



Strategic Plan



Strategic Plan for MBE/WBE/DBE* Participation and Outreach in the Procurement of Supplies, Services and Construction for Kinsley Construction Projects

August 2008

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*The term "MBE/WBE/DBE" and its plural are used inclusively to reference, where appropriate, SBs, SDBs, DBs, HBCUs, MIs, WOBs, HUBZone SBs, Vet SBs and S/D Vet SBs.

The Kinsley Strategic Plan is a result of:

- Reviewing Kinsley Construction data
- Conducting independent research
- Interviewing members of Kinsley management, staff and project managers
- Interviewing construction trades people and construction professionals
- Interviewing community leaders

The Kinsley Strategic Plan reflects Kinsley's commitment to achieving a diverse workforce and diversity in subcontracting.

Human Resources: Mission Statement

In order for Kinsley Construction to be the leader in the construction industry, we accept the accountability to acknowledge and value the contributions of all people.

About Kinsley

Robert A. Kinsley founded Kinsley Construction in 1963. The company, incorporated in 1967, began as a subcontracting firm in the concrete trade. Two years later, site excavation and utility installation services were added to complement Kinsley's expertise in flat and structural concrete construction.



In the 1970's, the company entered the general contracting market – yet retained its own trades' people. To this day, Kinsley still self-performs many of its projects' major tasks. During this growth period, steel erection was added to the list of services. Its success led to the addition of Kinsley Manufacturing, which has become one of the largest, most efficient steel and miscellaneous metal fabrication shops in the mid-Atlantic region.

As the company's capabilities have expanded and progressed, so has the list of services. Kinsley now consists of seven divisions focusing on specific areas of the construction industry. This structure allows each division to operate and develop expertise based on the demands of their specific industry. The divisions include **Building Construction, Site and Utility Work, Heavy/Highway and Bridge Construction, Industrial, Manufacturing, Materials and Aggregates, and Kinsley Custom.**

As Kinsley targets multiple market sectors, its projects are diverse in size and varied in complexity. Sales consist mainly of projects located within the mid-Atlantic region. Notably, the majority of our projects are performed for clients with whom we have developed repeat business relationships.

Kinsley Construction is a family-owned business that has evolved into one of the largest full-service firms in the nation (as measured by annual rankings in the Engineering News Record, a national industry publication).

The present day-to-day activities are managed by second generation family executives and personnel who "grew up" in the business. Bob Kinsley, founder and CEO, is still involved in all aspects of the corporation on a daily basis.

The Kinsley StandardSM

Our reputation and our long-term business relationships are a direct result of the high standards we set for integrity, quality, communication, performance and safety for all of our projects. Kinsley Construction is committed to setting the standard in all aspects of construction to ensure the success of each project.



“Kinsley desires to stay ahead of the curve and give back to its community. It’s the right thing to do. The challenge is to experience awesome growth while cultivating relationships that appreciate the values of quality, integrity, reputation and loyalty, in essence, business relationships that maintain *The Kinsley Standard.*”

Robert Kinsley
Founder, Chairman & CEO
Kinsley Construction, Inc.

Strategic Goals

Strategic Goal 1

Develop and utilize a robust pool of minority, women and disadvantaged businesses that provides services and supplies vital to the construction industry and relevant to the geographical areas of Kinsley’s current and future construction projects.

Strategic Goal 2

Provide technical assistance and education for MBEs/WBEs/DBEs in order to increase their awareness of business development opportunities and certifications; offer training on estimation, bidding processes and contract compliance.

Strategic Goal 3

Meet or exceed the MBE/WBE/DBE participation goals set in Requests for Proposals.

Strategic Goal 4

Actively engage in MBE/WBE/DBE business development that reflects Community Capacity.

Strategic Goal 5

Document demonstrated community outreach.

Strategic Goal 1

Develop and utilize a robust pool of minority, women and disadvantaged businesses that provides services and supplies vital to the construction industry and relevant to the geographical areas of Kinsley's current and future construction projects.

