanessa Ellis, Senior Purchasing Agent

Employee Resource Groups

At Gilbane, we are committed to the continuous development of inclusion and diversity in our place of work. Gilbane supports a robust network of Employee Resource Groups (ERGs) that are a critical component to supporting workplace inclusion. These employee-led groups, each with executive support, Human Resource representatives, and dedicated budgets, create a safe space for people of similar backgrounds and interests to come together, while advancing the spirit of inclusion across the company through allyship and awareness-building. These groups have national and local chapters, with both socially-focused and business-focused goals, providing employees with opportunities to problem-solve, innovate, develop and showcase their leadership skills. Gilbane supports six national and 47 local ERG chapters, with over 900 members. All employees are invited to participate in all ERGs, and the role of allies is critical in their success.

Gilbane's ERGs Include:

- > UJIMA, for Black and African American employees and allies
- > Hol@ Gilbane (Hispanics Organizing Leaders at Gilbane) for Hispanic and Latino employees and allies
- > PRIDE, for LGBTQIA employees and allies
- > empoWer, for female employees and allies
- > Military Advantage, for military veterans, military families and allies
- > Gilbane Young Professionals, for early-career professionals and allies



Leadership Thoughts



"We must be intentional about developing and fostering relationships with small and diverse businesses and engaging the people who live and work in the areas surrounding our projects. Our success is measured by the opportunities we create, our willingness to celebrate diversity and the impact we've had on the education and growth of those along the way."

Yvette Stevens, Director of Economic Inclusion & Community Affairs



"We pride ourselves on our ability to identify root cause issues in our industry that have traditionally prevented greater MWDSBE inclusion outcomes in Philadelphia. We will continue to craft strategies that break down barriers and help grow our diverse business partners and increase participation both in the trades and leadership positions. We are committed to making our industry resemble the diversity of our great city."

Shawn Carlin, Vice President, Philadelphia Business Unit Leader



"My first exposure to Gilbane was through their United Negro College Fund scholarship program while I was a student at Temple University. After graduation, I joined Gilbane's Philadelphia business unit as a management trainee and worked in multiple roles, including participating in Gilbane's Inclusion Council and our UJIMA ERG. UJIMA's mission is based on a Kwanzaa principle of collective work and responsibility. Its meaning is "to build and maintain our community together and to make our brother's and sister's problems, our problems and to solve them together."

Alex Camps, Estimating Executive

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