COMMUNITY ENGAGEMENT STRATEGY
UC Davis Health: Procurement Policy and UC Davis Health’s Anchor Institution Mission
[Extracted from Regents F&CS item F4 January 19, 2022]

In support of the UCOP Procurement Policy to increase investment in minority and small businesses, UC Davis Health promotes its Anchor Institution Mission2 (AIM) for community health in which UC Davis Health commits to better leveraging its business operation and standing as the second largest employer in Sacramento County to advance the economic security and opportunity in surrounding under-resourced communities, ultimately improving health equity and the socio-economic wellbeing of these communities. Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health (social determinants of health) such as poverty, discrimination, and their consequences, including lack of access to good jobs with fair pay, high-quality education and housing, safe environments, and health care. In collaboration with community partners, UC Davis Health seeks to implement these anchor strategies:

1. Hire locally – Hire and develop local talent.
2. Purchase locally – Purchase more goods and services from local vendors.
3. Invest locally – Invest in projects in vulnerable communities.

UC Davis Health is leveraging the California Hospital Tower project within the design and construction communities and will target the overall project efforts to hire local, buy local, invest local, and volunteer local within the Anchor Institution communities affected zip codes as well as the broader local Sacramento community. UC Davis Health will contract with large trade partners and provide assistance to engage, procure, train, and support local businesses, communities, and individuals. This effort will go beyond best faith efforts and focus on intentional investment in creating opportunities for the diverse, local, and underserved AIM communities.


[End of Information Provided in written Regents Item]
Our Requirements to meet the Anchor Institution Strategy:

- The California Tower team worked with the DEI (Diversity, Equity Inclusion) group and the General Contractor to establish and meet local hiring & training goals.

- Goals include engaging, and training individuals from local communities for the labor force. A significant number of labor hours from the largest subcontractors are expected to be apprentice hours from local communities.

- Anchor Institution communities include the following targeted zip codes: 95817, 95820, 95824, 95828, 95838

- The targeted zip codes will not have sufficient population to provide labor to the California Tower project and Aggie Square. This list of zip codes will be expanded to serve the projects’ labor needs, with preferences and priorities offered to targeted zip codes.

- An Anchor Strategy plan for local sourcing is required of subcontractors in the Request for Proposals for the California Tower.

- The following subcontractors have been hired and will develop a plan to meet the University’s Anchor Mission Strategy;
  1. Southland Industries for mechanical, plumbing and med gasses scopes
  2. Rosendin Electric for electrical and low voltage scopes
  3. Enclos for building enclosure scope

Contractor’s Apprentice Outreach and Development (Using Southland, trade partner as an example):

- Southland estimates approximately 80,000 apprentice hours that will be targeted to be supplied from the local community for mechanical, plumbing and med gas scopes.

- Of all hours associated with this large scope of mechanical and plumbing work, 20% of labor hours spent will be apprentice hours.
How we are accomplishing the Subcontractor Procurement Plan:

- We are aggressively following the University’s requirement for hiring from small and underserved communities and sourcing from local businesses.

- This strategy was outlined in the Request for Proposal documents for all subcontractors and was scored with 25% of the points being allocated to the subcontractor’s response to an Anchor Mission Strategy.

- Requirements of the response include demonstration of an Apprentice Program and Establishment with local community contacts and an engagement plan for hiring locally.

- Timeline for completing procurement of Subcontractors:
  
  Jan – March 2022:
  
  Subcontractor’s hired with Anchor Mission Strategy plan required.
  
  Project management and DEI team define key metrics to best track against plans submitted.

  Apr – June 2022:
  
  Forecast construction job opportunities and connect with city and local workforce development programs

  July – Dec 2022:
  
  Dashboard developed by DEI to track AIM metrics and goals across life of project

  Jan 2023 – Dec 2023:
  
  Scope fully developed, obtain resources within Sacramento, prepare for construction start in Jan 2024.

[The following pages are extracted from our Request for Proposals requirements and Proposal responses from the subcontractors listed above]
UCDH Anchor Strategy for Trade Partners

What is the UC Davis Health Anchor Mission and Why does it matter

In 2019, UC Davis Health launched the Anchor Institution Mission (AIM) for Community Health in which UCDH commits to better leveraging its business operation and standing as the second largest employer in Sacramento County to advance the economic security and opportunity in surrounding under-resourced communities, ultimately improving health equity and the socioeconomic well-being of these communities. Health Equity means everyone has a fair and just opportunity to be as healthy as possible. This requires addressing the social determinants of health and removing obstacles to health such as poverty, discrimination, and their consequences, including lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. In collaboration with community partners, UC Davis Health will implement these anchor strategies:

1. Hire locally -- Hire and develop local talent
2. Purchase locally -- Purchase more goods and services from local vendors
3. Invest locally -- Invest into projects in vulnerable communities
4. Volunteer locally -- Engage employees in volunteering in local neighborhoods

The context for launching AIM are the long-standing health inequities and life expectancy gaps in Sacramento neighborhoods. Many of these health gaps are highlighted in the 2019 Community Health Needs Assessment (CHNA) of Sacramento County conducted every three years on behalf of UC Davis Health. The CHNA highlights the need to focus on the social determinants of health in our role as an anchor institution. Of the ten most significant health needs identified in the CHNA, nearly half are related to social and economic determinants of health:

1. Access to quality primary health care services
2. Access to mental/behavioral/substance-abuse services
3. Access to basic needs such as housing, jobs, and food
4. System navigation
5. Injury and disease prevention and management
6. Safe and violence-free environment
7. Access to active living and healthy eating
8. Access to meeting functional needs (transportation and physical mobility)
9. Cultural competency
10. Access to specialty and extended care

The CHNA identifies 19 zip codes in the UC Davis Health catchment area that disadvantaged. These zip codes area:

<table>
<thead>
<tr>
<th>ZIP CODE</th>
<th>COMMUNITY/AREA</th>
<th>POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>95660</td>
<td>North Highlands</td>
<td>34,303</td>
</tr>
<tr>
<td>95815</td>
<td>North Sacramento</td>
<td>25,206</td>
</tr>
<tr>
<td>95838</td>
<td>Del Paso Heights</td>
<td>37,286</td>
</tr>
<tr>
<td>95841</td>
<td>Arden Arcade, North Highlands</td>
<td>19,890</td>
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</tbody>
</table>
Based on geographic distance to the UC Davis Medical Center campus, in its initial phase, AIM has honed in on five of these disadvantaged zip codes and priority neighborhoods to engage in Anchor strategies. These zip codes include 95817, 95820, and 95824, 95828, 95838 highlighted in yellow. These five zip codes plus those highlighted in green are included in the Aggie Square Community Benefits Agreement Plan. The table below, modified from the CHNA, summarizes some key population characteristics of these zip-codes. The metrics highlighted in yellow indicate areas these zip-codes performed poorly in compared to Sacramento County and California benchmarks including median income, % poverty, % unemployed, % uninsured, % No High School graduation, % living in high housing costs, and % with disability. There are clear inequities across these indicators and opportunities for UCDH to improve community health.

<table>
<thead>
<tr>
<th>Zip Code and Neighborhood</th>
<th>Total Population</th>
<th>% Minority</th>
<th>Median Age</th>
<th>Median Income</th>
<th>% Poverty</th>
<th>% Unemployed</th>
<th>% Uninsured</th>
<th>% No HS Graduation</th>
<th>% Living in High Housing Costs</th>
<th>% with Disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>95838 Del Paso Heights</td>
<td>37,286</td>
<td>74.5</td>
<td>28.9</td>
<td>$40,815</td>
<td>29.5</td>
<td>12.1</td>
<td>15.1</td>
<td>26.8</td>
<td>50.2</td>
<td>11.8</td>
</tr>
<tr>
<td>95817 Oak Park</td>
<td>13,918</td>
<td>53.5</td>
<td>34.1</td>
<td>$38,889</td>
<td>30.7</td>
<td>8.5</td>
<td>13.0</td>
<td>16.2</td>
<td>45.8</td>
<td>17.9</td>
</tr>
<tr>
<td>95820</td>
<td>35,869</td>
<td>70.5</td>
<td>33.6</td>
<td>$42,948</td>
<td>27.4</td>
<td>11.8</td>
<td>16.2</td>
<td>25.8</td>
<td>41.9</td>
<td>15.6</td>
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<tr>
<td>Total Population in the Communities of Concern</td>
<td>676,649</td>
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<tr>
<td>Total Population in the HSA</td>
<td>1,479,300</td>
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<tr>
<td>Percent of the HSA</td>
<td>46%</td>
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</table>
UC Davis Health is committed to addressing the social determinants of health in our surrounding neighborhoods through our AIM strategies. These strategies are implemented in close partnership with community collaborators that include CBOs, local government offices, and community advocates:

**Hire Local**: This workforce development strategy is led by Human Resources in collaboration with the Office for Health Equity, Diversity, and Inclusion. It improves community well-being by providing “outside-in” and “inside-up” opportunities to local workforce including workforce readiness, job training, employment and career advancement. UC Davis Health (Sacramento campus encompassing the School of Medicine, School of Nursing, and the Medical Center) currently employs 9% of our workforce from our Anchor communities. Our internal goal is to increase this number to 20% over the next five-ten years. Current efforts include:

- Human Resources (HR) has initiated a robust community outreach strategy in AIM neighborhoods. In Fiscal Year (FY) 2020-2021, HR conducted 30 outreach events, and 18 (60%) targeting prospective applicants in underserved communities in Sacramento. As a result, UC Davis Health engaged with approximately 3,000 prospective applicants.

- In the first six months of FY 2021-2022, HR conducted 25 outreach events, with 19 (76%) targeting prospective applicants in underserved communities in Sacramento. This increased focus is a result of collaboration with the AIM and Aggie Square teams. UC Davis Health is forecasted to surpass the 3,000 engagements this fiscal year.

- To increase reach into local communities, HR has expanded its collaboration with Community Based Organizations such as La Familia, Sacramento Urban League and Asian Resources Inc as well as other local agencies such the Employment Development Department and Sacramento Employment and Training Agency (to name a few).

- HR is also committed to increasing transparency and access to the UCDH application process for our community by conducting online job talks and workshops on how to search and apply for jobs at UCDH.

- To cultivate local pipelines, we have partnered with the Los Rios College District to develop pipeline programs such as the Clinical Research Coordinator Career Pathway Pilot -- a paid internship.
opportunity -- developed in partnership with the Center for Translational Science (CTSC) and Cosumnes River College.

- We have partnered with the City of Sacramento, Office of Innovation and Economic Development to conduct workforce asset mapping and develop a survey tool that will help assess the workforce and wrap-around service needs of local communities.

- With the UC Davis Health campus is vastly expanding over the next decade, through capital projects such as the California Tower. A key AIM strategy is to utilize local labor and local small/diverse businesses for such projects. We have incorporated the AIM framework into the selection and onboarding of key Trade Partners who must establish their own Anchor Strategy Plan, establishing goals that align with AIM. Specific metrics and expectations are identified for Trade Partners starting on page 5.

Procure Local: This strategy is led by Supply Chain Management. Procurement is the process of acquiring all of the goods, services, and work that are vital to an organization. The procurement process involves identifying needs, strategically vetting and selecting vendors, negotiating contracts and payment terms, and purchasing goods, services and work. Over the last year, OHEDI has been meeting with Supply Chain Management leadership to establish metrics and align supply chain needs with institutional goals to support diverse, local businesses. These efforts include:

- Supply Chain Management, in partnership with the Office for Health Equity, Diversity, and Inclusion, UCDMC Purchasing, and the Sacramento Diverse Chambers is planning a 2nd Annual Small and Diverse Supplier Expo in April 2022, where local, diverse, and small businesses receive guidance and details about becoming an approved vendor with UC Davis and UCDH.

- Supply Chain Management has created a robust website and database to search small and diverse suppliers. The website incorporates directories for each of the Sacramento Diverse Chambers of Commerce. These types of resources will facilitate institutionalization of local and inclusive purchasing.

- We have strengthened our partnership with the Sacramento Diverse Chambers, including the Sacramento Black Chamber, the Sacramento Hispanic Chamber, the Sacramento Rainbow Chamber, the Sacramento Asian Chamber and the Sacramento Metro Chamber through regular meetings and alignment of events. UCDH has formal sponsorship agreements in place with the Sacramento Black and Rainbow Chambers.

- In 2022 UCDH will extend professional development and training opportunities to our diverse chamber partners and support small and diverse business capacity building efforts through workshops such as “How to become a certified small business” and “How to find opportunities for working with UC Davis.”

- In addition to efforts from our Supply Chain Management Office, the Small Business First mandate for University of California, Office of the President (UCOP) further solidifies our commitment. The UCOP Small Business First is a ‘set-aside’ program that requires UC contracts and procurement between $10,000 and $250,000 be award to certified Small Businesses, Microbusinesses and Disabled Veteran Business Enterprises, wherever possible. The Small Business First program is also consistent with UC’s ongoing commitment to sustainable procurement practices where the UC Sustainable Policy establishes an annual goal of awarding 25% Economically and Socially Responsible (EaSR) total addressable spend to small and diverse owned businesses. EaSR spend includes small, disadvantaged, women-owned, minority-owned, and veteran owned business enterprises.
• **Food and Nutrition Services** has surpassed the 25% EaSR goals by focusing on local and sustainable food procurement within 100 miles of the Sacramento campus. The unit increased EaSR spend from 16.5% in 2016 to 40% by 2019. The program has invest $1 million in the region and improved nutrition and food quality while reducing their carbon footprint. Aside from the financial benefit UCDH provides for our “community” by purchasing much of our foods from within 100 miles, our food program also provides clean and “less processed” food access and education to our patients, visitors and staff.

**Invest Local:** Community impact investment is the process of investing financial resources to address structural resource gaps that negatively impact the social determinants of health in under-resourced or marginalized communities. UCDH is approaching this strategy in a number of ways including directly funding non-profits in our AIM zip codes. With a number of surrounding neighborhoods to the UC Medical Center considered as “food deserts” food security is a particular area of focus within this strategy. In 2020, at the peak of COVID-19, OHEDI funded local Community Based Organizations (Opening Doors Inc, NeighborWorks, and Center for Fathers and Families) to support food security programs in vulnerable communities these CBOs served. These small grants offered a safety net to struggling CBOs and allowed them to carry out critical services. Over 2000 low income individuals, more than 500 families and 22 small businesses benefited from these funds. OHEDI has also been working closely with the Sacramento County Primary Health Center to support a pilot food prescription program that gives needy families a gift card to purchase fresh fruits and vegetables. Additional impact investment can be found in the [UCDH Community Benefits Report](#).

**Volunteer Local:** This strategy aims to improve institutional engagement, strengthen connections, and improve trust with local communities. UC Davis Health has robust volunteer mechanisms for students and will increase these opportunities for faculty and staff. In the 2020 I-DARE Survey over 90% of employees across UC Davis Schools of Health agree that programs, services, and research should be responsive to community needs and that it is important to invest in local and underserved communities. However, there is less certainty around practices and structures in place that address this need. Creating more opportunities for engagement and better coordinating community engagement efforts is a central part of this strategy. Better engagement and partnership building with neighboring communities is also core objectives of the UC Davis Diversity, Equity, and Inclusion Strategic Vision and numerous institutional offices such as the Public Affairs and Markets, the Office of Government and Community Relations, the Office for Health Equity, Diversity, and Inclusion, and Public Scholarship and Engagement, to name a few, thus there is strong foundation to build upon in this area.
Successfully implementing our overall UCDH AIM strategy will require the commitment and support of all Project Team members. As such, we are looking for partnerships with Trade Partners willing to provide robust assistance and go beyond Best Faith Efforts. A collaborative approach will best enable the Project Team to intentionally invest in the creation of opportunities for diverse, local and underserved communities on the RHT project and in the Sacramento construction market.