- Review past and existing subcontractors and suppliers for: minority, women and disadvantaged business certifications; quality of services/supplies; and good faith assurance that these subcontractors are actively involved in their businesses.
- Establish a vendor base tailored to the construction industry from public databases.
- Conduct person-to-person outreach to database participants.
- Sponsor networking sessions for Kinsley employees and vendors.
- Follow-up networking sessions with one-on-one meetings.
- Attend trade conventions and matchmaking sessions.
- Revise the Kinsley website in order to increase the accessibility of information regarding subcontracting and supply opportunities.
- Revise the Kinsley website in order to include images of minorities and women.

Strategic Goal 2

Provide technical assistance and education for MBEs/WBEs/DBEs in order to increase their awareness of business development opportunities and certifications; offer training on estimation, bidding processes and contract compliance.

- Conduct a needs assessment evaluation of all MBEs/WBEs/DBEs that Kinsley targets and commits to assist in achieving success. Determine the competence, ability, experience and capacity of each of these vendors.
- Assist MBEs and WBEs that are Kinsley subcontractors and suppliers in obtaining or renewing their certifications.
- Conduct business development training sessions for MBEs/WBEs/DBEs.
- Conduct business development training sessions for potential MBEs/WBEs/DBEs.
- Create awareness about, and incentivize attendance at, business development training sessions for MBEs/WBEs/DBEs by awarding attendees with college credit(s) and/or subcontracting opportunities.

Strategic Goal 3

Meet or exceed the MBE/WBE/DBE participation goals set in Requests for Proposals.

- Formally present, annually, the Kinsley Strategic Plan to all Kinsley management.
- Review and/or revise Kinsley subcontracting documents involving large business vendors in order to reflect the inclusive language of owners.
- Include MBEs/WBEs/DBEs by name as members of original project teams.
- Reward project managers who meet or exceed project MBE/WBE/DBE goals.
- Encourage MBEs/WBEs/DBEs to seek challenging proposal opportunities wherein Kinsley may assist the MBEs/WBEs/DBEs in building the capacity of their businesses.

Strategic Goal 4

Actively engage in MBE/WBE/DBE business development that reflects *Community Capacity*.

- Create partnerships that will result in MBE/WBE/DBE business development.
- Create strategic alliances with proactive property owners.
- Seek MBE/WBE/DBE business development among Kinsley employees.
- Establish a mentorship program for construction professionals that couples education and opportunities. Such professionals include accountants, architects, attorneys, engineers, estimators, project managers and supervisors.
- Collaborate with community-based entities to identify local construction MBEs/WBEs/DBEs.
- Collaborate with community-based entities in supporting the successful development of local MBEs/WBEs/DBEs.
- Host interactions between project managers and community leaders in order to facilitate communication between Kinsley and the residents where Kinsley projects are located.
- Support community service activities/programs that primarily serve constituents represented by MBEs/WBEs/DBEs in order to: create goodwill between Kinsley and the end-users of construction projects; and build Kinsley loyalty in the community.

Strategic Goal 5

Document demonstrated community outreach.

- Establish a leadership position within Kinsley that: is focused on the participation of MBE/WBE/DBE vendors, has an outreach budget and influences outcomes.
- Timely comply with reporting requirements of owners.
- Participate in all studies and surveys requested by owners.
- Evaluate each project for MBE/WBE/DBE participation.
- Prepare an annual small business development report that documents the performance measures inherent in the Kinsley Strategic Plan.
- Distribute the annual small business development report via hardcopy and at the Kinsley website.
- The annual small business development report will inform regarding Kinsley's outreach to, and actual business development efforts for, MBE/WBE/DBE vendors.
- The annual small business development report will inform regarding payment percentages to each vendor for all Kinsley projects, and will apply to all vendors.
- The small business development report will report on community service by Kinsley that primarily serves the constituents represented by MBE/WBE/DBE vendors.

Outcomes

- **There is increased diversity and number of MBE/WBE/DBE subcontractors, professional service providers and suppliers that actively compete for Kinsley contracting opportunities.**
- **Information provided in contract documents, i.e., specifications and plans, is readily accessible.**
- **There is increased awareness by vendors of bidding processes.**
- **Kinsley meets or exceeds participation goals in Requests for Proposals.**
- **MBE/WBE/DBE vendors acquire capacity and economic stability.**
- **Community values and quality of life increase for participants, building owners and Kinsley.**
- **The standard for subcontracting in the Mid-Atlantic region is increased consistent with *Community Capacity*.**

Contact Kinsley

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