



MCMAHON ASSOCIATES, INC.
dba MCM/MCMAHON ASSOCIATES
An Equal Opportunity Employer

AFFIRMATIVE ACTION PLAN

McMahon Associates, Inc. is extremely proud of its commitment to an Affirmative Action/Equal Opportunity Employment (EEO) Program. Our commitment to this program is reflected in part by the composition of the staff. As a firm, approximately one-third of our employees are women or minorities, including a woman as a corporate officer. This commitment is an example of our strong commitment to society and the leadership of our organization.

AN EQUAL OPPORTUNITY EMPLOYER

It is the policy of McMahon Associates, Inc. to comply with all applicable federal, state, and local laws in order to recruit, hire, compensate and promote individuals best qualified for a position by reason of education, training, experience, and personal character without regard to their age, race, creed, color, religion, national origin, sexual orientation, marital status, ancestry, veteran status, present or past history of mental disorder, disability including, but not limited to, blindness, except where any of the above is a bona fide occupational qualification or need.

As such, this policy and practice of this firm applies to all persons, particularly those that are members of the protected classes identified as Blacks, Hispanics, Asian Americans, American Indians, Women, and Handicapped.

No person will be discriminated against or be denied the benefits of any activity, program or employment process receiving public funds, in whole or in part resulting from awarded contracts.

This firm will implement, monitor and enforce this Affirmative Action Policy Statement and Program in conjunction with the applicable federal and state laws, regulations and executive orders listed below and also in conjunction with the EEO contract provisions listed below of which we intend to achieve full compliance:

- 1) Civil Rights Act of 1964 as amended
- 2) Presidential Executive order 11236 as amended
- 3) Title 23 U.S.C. 1409
- 4) Title 49 C.F.R. Part 23
- 5) Governor's Executive Orders #3 and #17

- 6) Fair Employment Practices Act
- 7) The American with Disabilities Act of 1990
- 8) Public Act No. 91-58
- 9) Civil Rights Act of 1991
- 10) Specific Equal Employment Opportunity Responsibilities
- 11) Required Contract Provisions Federal Aid Construction Contracts
- 12) A(76) Affirmative Action Requirements
- 13) Training Special Provisions
- 14) Minority Business Enterprises as Subcontractors
- 15) Standard Federal equal Employment Opportunity Construction Contract Specification
- 16) Nondiscrimination Act

In implementing this policy and ensuring that equal opportunity is being provided to protected class members, this firm will contact and request referrals from minority and women organizations, referral sources and minority media each time a hiring opportunity occurs. All said advertising shall also emphasize that the firm is "An Equal Opportunity Employer."

To substantiate the efforts made and the affirmative actions taken to provide equal opportunity, this firm will maintain and submit as requested documentation such as referral request correspondence and copies of advertisements utilized in conjunction with the above named sources; in addition, to further substantiate such efforts and affirmative actions, this firm will maintain internal EEO/affirmative action audit procedures and reporting and record keeping systems.

MATERNITY/EARLY CHILDHOOD LEAVE

An employee may be granted up to one year's unpaid leave of absence associated with the birth or adoption of an employee's child.

COMPLAINT PROCEDURE

Complaints are documented in writing and receive the prompt attention of the Equal Opportunity Employer Officer and/or the Office Manager. Resolution of these complaints is the responsibility of the Equal Opportunity Employer Officer, in conjunction with the Office Manager. Corrective actions arising from complaints will be addressed in writing, and these documents will be maintained in the project files.

SEXUAL HARASSMENT POLICY

A non-discriminatory work environment includes freedom from sexual harassment. Sexual harassment is the making of unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when (a) submission to such conduct is made either explicitly or implicitly a term or condition of employment, (b) submission to or rejection of such conduct by a

individual is used as the basis for employment decisions affecting such individual, or (c) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Any complaint of sexual harassment should be submitted immediately to the individual's supervisor. If the complaint is against the individual's supervisor, report it to the Equal Opportunity Employer Officer and/or the Office Manager. All complaints will be handled on a completely confidential basis and no one will be retaliated against for filing a complaint. Any individual who is found to have engaged in acts of discrimination or sexual harassment will be disciplined appropriately, up to and including discharge.

As and Equal Opportunity Employer, it is understood by me, my Equal Employment Opportunity Officer, and my supervisory and managerial personnel that failure to effectively implement, monitor and enforce this firm's affirmative action program and the failure to adequately document the affirmative actions taken and efforts made to recruit and hire will result in this firm being required to recommit itself to a modified and more stringent affirmative action program prior to receiving approval of such program by the contracting agency, a prerequisite for performing services for the contracting agency.

Once a year, our affirmative action program will be updated in accordance with the current update procedures being utilized by the affirmative action program of this firm, which consists of both this affirmative action policy statement and any equal employment opportunity/affirmative action requirements contained in any contracts, which we may receive.

ASSIGNMENT OF RESPONSIBILITIES

I, Joseph W. McMahon, P.E., Chief Executive Officer of McMahon Associates, Inc., am personally committed to the effective implementation, monitoring and enforcement of our affirmative action program. I hereby direct the Equal Employment Opportunity Officer of this firm and all supervisory and managerial personnel to implement, monitor and enforce this program with the same dispatch and expertise normally applied and expected in their other job duties.

Joseph J. DeSantis, P.E., PTOE, currently serves as the firm's President and Equal Employment Opportunity Officer for the firm's ten offices. He provides contractual administration, top-level technical assistance and oversight, and ensures that this affirmative action/equal employment opportunity policy is practiced.

In addition to the above named individual's duties, the Affirmative Action/Equal Opportunity Officer shall:

- 1) Develop, implement and monitor progress on this firm's affirmative action plan.
- 2) Acquaint workers with their specific responsibilities under the plan.

- 3) Initiate and maintain contact with unions, recruitment sources and organizations servicing members of protected groups concerning the achievement of affirmative actions requirements.
- 4) Conduct meetings and orientation sessions, as necessary, to advise workers and management of the goals of the plan.

Regional Managers

William T. Steffens

Vice President & Regional Manager, New England

Casey A. Moore, P.E.

Vice President & Regional Manager, Mid-Atlantic

John S. DePalma

Vice President & Regional Manager, Florida

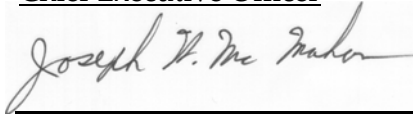
Equal Employment Opportunity Officer



Joseph J. DeSantis, P.E., PTOE

President & EEO Officer

Chief Executive Officer



Joseph W. McMahon, P.E.

CEO & Chairman of the Board