Accordingly, Trade Partners proposing to work on the RHT Project shall develop an Anchor Strategy Plan that works in conjunction with and supports the broader UCDH AIM Strategy. The plan should describe and provide metrics for how the trade partner will positively impact local communities and small/underrepresented businesses. This strategy shall identify objectives and actions to achieve these objectives during the project timeline. Proposed strategies should include plans to support at least 2 of the key strategic areas outlined above. The table and reference material below provides additional guidance towards the development of a successful anchor strategy plan. You can use this document as a template to develop your goals and metrics.

A collaborative approach will best enable the full Project Team to intentionally invest in our diverse, local and underserved communities on the RHT project and in the Sacramento construction market. To best support these efforts, we expect our Trade Partners to work collaboratively with our internal AIM team in supporting and holding all accountable towards our Anchor Institution goals.

### Considerations for a Successful Anchor Strategy Plan

<table>
<thead>
<tr>
<th>AIM area</th>
<th>Anchor Mission Community Workforce Development</th>
<th>Commercial Address</th>
<th>Local and Diverse Procurement and Subcontracting (Under-represented Business Enterprise Development)*</th>
<th>Ownership Characteristics</th>
<th>Community Development</th>
<th>Overall Reliability</th>
</tr>
</thead>
</table>
| **Description** | Set specific goals focused on local workforce and workforce development  
• Commit X% of construction hours worked by residents of AIM neighborhoods, by under-represented groups, | Company with a commercial address in one of the AIM neighborhoods | Prime contractor has a formal plan/agreement in place to subcontract a significant portion of work with local construction businesses and local minority owned construction-related businesses | Company is registered as a women, minority, or veteran owned business  
One or more of Company’s leadership team | Company with track record of community development projects and initiatives (e.g. donations or other impact investments, volunteering; apprenticeship and other pipeline and youth development efforts) | Company is financially sound and can demonstrate success on similar engagements  
Company has dedicated resources towards developing |
<table>
<thead>
<tr>
<th>Benefits to AIM Community</th>
<th>Metrics to track</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Decreased unemployment rates</td>
<td>• % of total construction hours worked by residents in AIM neighborhoods, under-represented groups, and women</td>
</tr>
<tr>
<td>• Increased per capita income</td>
<td>• % of total wages paid to AIM residents</td>
</tr>
<tr>
<td>% of total wages paid to AIM reside</td>
<td># of jobs created in local area (all jobs – construction, admin, design team etc)</td>
</tr>
<tr>
<td>Serve as an example and catalyst to increase the participation of local businesses and local minority owned businesses in other institutions’ large construction projects.</td>
<td># of local companies contracted with</td>
</tr>
<tr>
<td></td>
<td>• % of total spend with local construction businesses</td>
</tr>
<tr>
<td>Additional local revenue to be spent in AIM communities</td>
<td># of local businesses and local minority owned businesses (construction-related and others) contracted/ subcontracted with</td>
</tr>
<tr>
<td>• Increased sales tax</td>
<td>• % of total construction spend with local construction businesses and local minority owned construction-related businesses</td>
</tr>
<tr>
<td>• Can work with them to hire more AIM community residents</td>
<td>Local and diverse hiring</td>
</tr>
<tr>
<td></td>
<td>• # of Hours of volunteer time in local community by company employees</td>
</tr>
<tr>
<td></td>
<td>• Donations made to local communities and charities</td>
</tr>
<tr>
<td></td>
<td>• # of Hours of apprenticeships</td>
</tr>
<tr>
<td></td>
<td>• # of youth/local residents onboarded to pipeline programs</td>
</tr>
<tr>
<td></td>
<td>• # of partnerships with local CBOs and community colleges</td>
</tr>
<tr>
<td></td>
<td>• FTE dedicated to Anchor Strategy Plan</td>
</tr>
</tbody>
</table>

* For the purposes of this project the following are defined as UBE:
  - Small Business
  - Disabled Veteran Business Enterprise
  - Small Disadvantaged Business
  - Women-owned Business
  - HUBZone Small Business
  - Veteran-Owned Small Business
  - Service-Disabled Veteran-Owned Small Business
  - LGBTQ-owned business

X% of construction hours are worked by women
- Develop workforce development programming (construction pipeline programs)

resides in AIM zip code

and implementing their Anchor strategy plan

Reference Material
California legislation for state construction contracts:

Notwithstanding any other provision of law, contracts awarded by any state agency, department, officer, or other state governmental entity for construction, professional services (except those subject to Chapter 6 (commencing with Section 16850) of Part 3 of Division 4 of Title 2 of the Government Code), materials, supplies, equipment, alteration, repair, or improvement shall have statewide participation goals of not less than 15 percent for minority business enterprises, not less than 5 percent for women business enterprises and 3 percent for disabled veteran business enterprises. These goals apply to the overall dollar amount expended each year by the awarding department, as defined by Section 10115.1, pursuant to this article.

https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=PCC&division=2.&title=&part=2.&chapter=1.&article=1.5.

Other Legislature:


UCOP UC Facilities Manual – Constructive Services – Methods of Contractor Selection


UCOP Small Business First Program

https://www.ucop.edu/procurement-services/for-ucstaff/small-business-first/index.html

UCOP Sustainable Practices and Guideline

https://policy.ucop.edu/doc/3100155/SustainablePractices
REQUEST FOR PROPOSAL DOCUMENTS

BID PACKAGE # RHT-01

22-05 Plumbing
22-10 Medical Gases
23-05 Mechanical & Controls

FOR

HOSPITAL BED REPLACEMENT TOWER (RHT)
PROJECT

UC DAVIS HEALTH
SACRAMENTO, CALIFORNIA

MANDATORY RFP CONFERENCE: 9:30 A.M. TO 11:00 A.M. SEPTEMBER 23RD, 2021

REQUEST FOR NARRATIVE PROPOSALS DUE DATE: 2:00 P.M. OCTOBER 18TH, 2021

REQUEST FOR COST PROPOSALS DUE DATE: 2:00 P.M. NOVEMBER 2ND, 2021

ISSUE DATE: SEPTEMBER 20TH 2021
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   1.2. RFP Schedule of Events  
   1.3. Contact Information

2. **Project Description**  
   2.1. General information  
   2.2. Project Documents

3. **Proposal Requirements & Format**  
   3.1. Services & Scope of Work Proposed to be Subcontracted  
   3.2. Design-Build Rates  
   3.3. Bonding and Insurance Requirements  
   3.4. Proposal Format

4. **Design-Build Services (PART A)**  
   4.1. Meetings, Participation, Co-Location, and Project Delivery Team  
   4.2. Quality-, Cost-, and Constructability-Reviews and Recommendations  
   4.4. Preconstruction and Construction Schedule Review and Input

5. **Basis of Selection**  
   5.1. Proposal Evaluation  
   5.2. Lowest Cost Per Point  
   5.3. Selection Criteria

6. **RFP Attachments**  
   6.1. List of RFP Bid Exhibits  
   6.2. List of Attachments to this RFP
2.5 **Liquidated Damages**

Liquidated damages will only apply if the University exercises its Option for Phase 3. See Article 7 of the Agreement for detailed requirements.

Liquidated damages daily rate for Phase 3 after Substantial Completion - $20,000.

Liquidated damages daily rate for Phase 3 after Final Completion - $10,000.

2.6 **Labor Requirements**

McCarthy is signatory to the Carpenters, Laborers and Cement Masons and all scope of work involved with any of the aforementioned tradespersons shall be completed with union labor.

2.7 **Skilled And Trained Workforce**

Contractor and its subcontractors at every tier will use a skilled and trained workforce to perform all work on the project or contract that falls within an apprenticeable occupation in the building and construction trades, in accordance with Public Contract Code sections 10506.8 and 10506.9.

2.8 **UC Davis Health Campus Vaccination, Health and Safety Requirements**

Contractor and its subcontractors at every tier shall comply with the current UCD Health vaccination, health, and safety requirements for working on the campus and in occupied facilities.

2.9 **LEED Requirements**

The project will incorporate significant sustainable design measures and meet the UC Policy, Sustainable Practices (http://policy.ucop.edu/doc/3100155/Sustainable%20Practices).

2.10 **Diversity, Equity and Inclusion**

Trade Partners proposing on this project shall develop an Anchor Strategy Plan that works in conjunction with and furthers the UC Davis Health Anchor Institution Mission (AIM).

2.11 **Project Contract Documents**

A. This Request for Proposal, including RFP Exhibits and Attachments listed in Section 6. Prepared by McCarthy.

B. UC Davis Health Replacement Hospital Tower Make-Ready Project (To be issued in Addendum)

   a. Drawings: 95% SD Volume 1 of 1 OSHPD. Dated XX/2021.
3.6. Proposal Format

A. Narrative Deliverable: In response to this RFP, provide the following general information regarding your firm(s) and Team. Limit total pages to 12 (not including Exhibit B Worksheets):

**Part A Design Services**

Trade Partner Approach to Project (1,000 points):

1. Precon Staffing Plan. Provide Phase 1&2 Precon & BIM Labor Resource Plan (RLWP) - **Hours Only** (Exhibit B.1).
2. Provide a narrative summary of how your firm will meet the Part A schedule provided in the Resource Loaded Work Plan (Exhibit B.1).
3. Provide Staffing Commitment for Onsite Co-Location Office
4. Describe your approach to Target Value Design and Budget Validation.
5. Work Category Cost Breakdown Form (Exhibit B.2)
6. Historical Cost Worksheet (Exhibit B.3)
7. Provide Escalation Management & Communication approach
8. Describe innovations in design.

Demonstrated Design Experience and Management Competencies (500 points):

1. Provide BIM Workflow Approach
2. Provide your Procurement Schedule Strategy
3. Describe Prefabrication in design
4. Provide Value Engineering and Innovation
5. Describe Design Risks and Mitigation Strategy

**Part B Construction Services**

Trade Partner Approach to Project (500 points):

1. Approach to Prefabrication and Inspections.
2. Management of Schedule
3. Management of Quality and Integration with OSHPD
4. Approach to Safety
5. Describe Work Force Plan and Construction Staffing to support project and schedule
6. Describe Project Work Execution Plan
7. Describe Innovations for execution of work
8. Describe approach to prefunctional testing, start-up, and commissioning
9. Shop Fabrication, Supply Chain Concerns & Required “In Shop” Fabrication as it applies to required IOR Inspection, inclusive of fabrication in State or out-of-State.

10. Describe Management, Shop & Field Labor Rates from Part A Estimate to Part B GMP/Execution and how does that align or differ as it applies to Project CO’s “Internal or External” for future years of build out

Demonstrated Management Competencies (500 points):

1. Describe Lessons Learned relevant to this project from Projects submitted in RFQ.
2. Describe post-permit change management practice
3. Describe previous experience with, and approach to, successfully working with OSHPD. Provide one example relevant to this project.
4. Describe Construction Risks and Mitigation Strategy
5. Stored Materials Requirements and Alignment

**Trade Partner Anchor Strategy Plan (1,000 points)**

**Completed Attachments**
Include the following completed documents (From Section 6) with the proposal:

1. RFP Attachment 3: EX01-B Safety & Health Qualification Form - UCIP
2. RFP Attachment 4: EX13-Self Certification
3. RFP Attachment 5: EX14-Report of Subcontractor Information

**B. Cost Deliverable:** Provide with response to this RFP the following cost information (separate from Narrative Deliverable):

1. McCarthy Bid Form per Exhibit A.
2. Proposal Cost Leveling Worksheet (submit native Excel File) Exhibit A.1
3. Bid Bond for Part A.
4. Letter of Bondability from Surety for Part A & B. (If changed from RFQ)
7) OSHPD Backcheck TARGET ESTIMATE UPDATE
8) Permit Set TARGET ESTIMATE UPDATE
9) Establishment of Part B GMP

1. The INITIAL TARGET BUDGET ESTIMATE shall be reconciled to the Bid Package Target Value of the approved budget. Any TARGET BUDGET ESTIMATES that vary significantly from the Bid Package Target Value, and cannot be reconciled, in the opinion of McCarthy, may be grounds for termination of the Subcontractor from the project.

2. All TARGET COST ESTIMATE UPDATES shall identify and reconcile any differences between previous TARGET COST ESTIMATE UPDATES and the INITIAL TARGET BUDGET ESTIMATE.

3. Design-Build subcontractor shall utilize the cost control systems established by McCarthy in conjunction with the project standards and McCarthy’s cost tracking tools, including but not limited to the web based “JOIN” platform (no Subcontractor license required).

4. Provide continuous TARGET COST modeling as required to notify McCarthy and the Owner of cost differences during the Part A effort.

5. Provide detailed back-up including materials take-off, equipment & vendor quotes, productivity & labor calculations, jobsite general conditions costs, labor rates, and overhead and profit line items for review.

6. Subcontractors shall provide an amount for all materials, equipment, second-tier subcontractors (which shall also include a break-out of materials, labor, and equipment), and projected procurement commitment/lock-in dates per the Project schedule identified in the RFP (See Exhibit G).

4.3 Preconstruction and Construction Schedule Review and Input

1. Participate in the development of a detailed Preconstruction and Construction Schedule including phasing, sequencing, manpower loading, long lead items, submittals, etc.

2. Subcontractor shall participate in the monitoring and tracking of the Preconstruction and Construction Schedule.

3. Provide relevant information on resource and manpower availability and allocation as may be required for the successful completion of the Design-Build and construction phases of the project.

4. Provide relevant information to develop schedule improvement alternatives.

5. Trade Partner Anchor Strategy

5.1 In 2019, UC Davis Health launched the Anchor Institution Mission (AIM) for Community Health in which UCDH commits to better leveraging its business operation and standing as the second largest employer in Sacramento County to advance the economic security and opportunity in surrounding under-resourced communities, ultimately improving health equity
and the socioeconomic well-being of these communities. Health Equity means everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health (social determinants of health) such as poverty, discrimination, and their consequences, including lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. In collaboration with community partners, UC Davis Health seeks to implement these anchor strategies:

1. Hire locally -- Hire and develop local talent
2. Purchase locally -- Purchase more goods and services from local vendors
3. Invest locally – Invest into projects in vulnerable communities
4. Volunteer locally -- Engage employees in volunteering in local neighborhoods

Successfully implementing the overall UCDH AIM strategy will require the commitment and support of all Project Team members. As such, UCDH is looking for partnerships with Trade Partners willing to provide robust assistance and go beyond Best Faith Efforts. A collaborative approach will best enable the Project Team to intentionally invest in the creation of opportunities for diverse, local and underserved communities on the RHT project and in the Sacramento construction market.

Accordingly, Trade Partners proposing to work on the RHT Project shall develop an Anchor Strategy Plan that works in conjunction with and supports the broader UCDH AIM Strategy. The plan should describe and provide metrics for how the trade partner will positively impact local communities and small/underrepresented businesses. This strategy shall identify objectives and actions to achieve these objectives during the project timeline. Proposed strategies should include plans to support at least 2 of the key strategic areas outlined above. The table and reference material in Exhibit M provides additional guidance towards the development of a successful anchor strategy plan. Trade Partner shall use this document as a template to develop your goals and metrics then elaborate in an accompanying narrative on how those goals will be achieved during the design and construction phases of the project.

