

Bringing a Community-Owned Retail Building and Grocery Store to Hazelwood
Redevelopment of the Southern 4800 Block of Second Avenue

Greater Hazelwood Coalition Against Racial and Ethnic Disparities (GH-CARED)

Responses to questions for URA executive feasibility review provided by Adelaide Roddy, URA Project Manager

1. Who will be the developer, owner, and manager?

The building will be jointly developed by Massaro Properties, LLC and the Greater Hazelwood Coalition Against Racial and Ethnic Disparities (GH-CARED), a part of POORLAW. Massaro Properties and GH-CARED will work together either under a joint-venture agreement or through a mentor-protégé relationship. Additional development program management support will be provided by Oak Moss Consulting.

The building will be owned by the community of Hazelwood through a cooperative. Pending approval by the cooperative board, the building will be managed by True Spirit Property Management. I, Phyllis Allen have been in property management for over thirty years. True Spirit was formed and registered in 2019 in Hazelwood, Pittsburgh, Pa.

2. How will the cooperative model work? Will you create a not-for-profit entity? Will a Board govern its operations? Who will be part of the managing team? Will they be salaried employees or volunteer their time?

GH-CARED is currently engaged with the Pennsylvania Center for Employee Ownership and the Keystone Development Center, which will provide the community training needed to establish the cooperative. The cooperative will be governed by a volunteer board of directors who will have fiduciary responsibility to the cooperative owners. As noted above, the board of directors, on behalf of the cooperative, will enter into a contract with a property management company. We anticipate that company will be True Spirit Property Management, as Phyllis Allen is already working with GH-CARED on the project in an advisory role.

3. Who will assume the liability and risk of developing and managing the project?

Massaro Properties and GH-CARED will assume the liability and risk of developing and managing the project.

4. What kind of experience in commercial development do you propose bringing to the project? What comparable projects or initiatives has your development team completed within the last 10 years?

At its core, our team is made up of community-minded individuals and organizations with a breadth of experience in large-scale development projects as well the grass-roots organizing and outreach skills needed to prepare residents of Greater Hazelwood to participate and succeed in this co-op real estate and grocery store endeavor. While the URA is involved in similar grocery store projects in communities such as The Hill District, we feel this project is

unique – both in scope and intention – thus setting our team apart as pioneers of community-based development. It is our hope that, in addition to helping revitalize

,Hazelwood and ensuring the promised growth, wealth, and prosperity of other major development projects in the area directly benefit current residents, that this project will also serve as a template for similar co-op initiatives across the region – helping uplift communities of color across Pittsburgh and the county.

GH-CARED

GH-CARED is a newly established coalition of businesses, nonprofit organizations, churches, and residents from the Greater Hazelwood and surrounding communities, created to ensure the fair and equitable representation of Greater Hazelwood residents – especially women and children of color – in local development projects. A part of POORLAW, the leadership of GH-CARED has a long history of development and community-organizing expertise that directly impacts this project.

Although he has focused primarily on housing development in recent years, Pastor Lutual Love is the former CEO of the Westside Community Development Corporation, which established the first public housing tenant CDC, complete with a resident-owned and managed grocery store and state of the art laundromat. He was also the Executive Director of the Glen Hazel Citizen's Association, overseeing the building of one of the largest townhouse developments in Allegheny County and the rehabilitation of 27 single family housing units in Greater Hazelwood.

Saundra Cole is the president and CEO of POORLAW as well as a former owner of a restaurant in the Hazelwood Business District – directly across from the site where we are looking to build the grocery store. Working in Hazelwood since 2015, the POORLAW team is a pillar of the community – providing everything from meal programs, to workforce development, to after school youth sports and mentoring. In addition to providing administrative and executive support for this project, POORLAW will serve as an anchor for community involvement and training – helping ensure the success of the co-op model.

Massaro Properties

As a fully integrated development company with more than 40 years of commercial real estate development experience in the Pittsburgh region, Massaro Properties is prepared to provide site planning, architectural design, and construction management services to this project. The goal will be to both see this development through to a successful completion as well as to provide the guidance and training GH-CARED and Hazelwood residents need to not only revitalize this one location, but also to pursue future developments that will help grow wealth and equity for the community.

2016: Campbells Run Business Center 200 – development, design, and construction of a 22,000-square-foot building that can accommodate a single company or multiple tenants

2016/2017: Marriott Residence Inn – development and construction management of a 95,310-square-foot, 10-story hotel

2015: Synergy Health – development, design, and construction of two separate sterilization facilities totaling 48,000 square feet

Oak Moss Consulting, LLC

Oak Moss provides program management services on projects and operational initiatives, including project development, engineering and design management, project planning, estimating, procurement, contracting, and fundraising support, to help solve the unique challenges on complex projects. The firm has experience working within both the private and public sectors delivering projects on schedule and budget. Some of their capabilities include:

- Collaborating with key stakeholders to develop project concepts that meet owners objectives.
- Driving commercial and technical definition, and managing scope development to fully achieve targets while optimizing return on investment.
- Identifying project wide leveraging opportunities, and developing strategic sourcing and supply chain initiatives with a focus on lowest total ownership cost.
- Working with financial consultants to develop proformas and optimal financing structures for projects.
- Lead discussions on behalf of the owners with private equity investors, lenders and Opportunity Zone Funds.