A collaborative approach will best enable the full Project Team to intentionally invest in our diverse, local and underserved communities on the RHT project and in the Sacramento construction market. To best support these efforts, McCarthy Builders and UC Davis Health expect our Trade Partners to work collaboratively with our internal AIM team in supporting and holding all accountable towards our Anchor Institution goals. McCarthy Building Company fully supports and is aligned with implementing the UCDH AIM strategy on this project. To that end, MBC highly encourages Trade Partners to prefabricate and assemble offsite utilizing facilities and labor within the local community.

Refer to Exhibit M for details on the UCDH’s Anchor Strategy for Trade Partners for this project.
6. **Basis of Selection**

6.1 **Proposal Evaluation**

Selection will be based upon a “Lowest Cost per Point” approach.

MBC will have the right to reject all Proposals. MBC will have the right to reject any Proposal not accompanied by the required Proposal Security or any other item required by the Proposal Documents, or a Proposal which is in any other way materially incomplete or irregular.

MBC will have the right to waive nonmaterial irregularities in a Proposal. MBC will issue a Notice of Intent to Award within **forty-five (45)** days after the Proposal Deadline. Proposer further agrees that it will not withdraw its Proposal within **one hundred and twenty (120)** days after the Proposal Deadline, and that, if it is selected as the apparent lowest responsive and responsible Proposer, that it will, within **thirty (30)** days after receipt of Notice of Selection, sign and deliver to MBC and furnish to MBC all items required by the Proposal Documents.

If MBC (1) consents to the withdrawal of the Proposal of successful Proposer, (2) or Proposer is not financially or otherwise qualified to perform the Contract, MBC may reject such Proposer’s Proposal and select the next Lowest Cost per Point Proposal, until all Proposals are exhausted, or reject all Proposals.

6.2 **Lowest Cost Per Point**

Proposals will be evaluated by a Project committee, which will consist of McCarthy, UC Davis Health, and project Design Consultants. This Project committee herein after will be referred to as the “Review Panel”. The Review Panel will review each Proposal and determine the following:

1. Responsiveness to the requirements of this RFP.
2. Scores of each responsive proposal.
3. Determine the “Lowest Cost per Point” submitted. The responsible Proposer with the lowest cost per point will be recommended by the Review Panel.

The Cost Per Point will follow this calculation:

Step 1. \( \text{Cost Component 1} + \text{Cost Component 2} = \text{Evaluated Sum} \);
Step 2. \( \frac{\text{Evaluated Sum}}{\text{Points}} = \text{Cost Per Point} \)

Where:

Cost Component 1 = Consultant Fees (1a) + Part A leveled cost (1b)
Cost Component 2 = Part B Construction Services Fee Percentages (OH and Profit) x Leveled Cost

Following is an example calculation of a Leveled GMP+Fee Sum and the Lowest Cost per Point
An example of the comparison and selection process is shown in the summary table below:

<table>
<thead>
<tr>
<th>Proposer</th>
<th>Evaluated Sum</th>
<th>Final Score</th>
<th>Cost per Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$28,000,000</td>
<td>2365 pts</td>
<td>$ 11,839 per point</td>
</tr>
<tr>
<td>B</td>
<td>$22,000,000</td>
<td>2420 pts</td>
<td>$ 9,090 per point</td>
</tr>
<tr>
<td>C</td>
<td>$20,500,000</td>
<td>2200 pts</td>
<td>$ 9,318 per point</td>
</tr>
</tbody>
</table>

In the example above, Proposing Team B is acknowledged as the Lowest Cost Per Point for the project.

6.3 Selection Criteria – 4,000 points total

Part A Preconstruction Services – 2,500 points:

1. Trade Partner Approach to Project: 1,000 Points
2. Demonstrated Management Competencies:
Proposer’s Team and Commitment (Exhibit B.1, As requested in Section 3.6). 500 Points
3. Trade Partners Anchor Strategy Plan 1,000 Points

Part B Construction Services - 1,000 points:

1. Trade Partner Approach to Project: 500 Points
2. Demonstrated Management Competencies:
Proposer’s Team and Commitment (Exhibit B.1, As requested in Section 3.6). Describe your proposed approach (as requested in Section 3.6) that demonstrates your firm’s understanding of the information within this RFQ and RFP, including attachments to this RFP.: 500 Points

Final Interview (Agenda to follow) - 500 points
7. RFP Exhibits and Attachments

6.1 List of RFP Bid Exhibits

Exhibit A Bid Form
Exhibit A.1 Proposal Cost Leveling Worksheet
Exhibit B Expanded Scope of Work
Exhibit B.1 Part A Resource Loaded Work Plan (RLWP) – Hours Only
Reference Tab: BIM Graphical Schedule for Part A Services
Reference Tab: Graphic Schedule 2021-0907 (Smith Group)
Exhibit B.2 Part B Work Category Estimate Cost Breakdown
Exhibit B.3 Historical Cost Worksheet
Exhibit B.4 BIM Graphical Schedule for Part A Services w/embedded RLWP – Hours Only
Exhibit C Insurance - UCIP
Exhibit D BIM Execution Plan
Exhibit E Site Logistics & Phasing Plan
Exhibit F UC Davis Health Forms & Exhibits
Exhibit G Bid Schedule
Exhibit H Geotechnical Report
Exhibit I Mapping & Potholing Report
Exhibit J McCarthy Front Ends
Exhibit K Sample McCarthy Subcontract Agreement
Exhibit L EOR Design Agreements & Attachments
Exhibit M UCDH Anchor Strategy for Trade Partners
Exhibit N UCDH Prime Agreement

6.2 List of Attachments to this RFP:

RFP Attachment 1: Not Used
RFP Attachment 2: UCD Health - Infection Control Risk Assessment
RFP Attachment 3: EX01-B-Safety&HealthQualForm-UCIP
RFP Attachment 4: EX13-Self Certification
RFP Attachment 5: EX14-Report of Subcontractor Information
Narrative Proposal to provide
Design-Build Mechanical & Controls Services for

UC DAVIS HOSPITAL BED REPLACEMENT TOWER
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TRADE PARTNER ANCHOR STRATEGY PLAN

Southland is excited about the opportunity to partner and perform meaningful and impactful work on the UC Davis Replacement Hospital Tower Project.

It is apparent that UCDH and McCarthy seek to move past a “checking the box” approach to this systemic problem that plagues many communities where construction is being performed, and we look forward to partnering and contributing to hiring locally, procuring locally, investing locally and volunteering locally. We believe Southland is the best qualified to assist the UCDH and McCarthy Team in reaching and surpassing its goals for the project and local community, which we will demonstrate below.

What qualifies Southland to be a vital part of the Trade Partner Anchor Strategy Plan?

Southland’s commitment to an inclusive workforce begins with our CEO, Ted Lynch. We also understand that this commitment must transcend to all Southland employees, including the local union workforce, our suppliers and local partnerships with UBE’s and non-profit organizations that provide sourcing, training and access to entry for individuals that choose the construction industry as a career path. That said, please see our Diversity, Equity, Inclusion and Belonging Framework, (DEIB), attached, which briefly describes our company adoption of the Associated General Contractor’s (AGC) Culture of CARE campaign.

Additionally, our field leadership and workforce have successfully partnered with a similar program, CityBuild, in the Bay Area, where we have hired pre-apprentices, conducted hands-on workshops, provided mentoring and support for over 10 years. We have also successfully partnered with local programs, like People Working Together (PWT) in Sacramento on a recent project.

Southland you rock!!
Please forgive my unconventional greeting but you’re a nonconventional company which was on full display yesterday at Local 104 Sheet Metal school in Sacramento! Sac Building Trades/PWT want to express our utmost appreciation for a wonderful experience for our students. We look forward to future collaborations with Southland. Again thank you so much!!

Pastor Kevin Brown
People Working Together Program

Pastor Kevin Brown, PWT, Henry Nutt, III, Southland Industries
How does Southland align with AIM?

We have engaged our local union leadership to ensure full participation of programs designed to help individuals gain entry into the apprenticeship programs. We have an established relationship/partnership with Pastor Kevin Brown’s, People Working Together Program (PWT) to promote the education of skilled workers who can be hired as apprentices through their union halls.

Through past projects, we established relationships with UBE’s to ensure our buying capacity created a positive local impact. Attached is our Southland Industries SBE/DVBE Utilization Report showing some of the companies we have established partnerships and will partner with on this project.

In addition to our Big Room presence at UCD RHT, we are committed to the Sacramento region and plan to lease a commercial facility with an AIM address (95828), one site in particular at 26 Light Sky Court. This satellite office will house additional PM staff, construction support and an area for prefabrication and lay-down.

Our field leadership has been conducting workshops through PWT that create a hands-on experience for potential candidates. Additionally, we provide opportunities for Q&A sessions between our field leadership and students to help them understand expectations and how to be successful on Day 1 of being hired.

Key Objectives and Action Items

- Get to know the community: Conduct relevant educational roundtables with community leaders for Q&A sessions to identify opportunities and obstacles.
- Prepare Students: Conduct hands-on workshops (in-house learning labs) for students to learn about the trades.
- Mentor: Create opportunities to directly assist apprentice candidates.
- Enhance partnerships: Work directly with Sacramento Building Trades, PWT and field leadership for educational interventions with apprentice candidates.
- Build the Anchor Strategy Team: Identify a point person from each firm that will become the official point of contact to work with UCDH’s AIM Team.
- Network with local UBE’s: Conduct workshops with local UBE’s to better understand financial obstacles and introduce innovative solutions to offset cashflow issues.
- Initiate creative partnerships and opportunities: Introduce potential apprentice feeder programs for the unions with PWT and local community leaders.
Plans to Support AIM Key Strategies

Hire Local / Invest Local – Our team has met with Kevin Brown, President & Co-Founder of People Working Together (PWT) and plan to partner with his program that provides apprentices to Local 104 and Local 447 from under-represented communities. Our partnership will go way beyond simply procuring people through PWT. Our field leadership will provide hands-on customized training designed to prepare students for a successful transition into the UC Davis RHT Project. Southland has recently partnered with PWT, which allowed our field teams to not only establish a great working relationship with PWT staff, but genuinely understand how important their roles were in helping to educate an incoming workforce.

Attached is an estimate of hours we anticipate being worked by residents in AIM neighborhoods, underrepresented groups and women.

Volunteer Local – Southland’s Henry Nutt, III, Preconstruction Executive and former Sheetmetal General Superintendent has a book being published that specifically speaks to the apprentice student from underrepresented communities on how to become successful in the trades. Henry will conduct Q&A sessions with the PWT program and help students identify and address obstacles that hinder their progress. He will specifically focus on how students create longevity in the construction industry by adopting a few key principles that aren’t common, but are extremely important. He will also partner with Kevin Brown to identify schools to support and introduce construction opportunities to local students within the AIM communities.

We will continue to conduct workshops for current apprentice candidates. Additionally, we have the opportunity to host community roundtable discussions with Mr. Brown to help foster an understanding of some of the obstacles that exist in AIM communities, and how we can help mitigate them through better understanding.

Lastly, Southland is active in the Bay Area Rebuilding Together community and will expand our participation into the Sacramento region as we open our satellite facility.

Buy Local – Southland’s plan is to identify new local UBE’s and create viable partnerships to ensure we’re spending capital within the AIM communities. We will utilize current relationships and community leaders to assist us in this effort.
DIVERSITY, EQUITY, INCLUSION & BELONGING (DEIB) FRAMEWORK

WHY ARE WE DOING THIS?

PURPOSE:
Build a workforce that represents the diversity of the people who occupy the buildings we design, build, and maintain.

People First, Building Talent by Design:
• Focus on people first and ensure all employees, customers, vendors, and subcontractors feel valued and included to bring their authentic self to the table every day
• Create a safe, collaborative, and inclusive work environment that fosters growth, encourages professional achievement, and treats all employees honestly and fairly
• Show our commitment to building better careers and relationships
• Provide support resources for all our employees

CORE VALUES:

People
We provide significant opportunities for personal and professional growth and a work environment that is progressive, exciting, supportive, and fun.

Safety
We steadfastly protect the health and well-being of our employees, as well as those affected by our work.

For DEIB, we are focusing on two of our core values: People and Safety. Although our other core values (Integrity, Collaboration, Accountability, Innovation, and Sustainability) are not specifically highlighted in the DEIB framework, they are as equally important overall.

CULTURE OF CARE:

We have taken the Culture of Care pledge. The pledge coincides with our People First pillars and defines the culture we seek to be.

COMMIT:
to hire and pay based on skill and experience regardless of ability, age, ethnicity, gender identity, nationality, race, religion, sex, or sexual orientation.

ATTRACT:
prospective employees by creating inclusive workplaces that are free from harassment, hazing and bullying.

RETAIN:
high-performing employees by identifying and removing barriers to advancement.

EMPOWER:
every employee to promote a culture of diversity and inclusion.

WHAT ARE WE DOING?

DEIB Learning
Educate all employees with meaningful and audience specific content setting baseline expectations for awareness and behaviors.

Recruiting Outreach
Build relationships with communities and organizations to develop a diverse workforce.

Community & Supplier Relationships
Build lasting relationships with the communities we work in and our customer partners (GCs, AE, trade partners, owners, etc.) to create work acquisition opportunities for diverse and local suppliers.

CORE DEIB DRIVERS & ACTIVITIES

Strategy Integration
Embed DEIB into all people and business objectives to propel achievement of Southland’s strategic objectives and ability to outperform the competition.

Inclusion, Engagement & Retention
Strengthen inclusive leadership and behaviors and celebrate our differences with intentional focus on keeping top talent.

HOW DO WE DO IT?

A.C.T.
ACCOUNTABLE:
Be accountable for your behaviors and act on creating an inclusive culture.

CARE:
Listen to others’ experiences and proactively seek to understand different points of view.

TOGETHER:
As one company, together, build our People First culture, allowing all people to feel like they belong.
SOUTHLAND INDUSTRIES SBE/DVBE UTILIZATION REPORT
DGS NEW NATURAL RESOURCES HEADQUARTERS | SACRAMENTO, CALIFORNIA

The following is a list of SBE/DVBE contractors that were utilized on the recently completed NNRH Headquarters building in Sacramento. We will work with the local UBE community to involve these types of companies on this project.

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>ACCOUNT NUMBER</th>
<th>CURRENT CONTRACT VALUE</th>
<th>CATEGORY</th>
<th>BUSINESS ENTERPRISE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AccuGov Inc</td>
<td>116585</td>
<td>$ 170,870.32</td>
<td>Supplier</td>
<td>SBE</td>
</tr>
<tr>
<td>AJ Engineering</td>
<td>117140</td>
<td>$ 133,257.97</td>
<td>Supplier</td>
<td>SBE</td>
</tr>
<tr>
<td>American Veteran Supply</td>
<td>100507</td>
<td>$ 1,176,035.37</td>
<td>Supplier</td>
<td>DVBE</td>
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<tr>
<td>Anchor Supply Inc.</td>
<td>110419</td>
<td>$ 1,698,531.96</td>
<td>Supplier</td>
<td>DVBE</td>
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<tr>
<td>Ascent Inc</td>
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<td>$ 1,240,321.40</td>
<td>Supplier</td>
<td>SBE</td>
</tr>
<tr>
<td>BPXpress Reprographics</td>
<td>100960</td>
<td>$ 167.12</td>
<td>Supplier</td>
<td>SBE</td>
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<tr>
<td>Burkett’s Office Supplies</td>
<td>116435</td>
<td>$ 7,669.50</td>
<td>Supplier</td>
<td>SBE</td>
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<tr>
<td>Cook Concrete Products Inc</td>
<td>116342</td>
<td>$ 12,596.51</td>
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<td>SBE</td>
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<tr>
<td>Far West Rents</td>
<td>117095</td>
<td>$ 370,750.00</td>
<td>Supplier</td>
<td>SBE</td>
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<tr>
<td>Force Support Services Inc</td>
<td>112854</td>
<td>$ 488,754.30</td>
<td>Supplier / Sub</td>
<td>SBE</td>
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<td>Heat Transfer Equipment Co</td>
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<td>L&amp;H Airco LLC</td>
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<td>National Air Balance Co</td>
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<td>Skyline Scaffold Inc</td>
<td>117181</td>
<td>$ 132,937.50</td>
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SBE/DVBE GRAND TOTAL $15,193,975.12

Southland Industries Contract Amount $55,322,535.95

% SBE/DVBE of Contract 27.5%

ANTICIPATED AIM APPRENTICESHIP HOURS

Based on our understanding of the project today, and what we recently experienced on NNRH, we anticipate approximately 80,000 apprentice hours will be dedicated to AIM communities. This does not include other classifications, such as journeypersons, shop leads, and field leadership. This estimate is based on a projection for HVAC, Plumbing and Med Gas scopes.

<table>
<thead>
<tr>
<th>TOTAL TARGET HOURS</th>
<th>APPRENTICE HOURS</th>
<th>TARGETED WORKER HOURS</th>
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</thead>
<tbody>
<tr>
<td>Southland Industries</td>
<td>747,663</td>
<td>154,766</td>
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</table>

* Note – These are potential goals that are not meant to be exact
COMMUNITY WORKFORCE TRACKING
DGS NEW NATURAL RESOURCES HEADQUARTERS | SACRAMENTO, CALIFORNIA | ONSITE CONTRACTORS | 2021

Below are the metrics for the Targeted Worker Program from the NNRH Project. Our final Targeted Worker percentage of 53.84% exceeded the project requirement of 20%, which we attribute to a strong partnership with the PWT Program, and the participation of Locals 104 & 447.

<table>
<thead>
<tr>
<th>CONTRACTOR</th>
<th>TOTAL HOURS</th>
<th>APPRENTICE HOURS</th>
<th>APPRENTICE HOURS SHORTFALL</th>
<th>APPRENTICE %</th>
<th>TARGETED WORKER HOURS</th>
<th>TARGETED WORKER HOURS SHORTFALL</th>
<th>TARGETED WORKER %</th>
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</thead>
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<td>8561</td>
<td>316</td>
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<td>38</td>
<td>391</td>
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<td>6555</td>
<td>2086</td>
<td>-775</td>
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<tr>
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<td><strong>53.84%</strong></td>
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| PROJECT TOTALS | 1,218,742.61 | 298,218.89 | -51466 | 24.47% | 81,881.00 | -20944 | 33.59% |

* Targeted worker percentage is calculated on the required amount of apprentice hours (20% of total hours worked), rather than the total amount of the apprentice hours worked.
Founded in 1949, Southland Industries is one of the nation's largest MEP building systems experts providing innovative yet practical solutions through a holistic approach to building performance. We specialize in the design, construction, and service of mechanical, plumbing, fire protection, process piping, automation and controls systems, as well as comprehensive energy services.

southlandind.com
Narrative Proposal to provide Design-Build Plumbing Services for

UC DAVIS HOSPITAL BED REPLACEMENT TOWER
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TRADE PARTNER ANCHOR STRATEGY PLAN

Southland is excited about the opportunity to partner and perform meaningful and impactful work on the UC Davis Replacement Hospital Tower Project.

It is apparent that UCDH and McCarthy seek to move past a “checking the box” approach to this systemic problem that plagues many communities where construction is being performed, and we look forward to partnering and contributing to hiring locally, procuring locally, investing locally and volunteering locally. We believe Southland is the best qualified to assist the UCDH and McCarthy Team in reaching and surpassing its goals for the project and local community, which we will demonstrate below.

What qualifies Southland to be a vital part of the Trade Partner Anchor Strategy Plan?

Southland’s commitment to an inclusive workforce begins with our CEO, Ted Lynch. We also understand that this commitment must transcend to all Southland employees, including the local union workforce, our suppliers and local partnerships with UBE’s and non-profit organizations that provide sourcing, training and access to entry for individuals that choose the construction industry as a career path. That said, please see our Diversity, Equity, Inclusion and Belonging Framework, (DEIB), attached, which briefly describes our company adoption of the Associated General Contractor’s of America’s (AGC) Culture of CARE campaign.

Additionally, our field leadership and workforce have successfully partnered with a similar program, CityBuild, in the Bay Area, where we have hired pre-apprentices, conducted hands-on workshops, provided mentoring and support for over 10 years. We have also successfully partnered with local programs, like People Working Together (PWT) in Sacramento on a recent project.

Hire Local
Work with Union Leadership. Partner with People Working Together.

Buy Local
Re-engage Local UBEs from New Natural Resources Building project.

Invest Local
Plant a new office in an AIM neighborhood.

Volunteer Local
Conduct Job Training Workshops through PWT.

UCD RHT RFP AIM and Southland’s Anchor Strategy

“Southland you rock!!
Please forgive my nonconventional greeting but you’re a nonconventional company which was on full display yesterday at Local 104 Sheet Metal school in Sacramento! Sac Building Trades/PWT want to express our utmost appreciation for a wonderful experience for our students. We look forward to future collaborations with Southland. Again thank you so much!!!”

Pastor Kevin Brown
People Working Together Program

Pastor Kevin Brown, PWT, Henry Nutt, III, Southland Industries
How does Southland align with AIM?

We have engaged our local union leadership to ensure full participation of programs designed to help individuals gain entry into the apprenticeship programs. We have an established relationship/partnership with Pastor Kevin Brown’s, People Working Together Program (PWT) to promote the education of skilled workers who can be hired as apprentices through their union halls.

Through past projects, we established relationships with UBE’s to ensure our buying capacity created a positive local impact. Attached is our Southland Industries SBE/DVBE Utilization Report showing some of the companies we have established partnerships and will partner with on this project.

In addition to our Big Room presence at UCD RHT, we are committed to the Sacramento region and plan to lease a commercial facility with an AIM address (95828), one site in particular at 26 Light Sky Court. This satellite office will house additional PM staff, construction support and an area for prefabrication and lay-down.

Our field leadership has been conducting workshops through PWT that create a hands-on experience for potential candidates. Additionally, we provide opportunities for Q&A sessions between our field leadership and students to help them understand expectations and how to be successful on Day 1 of being hired.

Key Objectives and Action Items

- **Get to know the community:** Conduct relevant educational roundtables with community leaders for Q&A sessions to identify opportunities and obstacles.
- **Prepare Students:** Conduct hands-on workshops (in-house learning labs) for students to learn about the trades.
- **Mentor:** Create opportunities to directly assist apprentice candidates.
- **Enhance partnerships:** Work directly with Sacramento Building Trades, PWT and field leadership for educational interventions with apprentice candidates.
- **Build the Anchor Strategy Team:** Identify a point person from each firm that will become the official point of contact to work with UCDH’s AIM Team.
- **Network with local UBE’s:** Conduct workshops with local UBE’s to better understand financial obstacles and introduce innovative solutions to offset cashflow issues.
- **Initiate creative partnerships and opportunities:** Introduce potential apprentice feeder programs for the unions with PWT and local community leaders.

Southland teams conduct Job Training Workshops with PWT
Plans to Support AIM Key Strategies

**Hire Local / Invest Local** – Our team has met with Kevin Brown, President & Co-Founder of People Working Together (PWT) and plan to partner with his program that provides apprentices to Local 104 and Local 447 from under-represented communities. Our partnership will go way beyond simply procuring people through PWT. Our field leadership will provide hands-on customized training designed to prepare students for a successful transition into the UC Davis RHT Project. Southland has recently partnered with PWT, which allowed our field teams to not only establish a great working relationship with PWT staff, but genuinely understand how important their roles were in helping to educate an incoming workforce.

Attached is an estimate of hours we anticipate being worked by residents in AIM neighborhoods, underrepresented groups and women.

**Volunteer Local** – Southland’s Henry Nutt, III, Preconstruction Executive and former Sheetmetal General Superintendent has a book being published that specifically speaks to the apprentice student from underrepresented communities on how to become successful in the trades. Henry will conduct Q&A sessions with the PWT program and help students identify and address obstacles that hinder their progress. He will specifically focus on how students create longevity in the construction industry by adopting a few key principles that aren’t common, but are extremely important. He will also partner with Kevin Brown to identify schools to support and introduce construction opportunities to local students within the AIM communities.

We will continue to conduct workshops for current apprentice candidates. Additionally, we have the opportunity to host community roundtable discussions with Mr. Brown to help foster an understanding of some of the obstacles that exist in AIM communities, and how we can help mitigate them through better understanding.

Lastly, Southland is active in the Bay Area Rebuilding Together community and will expand our participation into the Sacramento region as we open our satellite facility.

**Buy Local** – Southland’s plan is to identify new local UBE’s and create viable partnerships to ensure we’re spending capital within the AIM communities. We will utilize current relationships and community leaders to assist us in this effort.
DIVERSITY, EQUITY, INCLUSION & BELONGING (DEIB) FRAMEWORK

WHY ARE WE DOING THIS?

PURPOSE:
Build a workforce that represents the diversity of the people who occupy the buildings we design, build, and maintain.

CORE VALUES:

People
We provide significant opportunities for personal and professional growth and a work environment that is progressive, exciting, supportive, and fun.

Safety
We steadfastly protect the health and well-being of our employees, as well as those affected by our work.

WHAT ARE WE DOING?

DEIB Learning
Educate all employees with meaningful and audience specific content setting baseline expectations for awareness and behaviors.

Recruiting Outreach
Build relationships with communities and organizations to develop a diverse workforce.

Community & Supplier Relationships
Build lasting relationships with the communities we work in and our customer partners (GCs, AE, trade partners, owners, etc.) to create work acquisition opportunities for diverse and local suppliers.

CULTURE OF CARE:

We have taken the Culture of Care pledge. The pledge coincides with our People First pillars and defines the culture we seek to be.

COMMIT:
to hire and pay based on skill and experience regardless of ability, age, ethnicity, gender identity, nationality, race, religion, sex, or sexual orientation.

ATTRACT:
prospective employees by creating inclusive workplaces that are free from harassment, hazing and bullying.

RETAIN:
high-performing employees by identifying and removing barriers to advancement.

EMPOWER:
every employee to promote a culture of diversity and inclusion.

HOW DO WE DO IT?

A.C.T.

ACCOUNTABLE:
Be accountable for your behaviors and act on creating an inclusive culture.

CARE:
Listen to others’ experiences and pro-actively seek to understand different points of view.

TOGETHER:
As one company, together, build our People First culture, allowing all people to feel like they belong.

CORE DEIB DRIVERS & ACTIVITIES

Strategy Integration
Embed DEIB into all people and business objectives to propel achievement of Southland’s strategic objectives and ability to outperform the competition.

Inclusion, Engagement & Retention
Strengthen inclusive leadership and behaviors and celebrate our differences with intentional focus on keeping top talent.
**SOUTHLAND INDUSTRIES SBE/DVBE UTILIZATION REPORT**

**DGS NEW NATURAL RESOURCES HEADQUARTERS | SACRAMENTO, CALIFORNIA**

The following is a list of SBE/DVBE contractors that were utilized on the recently completed NNRH Headquarters building in Sacramento. We will work with the local UBE community to involve these types of companies on this project.

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>ACCOUNT NUMBER</th>
<th>CURRENT CONTRACT VALUE</th>
<th>CATEGORY</th>
<th>BUSINESS ENTERPRISE</th>
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**SBE/DVBE GRAND TOTAL**  
$15,193,975.12

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**ANTICIPATED AIM APPRENTICESHIP HOURS**

Based on our understanding of the project today, and what we recently experienced on NNRH, we anticipate approximately 80,000 apprentice hours will be dedicated to AIM communities. This does not include other classifications, such as journeypersons, shop leads, and field leadership. This estimate is based on a projection for HVAC, Plumbing and Med Gas scopes.

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*Note – These are potential goals that are not meant to be exact.*
Below are the metrics for the Targeted Worker Program from the NNRH Project. Our final Targeted Worker percentage of 53.84% exceeded the project requirement of 20%, which we attribute to a strong partnership with the PWT Program, and the participation of Locals 104 & 447.

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<th>TOTAL HOURS</th>
<th>APPRENTICE HOURS</th>
<th>APPRENTICE HOURS SHORTFALL</th>
<th>APPRENTICE %</th>
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* Targeted worker percentage is calculated on the required amount of apprentice hours (20% of total hours worked), rather than the total amount of the apprentice hours worked.
Founded in 1949, Southland Industries is one of the nation's largest MEP building systems experts providing innovative yet practical solutions through a holistic approach to building performance. We specialize in the design, construction, and service of mechanical, plumbing, fire protection, process piping, automation and controls systems, as well as comprehensive energy services.

southlandind.com
Narrative Proposal to provide Design-Build Medical Gas Services for

UC DAVIS HOSPITAL BED REPLACEMENT TOWER
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TRADE PARTNER ANCHOR STRATEGY PLAN

Southland is excited about the opportunity to partner and perform meaningful and impactful work on the UC Davis Replacement Hospital Tower Project.

It is apparent that UCDH and McCarthy seek to move past a “checking the box” approach to this systemic problem that plagues many communities where construction is being performed, and we look forward to partnering and contributing to hiring locally, procuring locally, investing locally and volunteering locally. We believe Southland is the best qualified to assist the UCDH and McCarthy Team in reaching and surpassing its goals for the project and local community, which we will demonstrate below.

What qualifies Southland to be a vital part of the Trade Partner Anchor Strategy Plan?

Southland’s commitment to an inclusive workforce begins with our CEO, Ted Lynch. We also understand that this commitment must transcend to all Southland employees, including the local union workforce, our suppliers and local partnerships with UBE’s and non-profit organizations that provide sourcing, training and access to entry for individuals that choose the construction industry as a career path. That said, please see our Diversity, Equity, Inclusion and Belonging Framework, (DEIB), attached, which briefly describes our company adoption of the Associated General Contractor’s of America’s (AGC) Culture of CARE campaign.

Additionally, our field leadership and workforce have successfully partnered with a similar program, CityBuild, in the Bay Area, where we have hired pre-apprentices, conducted hands-on workshops, provided mentoring and support for over 10 years. We have also successfully partnered with local programs, like People Working Together (PWT) in Sacramento on a recent project.

UCD RHT RFP AIM and Southland’s Anchor Strategy

Hire Local Work with Union Leadership. Partner with People Working Together.
Buy Local Re-engage Local UBEs from New Natural Resources Building project.
Invest Local Plant a new office in an AIM neighborhood.
Volunteer Local Conduct Job Training Workshops through PWT.

Pastor Kevin Brown, PWT, Henry Nutt, III, Southland Industries

“Southland you rock!!

Please forgive my nonconventional greeting but you’re a nonconventional company which was on full display yesterday at Local 104 Sheet Metal school in Sacramento! Sac Building Trades/PWT want to express our utmost appreciation for a wonderful experience for our students. We look forward to future collaborations with Southland.