Having recently converted one of Pittsburgh's oldest structures into The Woods House restaurant and pub, Oak Moss has, together with community groups and local organizations, already invested heavily in the revitalization of Greater Hazelwood. Dedicated to ensuring that development in the area benefits current residents, Oak Moss is working closely with GH-CARED and Massaro Properties to help build a grocery store that will both provide much-needed healthy local food resources as well as economic benefit to the community.

Oak Moss is also currently working with the URA to develop the Woods Village Project, a proposed 60+ unit residential rental development in Hazelwood.

D. Well & Associates LLC

Dedicated to bringing traditional employment opportunities and community-owned microfranchising opportunities to low-income communities in the Pittsburgh area, D. Well & Associates will help develop a co-op grocery store model that best fits the needs of the Greater Hazelwood communities. Together with charities, nonprofits, and local residents, it works to create a symbiotic relationship that promotes economic growth, reduces unemployment, and empowers communities to take charge of their own destinies and thrive. D. Well & Associates is already working with Keystone Development Center's Cooperative Academy to secure the training GH-CARED and the community will need to effectively and successfully manage the co-op going forward.

DeLoJe LLC

DeLoJe is a PA Unified Certification Program and Women's Business Enterprise National Council black and woman-owned certified company established in Hazelwood in 2015. The company provides a diversified set of clients with long term business development, strategic planning, fund development, marketing and communications, and media, branding, and technology support. DeLoJe's top list of clients includes the Kelly Strayhorn Theater, Borough of Braddock, Braddock Water Authority, Mon Metro Chamber of Commerce, GlobalPittsburgh, Pittsburgh Arts and Lecture, Healthy Ride/Bike Share Pittsburgh, the Legacy Arts Project, and Sankofa Village.

Main St. – a 501 c3 nonprofit that is part of DeLoJe – was created with the express purpose of improving the quality of life in communities like Greater Hazelwood by enabling citizens to achieve economic equity and social impact. As stewards for an equitable economy, Main St. is invested in increasing economic opportunities for the underrepresented as well as preparing a new generation to become economic contributors by improving competencies in media, marketing, and technology.

Regarding the 4800 Block project, DeLoJe has played a critical role in securing meetings with The Heinz Endowments, Bridgeway Capital, and the URA's Avenues of Hope team. Going forward, it will provide market analysis and support outreach and will work with all team members to further the project.

True Spirit Property Management LLC

Owned by Phyllis Allen, True Spirit Property Management manages a range of properties, from single-family homes to apartment communities. Phyllis has a comprehensive background in all areas of property management, ranging from operation and development to strategic planning and implementation. She specializes in thorough project research and analysis, proposing creative solutions for cost reduction, time management, and helping foster healthy and functional business relationships.

As a property manager, Phyllis has transformed properties by increasing occupancy from 50% to 100% within 12 months and increasing unit values to drive profitable sales.

Leaders of Change LLC

Leaders of Change is a Benefit Corporation that specializes in holistic organizational development with a focus on race and gender equity. Our goal is to help organizations develop sustainable, socially and economically responsible solutions through a collaborative approach with communities, leadership, partners, and other stakeholders. Using an iterative process and technology, we examine the internal systems that maintain inequities and identify opportunities

to address root issues with direct action to increase the rate of change. By identifying the barriers and the opportunities, we help organizations and communities create results and build real change.

Services:

- Transformational Workforce Development/Job Readiness - MWDBE Good Faith Efforts
- Marginalized Community Engagement
- Strategic and Future State Planning
- Organizational Development & Equity Service Design
- Data Collections and Methods

Founder and Principal: Amber Thompson

<https://leadersofchangellc.com/>

<https://consciousunbias.com/>

Four Mile Run Communications LLC

As the sole proprietor of Four Mile Run Communications, Barb Warwick specializes in writing and editing services for global corporate clients - including the creation of sales and marketing materials, technical content, and internal and external communications. For this project, she participates in project meetings and helps draft documents and communications to ensure clarity, accuracy, and consistency of information and messaging - both for the various organizational stakeholders and the Greater Hazelwood community at large. Going forward, Barb will continue to support the project in this capacity. This will include participating in training on cooperative ownership and management as well as offering any other services and support that are within her capacity to provide.

5. What is your fundraising plan?

Pursuant to obtaining provisional control of the site from the URA, the Heinz Endowments has agreed to provide GH-CARED with a \$30K grant so that we may conduct a feasibility study and pre-development plan to ensure the viability of a co-op grocery store and other businesses at this site.

We are also in regular discussions with Bridgeway Capital and Avenues of Hope – both of which have expressed support for the project and are prepared to offer capital support, resources, and guidance, pending the URA's approval of site control.

Other possible funding resources include:

- Redevelopment Assistance Capital Program (RACP) grants
- Opportunity Zone Funds focused on Grocery Stores in Food Deserts
- Private Lenders
- Private Investors and JV Partners interested in leased spaces