Again thank you so much!!"

Pastor Kevin Brown
People Working Together Program
How does Southland align with AIM?

We have engaged our local union leadership to ensure full participation of programs designed to help individuals gain entry into the apprenticeship programs. We have an established relationship/partnership with Pastor Kevin Brown’s, People Working Together Program (PWT) to promote the education of skilled workers who can be hired as apprentices through their union halls.

Through past projects, we established relationships with UBE’s to ensure our buying capacity created a positive local impact. Attached is our Southland Industries SBE/DVBE Utilization Report showing some of the companies we have established partnerships and will partner with on this project.

In addition to our Big Room presence at UCD RHT, we are committed to the Sacramento region and plan to lease a commercial facility with an AIM address (95828), one site in particular at 26 Light Sky Court. This satellite office will house additional PM staff, construction support and an area for prefabrication and lay-down.

Our field leadership has been conducting workshops through PWT that create a hands-on experience for potential candidates. Additionally, we provide opportunities for Q&A sessions between our field leadership and students to help them understand expectations and how to be successful on Day 1 of being hired.

Key Objectives and Action Items

- **Get to know the community:** Conduct relevant educational roundtables with community leaders for Q&A sessions to identify opportunities and obstacles.
- **Prepare Students:** Conduct hands-on workshops (in-house learning labs) for students to learn about the trades.
- **Mentor:** Create opportunities to directly assist apprentice candidates.
- **Enhance partnerships:** Work directly with Sacramento Building Trades, PWT and field leadership for educational interventions with apprentice candidates.
- **Build the Anchor Strategy Team:** Identify a point person from each firm that will become the official point of contact to work with UCDH’s AIM Team.
- **Network with local UBE’s:** Conduct workshops with local UBE’s to better understand financial obstacles and introduce innovative solutions to offset cashflow issues.
- **Initiate creative partnerships and opportunities:** Introduce potential apprentice feeder programs for the unions with PWT and local community leaders.
Plans to Support AIM Key Strategies

**Hire Local / Invest Local** – Our team has met with Kevin Brown, President & Co-Founder of People Working Together (PWT) and plan to partner with his program that provides apprentices to Local 104 and Local 447 from under-represented communities. Our partnership will go way beyond simply procuring people through PWT. Our field leadership will provide hands-on customized training designed to prepare students for a successful transition into the UC Davis RHT Project. Southland has recently partnered with PWT, which allowed our field teams to not only establish a great working relationship with PWT staff, but genuinely understand how important their roles were in helping to educate an incoming workforce.

Attached is an estimate of hours we anticipate being worked by residents in AIM neighborhoods, underrepresented groups and women.

**Volunteer Local** – Southland’s Henry Nutt, III, Preconstruction Executive and former Sheetmetal General Superintendent has a book being published that specifically speaks to the apprentice student from underrepresented communities on how to become successful in the trades. Henry will conduct Q&A sessions with the PWT program and help students identify and address obstacles that hinder their progress. He will specifically focus on how students create longevity in the construction industry by adopting a few key principles that aren’t common, but are extremely important. He will also partner with Kevin Brown to identify schools to support and introduce construction opportunities to local students within the AIM communities.

We will continue to conduct workshops for current apprentice candidates. Additionally, we have the opportunity to host community roundtable discussions with Mr. Brown to help foster an understanding of some of the obstacles that exist in AIM communities, and how we can help mitigate them through better understanding.

Lastly, Southland is active in the Bay Area Rebuilding Together community and will expand our participation into the Sacramento region as we open our satellite facility.

**Buy Local** – Southland’s plan is to identify new local UBE’s and create viable partnerships to ensure we’re spending capital within the AIM communities. We will utilize current relationships and community leaders to assist us in this effort.
DIVERSITY, EQUITY, INCLUSION & BELONGING (DEIB) FRAMEWORK

WHY ARE WE DOING THIS?

PURPOSE:
Build a workforce that represents the diversity of the people who occupy the buildings we design, build, and maintain.

CORE VALUES:

People
We provide significant opportunities for personal and professional growth and a work environment that is progressive, exciting, supportive, and fun.

Safety
We steadfastly protect the health and well-being of our employees, as well as those affected by our work.

WHY ARE WE DOING THIS?

CORE VALUES:

People
We provide significant opportunities for personal and professional growth and a work environment that is progressive, exciting, supportive, and fun.

Safety
We steadfastly protect the health and well-being of our employees, as well as those affected by our work.

CULTURE OF CARE:

We have taken the Culture of Care pledge. The pledge coincides with our People First pillars and defines the culture we seek to be.

COMMITS:
to hire and pay based on skill and experience regardless of ability, age, ethnicity, gender identity, nationality, race, religion, sex, or sexual orientation.

ATTRACT:
prospective employees by creating inclusive workplaces that are free from harassment, hazing and bullying.

RETAIN:
high-performing employees by identifying and removing barriers to advancement.

EMPOWER:
every employee to promote a culture of diversity and inclusion.

WHAT ARE WE DOING?

CORE DEIB DRIVERS & ACTIVITIES

Strategy Integration
Embed DEIB into all people and business objectives to propel achievement of Southland’s strategic objectives and ability to outperform the competition.

Inclusion, Engagement & Retention
Strengthen inclusive leadership and behaviors and celebrate our differences with intentional focus on keeping top talent.

DEIB Learning
Educate all employees with meaningful and audience specific content setting baseline expectations for awareness and behaviors.

Recruiting Outreach
Build relationships with communities and organizations to develop a diverse workforce.

Community & Supplier Relationships
Build lasting relationships with the communities we work in and our customer partners (GCs, AE, trade partners, owners, etc.) to create work acquisition opportunities for diverse and local suppliers.

HOW DO WE DO IT?

A.C.T.

ACCOUNTABLE:
Be accountable for your behaviors and act on creating an inclusive culture.

CARE:
Listen to others’ experiences and proactively seek to understand different points of view.

TOGETHER:
As one company, together, build our People First culture, allowing all people to feel like they belong.
SOUTHLAND INDUSTRIES SBE/DVBE UTILIZATION REPORT
DGS NEW NATURAL RESOURCES HEADQUARTERS | SACRAMENTO, CALIFORNIA

The following is a list of SBE/DVBE contractors that were utilized on the recently completed NNRH Headquarters building in Sacramento. We will work with the local UBE community to involve these types of companies on this project.

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SBE/DVBE GRAND TOTAL          $ 15,193,975.12

Southland Industries Contract Amount $ 55,322,535.95

% SBE/DVBE of Contract 27.5%

ANTICIPATED AIM APPRENTICESHIP HOURS

Based on our understanding of the project today, and what we recently experienced on NNRH, we anticipate approximately 80,000 apprentice hours will be dedicated to AIM communities. This does not include other classifications, such as journeypersons, shop leads, and field leadership. This estimate is based on a projection for HVAC, Plumbing and Med Gas scopes.

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* Note – These are potential goals that are not meant to be exact
COMMUNITY WORKFORCE TRACKING
DGS NEW NATURAL RESOURCES HEADQUARTERS | SACRAMENTO, CALIFORNIA | ONSITE CONTRACTORS | 2021

Below are the metrics for the Targeted Worker Program from the NNRH Project. Our final Targeted Worker percentage of 53.84% exceeded the project requirement of 20%, which we attribute to a strong partnership with the PWT Program, and the participation of Locals 104 & 447.

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* Targeted worker percentage is calculated on the required amount of apprentice hours (20% of total hours worked), rather than the total amount of the apprentice hours worked.
Connected Solutions

Founded in 1949, Southland Industries is one of the nation’s largest MEP building systems experts providing innovative yet practical solutions through a holistic approach to building performance. We specialize in the design, construction, and service of mechanical, plumbing, fire protection, process piping, automation and controls systems, as well as comprehensive energy services.

southlandind.com
REQUEST FOR PROPOSAL DOCUMENTS

BID PACKAGE # RHT-01 ELECTRICAL

26-05 Electrical

FOR

HOSPITAL BED REPLACEMENT TOWER (RHT)
PROJECT

UC DAVIS HEALTH
SACRAMENTO, CALIFORNIA

MANDATORY RFP CONFERENCE: 9:00 A.M. TO 10:30 A.M. NOVEMBER 2ND, 2021
REQUEST FOR NARRATIVE PROPOSALS DUE DATE: 2:00 P.M. NOVEMBER 12TH, 2021
REQUEST FOR COST PROPOSALS DUE DATE: 2:00 P.M. NOVEMBER 19TH, 2021

ISSUE DATE: OCTOBER 25TH, 2021
Table of Contents

1. General Information
   1.1. RFP Summary and Invited Work Categories
   1.2. RFP Schedule of Events
   1.3. Contact Information

2. Project Description
   2.1. General information
   2.2. Project Documents

3. Proposal Requirements & Format
   3.1. Services & Scope of Work Proposed to be Subcontracted
   3.2. Design-Build Rates
   3.3. Bonding and Insurance Requirements
   3.4. Proposal Format

4. Design-Build Services (PART A)
   4.1. Meetings, Participation, Co-Location, and Project Delivery Team
   4.2. Quality-, Cost-, and Constructability-Reviews and Recommendations
   4.4. Preconstruction and Construction Schedule Review and Input

5. Basis of Selection
   5.1. Proposal Evaluation
   5.2. Lowest Cost Per Point
   5.3. Selection Criteria

6. RFP Attachments
   6.1. List of RFP Bid Exhibits
   6.2. List of Attachments to this RFP
2.5 Liquidated Damages
Liquidated damages will only apply if the University exercises its Option for Phase 3. See Article 7 of the Agreement for detailed requirements.

Liquidated damages daily rate for Phase 3 after Substantial Completion - $20,000.

Liquidated damages daily rate for Phase 3 after Final Completion - $10,000.

2.6 Labor Requirements
McCarthy is signatory to the Carpenters, Laborers and Cement Masons and all scope of work involved with any of the aforementioned tradespersons shall be completed with union labor.

2.7 UC Davis Health Campus Vaccination, Health and Safety Requirements
Contractor and its subcontractors at every tier shall comply with the current UCD Health vaccination, health, and safety requirements for working on the campus and in occupied facilities.

2.8 LEED Requirements
The project will incorporate significant sustainable design measures and meet the UC Policy, Sustainable Practices (http://policy.ucop.edu/doc/3100155/Sustainable%20Practices).

2.9 Diversity, Equity and Inclusion
Trade Partners proposing on this project shall develop an Anchor Strategy Plan that works in conjunction with and furthers the UC Davis Health Anchor Institution Mission (AIM).

2.10 Project Contract Documents
A. This Request for Proposal, including RFP Exhibits and Attachments listed in Section 6. Prepared by McCarthy.

B. UC Davis Health Replacement Hospital Tower Project
   e. 95% SD Medical Equipment Report, Dated 9/29/21
   f. 95% SD Basis of Design / Design Narratives, Dated 9/29/21
   g. 95% SD Code Summaries (Analysis), Dated 9/29/21
   h. 95% SD Design Vignettes, Dated 9/29/21
   i. 95% SD Room Data Matrix Dated 9/29/21
   j. 95% SD Functional Program Dated 9/29/21
3.6. Proposal Format

A. **Narrative Deliverable:** In response to this RFP, provide the following general information regarding your firm(s) and Team. Deliverable total page limit:
   a. **Narrative** Total page count limit: 12 (not including Exhibit B Worksheets and Trade Partner Anchor Strategy Plan). Pages shall be 8 ½ x 11 and minimum 10 pt font.
   b. **Trade Partner Anchor Strategy Plan** page count limit: 6. Pages shall be 8 ½ x 11 and minimum 10 pt font.

**Part A Design Services**

Trade Partner Approach to Project (1,000 points):

1. Precon Staffing Plan. Provide Phase 1&2 Precon & BIM Labor Resource Plan (RLWP) - **Hours Only** (Exhibit B.1).
2. Provide a narrative summary of how your firm will meet the Part A schedule provided in the Resource Loaded Work Plan (Exhibit B.1).
3. Provide Staffing Commitment for Onsite Co-Location Office
4. Describe your approach to Target Value Design and Budget Validation.
5. Work Category Cost Breakdown Form (Exhibit B.2)
6. Historical Cost Worksheet (Exhibit B.3)
7. Provide Escalation Management & Communication approach
8. Describe innovations in design.

Demonstrated Design Experience and Management Competencies (500 points):

1. Provide BIM Workflow Approach
2. Provide your Procurement Schedule Strategy
3. Describe Prefabrication in design
4. Provide Value Engineering and Innovation
5. Describe Design Risks and Mitigation Strategy

**Part B Construction Services**

Trade Partner Approach to Project (500 points):

1. Approach to Prefabrication and Inspections.
2. Management of Schedule
3. Management of Quality and Integration with OSHPD
4. Approach to Safety
5. Describe Work Force Plan and Construction Staffing to support project and schedule
6. Describe Project Work Execution Plan
7. Describe Innovations for execution of work
8. Describe approach to prefunctional testing, start-up, and commissioning
9. Shop Fabrication, Supply Chain Concerns & Required “In Shop” Fabrication as it applies to required IOR Inspection, inclusive of fabrication in State or out-of-State.

Demonstrated Management Competencies (500 points):
1. Describe Lessons Learned relevant to this project from Projects submitted in RFQ.
2. Describe post-permit change management practice
3. Describe previous experience with, and approach to, successfully working with OSHPD. Provide one example relevant to this project.
4. Describe Construction Risks and Mitigation Strategy
5. Stored Materials Requirements and Alignment

Trade Partner Anchor Strategy Plan (1,000 points)

Completed Attachments
Include the following completed documents (From Section 6) with the proposal:
1. RFP Attachment 3: EX01-B Safety & Health Qualification Form - UCIP
2. RFP Attachment 4: EX13-Self Certification
3. RFP Attachment 5: EX14-Report of Subcontractor Information

B. Cost Deliverable: Provide with response to this RFP the following cost information (separate from Narrative Deliverable):
1. McCarthy Bid Form per Exhibit A.
2. Proposal Cost Leveling Worksheet (submit native Excel File) Exhibit A.1
3. Bid Bond for Part A.
4. Letter of Bondability from Surety for Part A & B. (If changed from RFQ)
7) OSHPD Backcheck TARGET ESTIMATE UPDATE  
8) Permit Set TARGET ESTIMATE UPDATE  
9) Establishment of Part B GMP  

1. The INITIAL TARGET BUDGET ESTIMATE shall be reconciled to the Bid Package Target Value of the approved budget. Any TARGET BUDGET ESTIMATES that vary significantly from the Bid Package Target Value, and cannot be reconciled, in the opinion of McCarthy, may be grounds for termination of the Subcontractor from the project.  

2. All TARGET COST ESTIMATE UPDATES shall identify and reconcile any differences between previous TARGET COST ESTIMATE UPDATES and the INITIAL TARGET BUDGET ESTIMATE.  

3. Design-Build subcontractor shall utilize the cost control systems established by McCarthy in conjunction with the project standards and McCarthy’s cost tracking tools, including but not limited to the web based “JOIN” platform (no Subcontractor license required).  

4. Provide continuous TARGET COST modeling as required to notify McCarthy and the Owner of cost differences during the Part A effort.  

5. Provide detailed back-up including materials take-off, equipment & vendor quotes, productivity & labor calculations, jobsite general conditions costs, labor rates, and overhead and profit line items for review.  

6. Subcontractors shall provide an amount for all materials, equipment, second-tier subcontractors (which shall also include a break-out of materials, labor, and equipment), and projected procurement commitment/lock-in dates per the Project schedule identified in the RFP (See Exhibit G).  

4.3. Preconstruction and Construction Schedule Review and Input  

1. Participate in the development of a detailed Preconstruction and Construction Schedule including phasing, sequencing, manpower loading, long lead items, submittals, etc.  

2. Subcontractor shall participate in the monitoring and tracking of the Preconstruction and Construction Schedule.  

3. Provide relevant information on resource and manpower availability and allocation as may be required for the successful completion of the Design-Build and construction phases of the project.  

4. Provide relevant information to develop schedule improvement alternatives.  

5. Trade Partner Anchor Strategy  

5.1 In 2019, UC Davis Health launched the Anchor Institution Mission (AIM) for Community Health in which UCDH commits to better leveraging its business operation and standing as the second largest employer in Sacramento County to advance the economic security and opportunity in surrounding under-resourced communities, ultimately improving health equity
and the socioeconomic well-being of these communities. Health Equity means everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health (social determinants of health) such as poverty, discrimination, and their consequences, including lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. In collaboration with community partners, UC Davis Health seeks to implement these anchor strategies:

1. Hire locally -- Hire and develop local talent
2. Purchase locally -- Purchase more goods and services from local vendors
3. Invest locally – Invest into projects in vulnerable communities
4. Volunteer locally -- Engage employees in volunteering in local neighborhoods

Successfully implementing the overall UCDH AIM strategy will require the commitment and support of all Project Team members. As such, UCDH is looking for partnerships with Trade Partners willing to provide robust assistance and go beyond Best Faith Efforts. A collaborative approach will best enable the Project Team to intentionally invest in the creation of opportunities for diverse, local and underserved communities on the RHT project and in the Sacramento construction market.

Accordingly, Trade Partners proposing to work on the RHT Project shall develop an Anchor Strategy Plan that works in conjunction with and supports the broader UCDH AIM Strategy. The plan should describe and provide metrics for how the trade partner will positively impact local communities and small/underrepresented businesses. This strategy shall identify objectives and actions to achieve these objectives during the project timeline. Proposed strategies should include plans to support at least 2 of the key strategic areas outlined above. The table and reference material in Exhibit M provides additional guidance towards the development of a successful anchor strategy plan. Trade Partner shall use this document as a template to develop your goals and metrics then elaborate in an accompanying narrative on how those goals will be achieved during the design and construction phases of the project.

A collaborative approach will best enable the full Project Team to intentionally invest in our diverse, local and underserved communities on the RHT project and in the Sacramento construction market. To best support these efforts, McCarthy Builders and UC Davis Health expect our Trade Partners to work collaboratively with our internal AIM team in supporting and holding all accountable towards our Anchor Institution goals. McCarthy Building Company fully supports and is aligned with implementing the UCDH AIM strategy on this project. To that end, MBC highly encourages Trade Partners to prefabricate and assemble offsite utilizing facilities and labor within the local community.

Refer to Exhibit M for details on the UCDH’s Anchor Strategy for Trade Partners for this project.
6. Basis of Selection

6.1 Proposal Evaluation

Selection will be based upon a “Lowest Cost per Point” approach.

MBC will have the right to reject all Proposals. MBC will have the right to reject any Proposal not accompanied by the required Proposal Security or any other item required by the Proposal Documents, or a Proposal which is in any other way materially incomplete or irregular.

MBC will have the right to waive nonmaterial irregularities in a Proposal. MBC will issue a Notice of Intent to Award within forty-five (45) days after the Proposal Deadline. Proposer further agrees that it will not withdraw its Proposal within one hundred and twenty (120) days after the Proposal Deadline, and that, if it is selected as the apparent lowest responsive and responsible Proposer, that it will, within thirty (30) days after receipt of Notice of Selection, sign and deliver to MBC and furnish to MBC all items required by the Proposal Documents.

If MBC (1) consents to the withdrawal of the Proposal of successful Proposer, (2) or Proposer is not financially or otherwise qualified to perform the Contract, MBC may reject such Proposer’s Proposal and select the next Lowest Cost per Point Proposal, until all Proposals are exhausted, or reject all Proposals.

6.2 Lowest Cost Per Point

Proposals will be evaluated by a Project committee, which will consist of McCarthy, UC Davis Health, and project Design Consultants. This Project committee herein after will be referred to as the “Review Panel”. The Review Panel will review each Proposal and determine the following:

1. Responsiveness to the requirements of this RFP.
2. Scores of each responsive proposal.
3. Determine the “Lowest Cost per Point” submitted. The responsible Proposer with the lowest cost per point will be recommended by the Review Panel.

The Cost Per Point will follow this calculation:

Step 1. \[ \text{Cost Component 1} + \text{Cost Component 2} = \text{Evaluated Sum}; \]
Step 2. \[ \frac{\text{Evaluated Sum}}{\text{Points}} = \text{Cost Per Point} \]

Where:

Cost Component 1 = Consultant Fees (1a) + Part A leveled cost (1b)
Cost Component 2 = Part B Construction Services Fee Percentages (OH and Profit) x Leveled Cost

Following is an example calculation of a Leveled GMP+Fee Sum and the Lowest Cost per Point
An example of the comparison and selection process is shown in the summary table below:

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In the example above, **Proposing Team B** is acknowledged as the Lowest Cost Per Point for the project.

6.3 Selection Criteria – 4,000 points total

**Part A Preconstruction Services – 2,500 points:**

1. Trade Partner Approach to Project: 1,000 Points

2. Demonstrated Management Competencies: Proposer’s Team and Commitment (Exhibit B.1, As requested in Section 3.6). 500 Points

3. Trade Partners Anchor Strategy Plan 1,000 Points

**Part B Construction Services - 1,000 points:**

1. Trade Partner Approach to Project: 500 Points

2. Demonstrated Management Competencies: Proposer’s Team and Commitment (Exhibit B.1, As requested in Section 3.6). Describe your proposed approach (as requested in Section 3.6) that demonstrates your firm’s understanding of the information within this RFQ and RFP, including attachments to this RFP.: 500 Points

**Final Interview (Agenda to follow) - 500 points**
7. **RFP Exhibits and Attachments**

6.1 **List of RFP Bid Exhibits**

- **Exhibit A** Bid Form
- **Exhibit A.1** Proposal Cost Leveling Worksheet
- **Exhibit B** Expanded Scope of Work
  - **Exhibit B.1** Part A Resource Loaded Work Plan (RLWP) – Hours Only
    - Reference Tab: BIM Graphical Schedule for Part A Services
    - Reference Tab: Graphic Schedule 2021-0907 (Smith Group)
- **Exhibit B.2** Part B Work Category Estimate Cost Breakdown
- **Exhibit B.3** Historical Cost Worksheet
- **Exhibit B.4** BIM Graphical Schedule for Part A Services w/ embedded RLWP – Hours Only
- **Exhibit C** Insurance - UCIP
- **Exhibit D** BIM Execution Plan
- **Exhibit E** Site Logistics & Phasing Plan
- **Exhibit F** UC Davis Health Forms & Exhibits
- **Exhibit G** Bid Schedule
- **Exhibit H** Geotechnical Report
- **Exhibit I** Mapping & Potholing Report
- **Exhibit J** McCarthy Front Ends
- **Exhibit K** Sample McCarthy Subcontract Agreement
- **Exhibit L** EOR Design Agreements & Attachments
- **Exhibit M** UCDH Anchor Strategy for Trade Partners
- **Exhibit N** UCDH Prime Agreement

6.2 **List of Attachments to this RFP:**

- RFP Attachment 1: Not Used
- RFP Attachment 2: UCD Health - Infection Control Risk Assessment
- RFP Attachment 3: EX01-B-Safety&HealthQualForm-UCIP
- RFP Attachment 4: EX13-Self Certification
- RFP Attachment 5: EX14-Report of Subcontractor Information
Replacement Hospital Tower Project

Submission Type
NARRATIVE PROPOSAL

Submitted to
MCCARTHY BUILDING CO., INC.

Submitted by
ROSENDDIN

Due Date and Time
FRIDAY, NOVEMBER 19, 2021 @ 2 PM
Part A Design Services - Trade Partner Approach to Project

1. Precon Staffing Plan. Provide Phase 1 & 2 Precon & BIM Labor Resource Plan (RLWP) Hours Only Exhibit B.1
2. Firm will meet the Part A schedule provided in the Resource Loaded Work Plan Exhibit B.1
3. Provide Staffing Commitment for Onsite Co-Location Office
4. Describe your approach to Target Value Design and Budget Validation
5. Work Category Cost Breakdown Form (Exhibit B.2)
6. Historical Cost Worksheet (Exhibit B.3)
7. Provide Escalation Management & Communication approach
8. Describe innovations in design.

Demonstrated Design Experience and Management Competencies

1. Provide BIM Workflow Approach
2. Provide your Procurement Schedule Strategy
3. Describe Prefabrication in design
4. Provide Value Engineering and Innovation
5. Describe Design Risks and Mitigation Strategy

Part B Construction Services - Trade Partner Approach to Project

1. Approach to Prefabrication and Inspections
2. Management of Schedule
3. Management of Quality and Integration with OSHPD
4. Approach to Safety
5. Describe Work Force Plan and Construction Staffing to support project and schedule
6. Describe Project Work Execution Plan
7. Describe Innovations for execution of work
8. Describe approach to prefunctional testing, start-up, and commissioning
9. Shop Fabrication, Supply Chain Concerns & Required “In Shop” Fabrication.

Demonstrated Management Competencies

1. Describe Lessons Learned relevant to this project from Projects submitted in RFQ.
2. Describe post-permit change management practice
3. Previous experience with, and approach to, successfully working with OSHPD
4. Describe Construction Risks and Mitigation Strategy
5. Stored Materials Requirements and Alignment

Trade Partner Anchor Strategy Plan

Completed Attachments

1. RFP Attachment 3: EX01-B Safety & Health Qualification Form - UCIP
2. RFP Attachment 4: EX13-Self Certification
3. RFP Attachment 5: EX14-Report of Subcontractor Information
4. Addendum 01 10.27.21; Addendum 02 11.8.21, Addendum 03 11.10.21, Addendum 04 11.16.21
Why would Rosendin be an essential partner for the UC Davis Anchor Institution Mission?

Over 100 years ago Rosendin was started as a minority, veteran owned business that has grown into a very large employee owned company. Since our founding, Rosendin has been driven to positively impact the communities where we live and work. In Sacramento, this is evident in our close relationship with the local union workforce, our suppliers and local partnerships with UBE’s and various non-profits in and around the area. A Culture of Care has been embedded in our Core Values.

Rosendin’s Mission Statement:
Every Rosendin employee believes it is everyone’s responsibility to continually live and breathe our Mission Statement: Building Quality | Building Value | Building People®.

BUILDING QUALITY

Our most-valued tool is our craft workers, who continue to build quality projects. Maintaining this mission goes a long way with growing into different markets and growing our client base through word-of-mouth, building excellence. If our teams deliver a project on time and under budget and show our VALUE to the customer, repeat business is assured, bringing us to the next part of our mission.

BUILDING VALUE

In building VALUE, there must be a constant mission with every project and customer relationship. If we do not show VALUE, then how can we grow or expand? There is more to VALUE than just checking in on a submitted budget. We need to constantly communicate with our clients even if we are not actively engaged in a pursuit with them. If we do this, the intent is that it will progress to growth and expansion in any market. But, what helps us maintain VALUE? People.

BUILDING PEOPLE

To grow into new markets, regions, cities, and more, we must invest in people and communities. We find that one of the most genuine and authentic ways to showcase this commitment is to support and be involved in the communities that surround us. This type of commitment includes philanthropic community events, roadside clean-ups, tradeshows, career fairs at the community college and high school level, educational opportunities for younger generations, and work through our non-profit charitable arm, The Rosendin Foundation. To be present and thrive in a new market, community engagement is vital—what better way to connect with the community than to be immersed in them in these ways.

Our CORE VALUES:
Everyone within must continue to set the standards based on the company’s culture, purpose, and core values.

WE CARE

By engaging with our workforce and our communities, we stand behind and demonstrate that we do CARE. Our clients can see first-hand that we CARE by the quality of each project we build and how we overcome each new challenge that comes our way.

WE LISTEN

Being available to our communities and clients and striving to LISTEN to their needs and concerns helps us grow.

This growth can lend itself to new opportunities in regions and markets where our clients need us.

WE SHARE

To grow successfully, our teams must SHARE resources from region to region, including warm introductions to clients and best practices. If we listen to our clients on the west coast, then we can SHARE these strides to be successful on the east coast.

WE INNOVATE

Innovation leads to expansion and growth. To grow into different market segments and regions, we must constantly be thinking outside of the box to adapt to new challenges. Labor can be a considerable risk that our team has to help gauge before expanding into new regions. Through workforce development, we are continuously INNOVATING to help mitigate this risk.

WE EXCEL

Pursuing excellence every day and continuing to EXCEL in different markets and regions will bring growth and expansion. When we come together, including our partners, vendors, suppliers, and communities, we EXCEL as a team on every project. In turn, we ensure future growth and new client relationships.

Through this success, we continue to build quality, value, and people internally and externally.
**KEY AIM STRATEGIES**

Rosendin successfully partnered with the Local Union 340 and the Joint Apprenticeship Training Committee on the local hiring goals set for the Golden One Arena in downtown Sacramento. The trade partners on this project entered into the Community Workforce and Training Agreement (CWTA) that set and exceeded the goals for hiring of local residents with the 10 counties surrounding Sacramento. (See attached Appendix A for results that program). Please utilize this link for access to the full report [CLICK HERE](#). In short Rosendin and Local 340 has the plan in place for hiring and training a workforce from the targeted areas. (See attached letter of commitment dated November 12, 2021 from Local 340 and the JATC)

Additionally, Rosendin plans on establishing a partnership with the local Pastor Kevin Brown from the People Working Together Program that will further help us attract the right people from the targeted areas.

**METRICS:**
- Rosendin proposes a goal of 5% of the direct labor hours for construction to be worked by residents of AIM neighborhoods, 2.5% of which will be from apprentices from the same neighborhoods.
- We will be able to track the % and $ spent for each category

---

**Appendix A: Golden1 Center Local Hiring, Priority Apprentice Program, and Business Involvement Summary Progress**

<table>
<thead>
<tr>
<th>Program Category</th>
<th>Goal</th>
<th>Achievement to Date</th>
<th>Calculations as of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worker Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Local Hire: Journey-Level</td>
<td>60%</td>
<td>Journey-Level</td>
<td>63% August 2015</td>
</tr>
<tr>
<td>b) Local Hire: Apprentices</td>
<td>70%</td>
<td>Apprentices</td>
<td>80% August 2015</td>
</tr>
<tr>
<td>Apprentice Hours</td>
<td>20%</td>
<td>Total Project Hours</td>
<td>18% August 2015</td>
</tr>
<tr>
<td>Priority Apprentice Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) By Priority Zip Code/Priority Worker Criteria</td>
<td>50</td>
<td>Priority Apprentices</td>
<td>29 September 2015</td>
</tr>
<tr>
<td>b) By Priority Worker Criteria &amp; New</td>
<td>20</td>
<td>Priority Apprentices</td>
<td>7 September 2015</td>
</tr>
<tr>
<td>Total Priority Apprentices</td>
<td>70</td>
<td>Priority Apprentices</td>
<td>36 September 2015</td>
</tr>
<tr>
<td>Business Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Business</td>
<td>60%</td>
<td>Biddable Budget</td>
<td>78% September 2015</td>
</tr>
<tr>
<td>Small Business</td>
<td>20%</td>
<td>Biddable Budget</td>
<td>22% September 2015</td>
</tr>
<tr>
<td>Local Small Business</td>
<td>75%</td>
<td>Small Business</td>
<td>96% September 2015</td>
</tr>
</tbody>
</table>

Source: Audit reports compiled through review of the CWTA Supplemental Agreement, Local Business and Small Business Utilization Program, LCB Tracker Payroll Reports, the CWTA, SEIA reports, Turner Construction Company reports, and Sacramento Metropolitan Chamber of Commerce reports.
Dear Mr. Grimm:

The International Brotherhood of Electrical Workers (IBEW) Local 340, in coordination with Rosendin Electric, and our partners at the Sacramento Sierra Building Trades Council, has led the region in the development and implementation of Priority Apprenticeship Programs, which include the recruitment, training, and on-the-job experience that provide a career pathway for residents in the City of Sacramento and surrounding region who live disadvantage communities.

Our local and affiliated trade partners have a history of success with the design and outreach necessary to make Priority Apprenticeship programs work. When conducting outreach, IBEW Local 340 has to the ability go to where people are, in their neighborhoods, mailboxes, and on their screens. This effort results in successful job fairs, both in-person and virtual, and presents an opportunity for those targeted to participate in our Priority Apprenticeship Program to engage and learn more about the benefits of being an IBEW Local 340 member. We are proud to state that we currently have 92 active working members who joined our local through our Priority Apprenticeship Program.

In early 2013, the City of Sacramento was hopeful that the Sacramento Kings would remain our home basketball team. This hinged on a complex financing proposal to develop a new entertainment and sports complex, now known as the Golden 1 Center. In partnership with Rosendin Electric, IBEW Local 340 in concert with the Sacramento Sierra Building Trades Council and the Sacramento Employment Training Agency (SETA) developed and implemented the largest Priority Apprenticeship in the history of the Sacramento Region, resulting in over 20% of all apprentices working to build the Golden 1 Center qualified as priority apprentices.

The Golden 1 Center Priority Worker criteria required that an individual must be a resident of the City of Sacramento and must satisfy applicable eligibility criteria maintained and enforced by the SETA, including meeting two or more of the following criteria: economically disadvantaged; public assistance recipient; food stamps recipient; foster youth; homeless; offender; and veteran.

Working with Sacramento ACT, the Greater Sacramento Urban League, Center for Employment Training, La Familia, and Asian Resource Center to outreach, recruitment, and screen prospective priority apprentices during the Golden 1 Center development created a model that we continue to use to this day, which includes the opportunity for prospective apprentices to enroll in pre-construction career programs with American River College Project Sacramento Transportation Regional Infrastructure Partners in Education (STRiPE), the Northern California Construction Training Program, or the Sacramento Job Corps and upon completion of state testing join our apprenticeship program.

We know that we can meet the priority apprenticeship goals that the University of California, Davis Health Care Systems has included in the bid documents because we have done it many times before. We have the infrastructure and existing relationships within the surrounding communities to conduct the outreach and screening necessary to ensure that those who live in disadvantage communities have career pathway that extends beyond this one job.

Robert D. Ward
Business Manager
10240 Systems Parkway, Suite 100, Sacramento, CA 95827 / P: (916) 927-4239 / F: (916) 927-1074 / ibewlocal340.org
TRADE PARTNER ANCHOR STRATEGY PLAN

KEY AIM STRATEGIES

Over the past 5 years Rosendin has contracted over $26 million with local small and disadvantaged businesses in the Sacramento area. (See Table 1 – Sacramento DBE Report by Division below.) Rosendin has partnered with ConstructSecure to prequal our subcontractor partners across the nation. ConstructSecure allows us to filter and invite new partnerships with certified small and disadvantaged businesses and thereby expand the work available for those companies wherever we have projects; as a result, we are increasing the percentage of work we do with small businesses nationally. Additionally, by keeping track of each SBE/DBE’s safety and financial statistics through ConstructSecure we can help mentor and support those who need help in each area. Ultimately, through ConstructSecure we are not just qualifying SBE/DBE contractors we are “ELEVATING PARTNERS.” With this information, we can help them become better performers and turn into strategic partners.

Following along with Rosendin’s Core Value of “We Care” we pride ourselves on our Safety Program and making sure each person goes home from work safely each day. One of our procedures is holding quarterly Safety Luncheons for our entire crew during which various safety topics are addressed. We commit to catering these quarterly luncheons and any other group meetings we may have entirely by local restaurants within the targeted zip code.

**Metrics:**
- Rosendin will utilize our local relationships to maximize the participation of local SBE/DBE businesses.
- Track total $ spent on SBE/DBE businesses

### DBE Report by Division

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Vendor Name</th>
<th>Minority Category</th>
<th>Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>270115</td>
<td>PACIFIC POWER TESTING</td>
<td>SBE</td>
<td>$8,730</td>
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<td>T &amp; R COMMUNICATIONS</td>
<td>SBE</td>
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<td>HOT LINE CONSTRUCTION, INC</td>
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<td>SBE</td>
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<td>SBE</td>
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<td>$269</td>
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<td>PIONEER MACHINERY, INC</td>
<td>SBE</td>
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<td>ALL CAL SERVICES</td>
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<tr>
<td>360050</td>
<td>ACCURATE FIRESTOP, INC</td>
<td>MBE</td>
<td>$1,851</td>
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</tbody>
</table>

Total Contracted 2016 thru 2021: $26,274,261
In keeping with our Core Values and our focus on Building People, we created The Rosendin Foundation in 2020 to act as the charitable arm of Rosendin Holdings for which all charitable giving would be centralized or guided through. Although the corporation is based in San Jose, CA, the Foundation provides funding to non-profit organizations across the United States. The Rosendin Foundation - CLICK HERE

The Focus Areas of the foundation are as follows:

**EMOTIONAL HEALTH**

**OCCUPATIONAL HEALTH**

Since its creation in 2020, The Rosendin Foundation has made almost $100,000 in charitable donations in Northern California alone. Including a $10,000 donation to the Sacramento Food Bank.

And a $7,500 donation to the non-profit “When Everyone Acts Violence Ends” (WEAVE) to promote safe and healthy relationships and support survivors of sexual assault, domestic violence and sex trafficking.
TRADE PARTNER ANCHOR STRATEGY PLAN

KEY AIM STRATEGIES:

For many years the Rosendin teams in various areas have donated countless hours of volunteer time for a multitude of various causes. Including but not limited to Habitat for Humanity, Rebuilding Together, Community Clean-ups, and Food Drives.

In 2020 we also conducted first national day of service and targeted AIM Target Zip Code 95828 by volunteering with Elk Grove Food Bank Service, along with the donation of $10,000 as mentioned in our Invest Local section.

METRICS:

• The Rosendin project team is setting a goal to participating in a volunteer event every 6 months over the course of the project.
• Total # of volunteer hours spent will be tracked.
REQUEST FOR PROPOSAL DOCUMENTS

BID PACKAGE # RHT-02

08-44 Exterior Enclosure

FOR

HOSPITAL BED REPLACEMENT TOWER (RHT) PROJECT

UC DAVIS HEALTH
SACRAMENTO, CALIFORNIA

MANDATORY RFP CONFERENCE: 9:00 A.M. TO 10:30 A.M. NOVEMBER 4TH, 2021

REQUEST FOR NARRATIVE PROPOSALS DUE DATE: 2:00 P.M. DECEMBER 1ST, 2021

REQUEST FOR COST PROPOSALS DUE DATE: 2:00 P.M. DECEMBER 10TH, 2021

ISSUE DATE: NOVEMBER 1ST, 2021
The schedule for the completion of the entire Work will be as indicated in the MBC’s Schedule Exhibit G.

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1. General Information
   1.1. RFP Summary and Invited Work Categories
   1.2. RFP Schedule of Events
   1.3. Contact Information

2. Project Description
   2.1. General information
   2.2. Project Documents

3. Proposal Requirements & Format
   3.1. Services & Scope of Work Proposed to be Subcontracted
   3.2. Design-Build Rates
   3.3. Bonding and Insurance Requirements
   3.4. Proposal Format

4. Design-Build Services (PART A)
   4.1. Meetings, Participation, Co-Location, and Project Delivery Team
   4.2. Quality-, Cost-, and Constructability-Reviews and Recommendations
   4.4. Preconstruction and Construction Schedule Review and Input

5. Basis of Selection
   5.1. Proposal Evaluation
   5.2. Lowest Cost Per Point
   5.3. Selection Criteria

6. RFP Attachments
   6.1. List of RFP Bid Exhibits
   6.2. List of Attachments to this RFP
2.5 **Liquidated Damages**

Liquidated damages will only apply if the University exercises its Option for Phase 3. See Article 7 of the Agreement for detailed requirements.

Liquidated damages daily rate for Phase 3 after Substantial Completion - $20,000.

Liquidated damages daily rate for Phase 3 after Final Completion - $10,000.

2.6 **Labor Requirements**

McCarthy is signatory to the Carpenters, Laborers and Cement Masons and all scope of work involved with any of the aforementioned tradespersons shall be completed with union labor.

2.7 **UC Davis Health Campus Vaccination, Health and Safety Requirements**

Contractor and its subcontractors at every tier shall comply with the current UCD Health vaccination, health, and safety requirements for working on the campus and in occupied facilities.

2.8 **LEED Requirements**

The project will incorporate significant sustainable design measures and meet the UC Policy, Sustainable Practices (http://policy.ucop.edu/doc/3100155/Sustainable%20Practices).

2.9 **Diversity, Equity and Inclusion**

Trade Partners proposing on this project shall develop an Anchor Strategy Plan that works in conjunction with and furthers the UC Davis Health Anchor Institution Mission (AIM). Refer to RFP Exhibit M.

2.10 **Project Contract Documents**

A. This Request for Proposal, including RFP Exhibits and Attachments listed in Section 6.

B. UC Davis Health Replacement Hospital Tower


d. Specifications: 95% SD V2 Project Manual OSHPD. Dated 9/29/2021

e. 95% SD Medical Equipment Report, Dated 9/29/21

f. 95% SD Basis of Design / Design Narratives, Dated 9/29/21

g. 95% SD Code Summaries (Analysis), Dated 9/29/21

h. 95% SD Design Vignettes, Dated 9/29/21

i. 95% SD Room Data Matrix Dated 9/29/21

j. 95% SD Functional Program Dated 9/29/21
3.6. Proposal Format

A. Narrative Deliverable: In response to this RFP, provide the following general information regarding your firm(s) and Team. Deliverable total page limit:

Part A Design Services

Trade Partner Approach to Project (1,000 points):
1. Precon Staffing Plan. Provide Phase 1&2 Precon & BIM Labor Resource Plan (RLWP) - Hours Only (Exhibit B.1).
2. Provide a narrative summary of how your firm will meet the Part A schedule provided in the Resource Loaded Work Plan (Exhibit B.1).
3. Provide Staffing Commitment for Onsite Co-Location Office
4. Describe your approach to Target Value Design and Budget Validation.
5. Work Category Cost Breakdown Form (Exhibit B.2)
6. Historical Cost Worksheet (Exhibit B.3)
7. Provide Escalation Management & Communication approach
8. Describe innovations in design.

Demonstrated Design Experience and Management Competencies (500 points):
1. Provide BIM Workflow Approach
2. Provide your Procurement Schedule Strategy
3. Describe Prefabrication in design
4. Provide Value Engineering and Innovation
5. Describe Design Risks and Mitigation Strategy

Part B Construction Services

Trade Partner Approach to Project (500 points):
1. Approach to Prefabrication and Inspections.
2. Management of Schedule
3. Management of Quality and Integration with OSHPD
4. Approach to Safety
5. Describe Work Force Plan and Construction Staffing to support project and schedule
6. Describe Project Work Execution Plan
7. Describe Innovations for execution of work
8. Describe approach to prefunctional testing, start-up, and commissioning
9. Shop Fabrication, Supply Chain Concerns & Required “In Shop” Fabrication as it applies to required IOR Inspection, inclusive of fabrication in State or out-of-State.

Demonstrated Management Competencies (500 points):
1. Describe Lessons Learned relevant to this project from Projects submitted in RFQ.
2. Describe post-permit change management practice
3. Describe previous experience with, and approach to, successfully working with OSHPD. Provide one example relevant to this project.
4. Describe Construction Risks and Mitigation Strategy
5. Stored Materials Requirements and Alignment

**Trade Partner Anchor Strategy Plan (1,000 points)**

**Completed Attachments**
Include the following completed documents (From Section 6) with the proposal:
1. RFP Attachment 3: EX01-B Safety & Health Qualification Form - UCIP
2. RFP Attachment 4: EX13-Self Certification
3. RFP Attachment 5: EX14-Report of Subcontractor Information

**B. Cost Deliverable:** Provide with response to this RFP the following cost information (separate from Narrative Deliverable):
1. McCarthy Bid Form per Exhibit A.
2. Proposal Cost Leveling Worksheet (submit native Excel File) Exhibit A.1
3. Bid Bond for Part A.
4. Letter of Bondability from Surety for Part A & B. (If changed from RFQ)
5. Acknowledgement of all Addenda
UCD Health Hospital Bed Replacement Tower (RHT) Project
RFP Bid Package #RHT-02

7) OSHPD Backcheck TARGET ESTIMATE UPDATE
8) Permit Set TARGET ESTIMATE UPDATE
9) Establishment of Part B GMP

1. The INITIAL TARGET BUDGET ESTIMATE shall be reconciled to the Bid Package Target Value of the approved budget. Any TARGET BUDGET ESTIMATES that vary significantly from the Bid Package Target Value, and cannot be reconciled, in the opinion of McCarthy, may be grounds for termination of the Subcontractor from the project.

2. All TARGET COST ESTIMATE UPDATES shall identify and reconcile any differences between previous TARGET COST ESTIMATE UPDATES and the INITIAL TARGET BUDGET ESTIMATE.

3. Design-Build subcontractor shall utilize the cost control systems established by McCarthy in conjunction with the project standards and McCarthy’s cost tracking tools, including but not limited to the web based “JOIN” platform (no Subcontractor license required).

4. Provide continuous TARGET COST modeling as required to notify McCarthy and the Owner of cost differences during the Part A effort.

5. Provide detailed back-up including materials take-off, equipment & vendor quotes, productivity & labor calculations, jobsite general conditions costs, labor rates, and overhead and profit line items for review.

6. Subcontractors shall provide an amount for all materials, equipment, second-tier subcontractors (which shall also include a break-out of materials, labor, and equipment), and projected procurement commitment/lock-in dates per the Project schedule identified in the RFP (See Exhibit G).

4.3. Preconstruction and Construction Schedule Review and Input

1. Participate in the development of a detailed Preconstruction and Construction Schedule including phasing, sequencing, manpower loading, long lead items, submittals, etc.

2. Subcontractor shall participate in the monitoring and tracking of the Preconstruction and Construction Schedule.

3. Provide relevant information on resource and manpower availability and allocation as may be required for the successful completion of the Design-Build and construction phases of the project.

4. Provide relevant information to develop schedule improvement alternatives.

5. Trade Partner Anchor Strategy

5.1 In 2019, UC Davis Health launched the Anchor Institution Mission (AIM) for Community Health in which UCDH commits to better leveraging its business operation and standing as the second largest employer in Sacramento County to advance the economic security and opportunity in surrounding under-resourced communities, ultimately improving health equity.
and the socioeconomic well-being of these communities. Health Equity means everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health (social determinants of health) such as poverty, discrimination, and their consequences, including lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. In collaboration with community partners, UC Davis Health seeks to implement these anchor strategies:

1. Hire locally -- Hire and develop local talent
2. Purchase locally -- Purchase more goods and services from local vendors
3. Invest locally – Invest into projects in vulnerable communities
4. Volunteer locally -- Engage employees in volunteering in local neighborhoods

Successfully implementing the overall UCDH AIM strategy will require the commitment and support of all Project Team members. As such, UCDH is looking for partnerships with Trade Partners willing to provide robust assistance and go beyond Best Faith Efforts. A collaborative approach will best enable the Project Team to intentionally invest in the creation of opportunities for diverse, local and underserved communities on the RHT project and in the Sacramento construction market.

Accordingly, Trade Partners proposing to work on the RHT Project shall develop an Anchor Strategy Plan that works in conjunction with and supports the broader UCDH AIM Strategy. The plan should describe and provide metrics for how the trade partner will positively impact local communities and small/underrepresented businesses. This strategy shall identify objectives and actions to achieve these objectives during the project timeline. Proposed strategies should include plans to support at least 2 of the key strategic areas outlined above. The table and reference material in Exhibit M provides additional guidance towards the development of a successful anchor strategy plan. Trade Partner shall use this document as a template to develop your goals and metrics then elaborate in an accompanying narrative on how those goals will be achieved during the design and construction phases of the project.

A collaborative approach will best enable the full Project Team to intentionally invest in our diverse, local and underserved communities on the RHT project and in the Sacramento construction market. To best support these efforts, McCarthy Builders and UC Davis Health expect our Trade Partners to work collaboratively with our internal AIM team in supporting and holding all accountable towards our Anchor Institution goals. McCarthy Building Company fully supports and is aligned with implementing the UCDH AIM strategy on this project. To that end, MBC highly encourages Trade Partners to prefabricate and assemble offsite utilizing facilities and labor within the local community.

Refer to Exhibit M for details on the UCDH’s Anchor Strategy for Trade Partners for this project.
6. Basis of Selection

6.1 Proposal Evaluation

Selection will be based upon a “Lowest Cost per Point” approach.

MBC will have the right to reject all Proposals. MBC will have the right to reject any Proposal not accompanied by the required Proposal Security or any other item required by the Proposal Documents, or a Proposal which is in any other way materially incomplete or irregular.

MBC will have the right to waive nonmaterial irregularities in a Proposal. MBC will issue a Notice of Intent to Award within forty-five (45) days after the Proposal Deadline. Proposer further agrees that it will not withdraw its Proposal within one hundred and twenty (120) days after the Proposal Deadline, and that, if it is selected as the apparent lowest responsive and responsible Proposer, that it will, within thirty (30) days after receipt of Notice of Selection, sign and deliver to MBC and furnish to MBC all items required by the Proposal Documents.

If MBC (1) consents to the withdrawal of the Proposal of successful Proposer, (2) or Proposer is not financially or otherwise qualified to perform the Contract, MBC may reject such Proposer’s Proposal and select the next Lowest Cost per Point Proposal, until all Proposals are exhausted, or reject all Proposals.

6.2 Lowest Cost Per Point

Proposals will be evaluated by a Project committee, which will consist of McCarthy, UC Davis Health, and project Design Consultants. This Project committee herein after will be referred to as the “Review Panel”. The Review Panel will review each Proposal and determine the following:

1. Responsiveness to the requirements of this RFP.
2. Scores of each responsive proposal.
3. Determine the “Lowest Cost per Point” submitted. The responsible Proposer with the lowest cost per point will be recommended by the Review Panel.

The Cost Per Point will follow this calculation:

Step 1. \[ \text{Cost Component 1} + \text{Cost Component 2} = \text{Evaluated Sum}; \]

Step 2. \[ \frac{\text{Evaluated Sum}}{\text{Points}} = \text{Cost Per Point} \]

Where:

Cost Component 1 = Consultant Fees (1a) + Part A leveled cost (1b)

Cost Component 2 = Part B Construction Services Fee Percentages (OH and Profit) x Leveled Cost

Following is an example calculation of a Leveled GMP+Fee Sum and the Lowest Cost per Point
Score:
Component 1: Part A Preconstruction Services Complete $12,000,000
Component 2: Part B Construction Services Fees $16,000,000

PROPOSED GMP + FEE $28,000,000

(c) Proposer A's Final Score on the Lowest Cost per Point Criteria and Questionnaire 2365
(d) Divide the Proposed GMP+Fee by Score A to determine the COST PER POINT $11,839

An example of the comparison and selection process is shown in the summary table below:

<table>
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<tr>
<th>Proposer</th>
<th>Evaluated Sum</th>
<th>Final Score</th>
<th>Cost per Point</th>
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In the example above, Proposing Team B is acknowledged as the Lowest Cost Per Point for the project.

6.3 Selection Criteria – 4,000 points total

Part A Preconstruction Services – 2,500 points:
1. Trade Partner Approach to Project: 1,000 Points
2. Demonstrated Management Competencies:
   Proposer’s Team and Commitment (Exhibit B.1, As requested in Section 3.6). 500 Points
3. Trade Partners Anchor Strategy Plan 1,000 Points

Part B Construction Services - 1,000 points:
1. Trade Partner Approach to Project: 500 Points
2. Demonstrated Management Competencies:
   Proposer’s Team and Commitment (Exhibit B.1, As requested in Section 3.6).
   Describe your proposed approach (as requested in Section 3.6) that demonstrates your firm’s understanding of the information within this RFQ and RFP, including attachments to this RFP.: 500 Points

Final Interview (Agenda to follow) - 500 points
7. RFP Exhibits and Attachments

6.1 List of RFP Bid Exhibits

Exhibit A  Bid Form
Exhibit A.1 Proposal Cost Leveling Worksheet
Exhibit B  Expanded Scope of Work
Exhibit B.1 Part A Resource Loaded Work Plan (RLWP) – Hours Only
Reference Tab: BIM Graphical Schedule for Part A Services
Reference Tab: Graphic Schedule 2021-0907 (Smith Group)
Exhibit B.2 Part B Work Category Estimate Cost Breakdown
Exhibit B.3 Historical Cost Worksheet
Exhibit C  Insurance - UCIP
Exhibit D  BIM Execution Plan
Exhibit E  Site Logistics & Phasing Plan
Exhibit F  UC Davis Health Forms & Exhibits
Exhibit G  Bid Schedule
Exhibit H  Geotechnical Report
Exhibit I  Mapping & Potholing Report
Exhibit J  McCarthy Front Ends
Exhibit K  Sample McCarthy Subcontract Agreement
Exhibit L  EOR Design Agreements & Attachments
Exhibit M  UCDH Anchor Strategy for Trade Partners
Exhibit N  UCDH Prime Agreement
Exhibit O  UCDH California Tower Storm Water Pollution Prevention Plan

6.2 List of Attachments to this RFP:

RFP Attachment 1: Not Used
RFP Attachment 2: UCD Health - Infection Control Risk Assessment
RFP Attachment 3: EX01-B-Safety&HealthQualForm-UCIP
RFP Attachment 4: EX13-Self Certification
RFP Attachment 5: EX14-Report of Subcontractor Information
Enclos Corp. Trade Partner Strategy Narrative

It’s been our experience that adding genuine, meaningful value to the surrounding community through the course of any project is an endeavor that requires time, nurturing and consistency. Our efforts to support the broader UCDH AIM Strategy are in their infancy, but what we outline here is our train of thought which is beginning to take root in relationships that have the potential to grow into a great synergy for the community, the project, and Enclos. Most notably, Enclos is exploring opening a local Sacramento assembly shop and training a local workforce specifically to support the UCDH RHT that would leave a lasting knowledge base within the community. Also, we believe the fact that our project team has a Sacramento history dating back three decades (Shriner’s, 1995; Capitol Area East End Complex, 2002) and is currently active on the monumental New Sacramento Courthouse (Enclos crews hit the field in April 2022) gives us a great foundation to build upon for the UCDH Replacement Hospital Tower.

Additionally, this narrative exemplifies Enclos’ experience with positive community engagement in the past, particularly throughout California. These examples were not edicts of a project but were the right things to do and reflect our core values. Going beyond Best Faith Efforts is our norm, and we look forward to doing so for the UCDH RHT.

Given the early stages of Enclos’ support of the AIM Strategy, we are exploring all avenues to maintain multiple options that we will bring into alignment with the project team. We look forward to discussing these strategies with McCarthy and the project team.

1. **Hire Locally - Hire and develop local talent:** *People First* is Enclos’s *top core value*. We pride ourselves on being a *People-Centered, Culture-Driven* business. We take that to heart when building out project teams, whether it be engineers, shop labor, or on-site field crews. Whenever we can use talent local to a monumental project such as the UCDH RHT, we prioritize it. For example, Enclos’ project team will include a Project Manager, Jim Rapanot, and a Field Superintendent, Steve Duffy, who both reside in the Sacramento metro area.

Enclos is committed to supporting McCarthy’s Anchor Institution Mission (AIM) to Community Health to provide opportunities to the surrounding under-resourced communities. Across the nation, Enclos is signatory to the glaziers and ironworkers unions. Locally, we will pull upon our established relationships with local unions, including Ironworkers Local 118, Glaziers Local 767, International Union of Painters and Allied Trades Local District Council 16, that we will contacted for union labor.

The workforce will seek to maximize local participation from the unions, prioritizing participation from the five surrounding zip codes identified in the RFP. We will communicate this desire early to the local union hall leadership. If additional crew members are required, regional participation will get priority. That is one of the great benefits of Enclos’ current efforts in Sacramento; building a crew for the New Courthouse, we will be able to identify key talent and lessons learned and transfer that talent and knowledge subsequently to the UCDH RHT.

2. **Purchase/Procure Locally – Purchase more goods and services from local vendors.** Through our experience in the Sacramento region, we have established relationships with local vendors/suppliers that will get the first opportunities to participate in the UC Davis Replacement Hospital project. Our efforts so far include identifying 35 businesses with UBE designation (as assigned by the State of California/this project) and are located within the five zip codes immediately surrounding the project site. Enclos will utilize this list to seek/obtain
participation, continue our pursuit of qualified partners, and provide McCarthy with further documentation as the project develops towards material procurement. Potential UBE Businesses within Target Zip Codes:

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3. Invest Locally – Invest into projects in vulnerable communities: For the UCDH RHT, Enclos is willing and ready to work with the project team to explore the opportunity of providing a local assembly/glaze shop and/or storage facility. This facility would align well with The Anchor Institution Mission and be an evident step in providing access to jobs with fair pay and a safe environment to benefit the local under-resourced community. Enclos has extensive experience in establishing local facilities and utilizing local labor. A few examples below outline how we have worked with local institutions throughout California in the past to integrate local, underprivileged community members and instill new, lasting skill sets.

Pomona, CA Shop (2004-2014): Enclos established this facility to assemble curtainwall units for LA Live. The selection of the location had to do with proximity and workforce availability. Pomona is not a high-income area but possesses a solid and capable workforce. Enclos went about finding a crew that involved advertising in several local newspapers. We provided a pay scale and attracted a committed workforce ready to train. Additionally, we hired several individuals from the Boys Republic in Chino Hills throughout the years. The Pomona shop was the first of its kind in that apprentice that worked for us in the shop later became part of the on-site install crew.

In parallel, Enclos also worked with the Lincoln Training Center (LTC) to find physically and mentally challenged individuals that could play a role in the assembly/glaze operation. Teams comprised four workers and one supervisor who were integral in the quality control, unit bunking, and frame-prep-for-glazing procedures. The positive attitude and gratitude for work had a positive impact on the mindset of everyone in the shop and strengthened the sense of community. Enclos leadership took it upon themselves to provide opportunities the LTC team may not otherwise encounter.
Pomona’s shop fostered an encouraging and positive environment. Team members became friends in a safe, trusting, and pleasant atmosphere – an achievement in part due to both the Boys Republic and Lincoln Training Center’s involvement.

**Boys Republic – Chino Hills, CA:** Boys Republic is a private, non-profit, non-sectarian school and treatment center for troubled teenagers. Since their founding in 1907, they have guided more than 28,000 at-risk boys and girls to productive, fulfilling lives. At their central school and farm in Chino Hills, California, and in residential and day treatment centers in other communities, Boys Republic helps children in desperate need find within themselves the resources and skills to begin meaningful lives on their own. Founded on the principles of individual responsibility and self-respect, Boys Republic gives its students a formal high school education, broad-based vocational training, extensive professional guidance, and meaningful work that lets them learn the demands and enjoy the rewards of earning part of their own way. Their goal is to return graduates to the community as responsible, productive citizens. Yet approximately 10% of Boys Republic’s graduates have no families to whom they may return and are imminently at-risk, left entirely to their own resources. These students are encouraged to become part of the Independent Living Program. Students in the Program follow a gradual series of real-life challenges. While completing their high school requirements, they must pay rent and utilities, hold a job, manage finances, and prepare meals. They acquire the skills and attitudes to function as independent and productive adults.

The following is from Boys Republic Leadership:

One major component of the Independent Living Program is finding employment that provides necessary job skills and a livable wage for its homeless youth. It is difficult at times to find meaningful employment. When Enclos approached us in 2004 to assist with its shop assembly operations, this employment opportunity provided a stepping stone for the boys’ future skills and careers. Several of the boys continued to move up in the ranks of Enclos with greater work opportunities. Today, all take great pride that one of our former students is the lead shop supervisor in Enclos’ Virginia assembly shop.

There is value in providing work and mentoring opportunities like this for our troubled youth. There is an invaluable reward that Boys Republic and Enclos Corporation share. It shows in the pride of work output for the boys as they know that they have been part of building a structure that will likely stand for them to see for many years as it provides valuable job skills necessary as they become self-sufficient contributing members of society.

**Lincoln Training Center** (1993-1994, 2004-2012): Both Enclos and Lincoln Training Center take pride in partnering with one another, dating back three decades to constructing the CSU Long Beach Pyramid. The work performed was initially through LTC’s Production Services, where individuals with disabilities performed assembly on contracts that Enclos provided to the Center’s Work Facility. In 2005, through the Supported Employment Program. The 20-year partnership resulted in work being provided to LTC’s Base Program and three work crews consisting of nine individuals with disabilities and three job coaches working on-site at the Enclos Pomona shop. The crews performed critical functions, such as prepping and installing gaskets and final cleaning on the completed curtainwall units before bunking. Projects they worked on included but were not limited to CSU Long Beach Pyramid, The Los Angeles Convention Center, The Palms Hotel and Casino, and The Trump Tower in Las Vegas. This partnership provided individuals with disabilities a chance for a better life, as work is an essential part of our lives and brings meaning to a person who actively contributes toward a common goal. Providing jobs and allowing these individuals to display their abilities opens the door for them to become active members of our community and a driving force behind economic growth, both as consumers and producers. Our partnership allowed these enthusiastic workers to demonstrate their talents, enhance their skills, lead more productive lives, and be recognized as a diverse and capable workforce. This partnership was recognized in 2007 by the Mayor and City of Los Angeles’ Board of Directors Award.
St George, UT Shop (2006 – 2010): Enclos paired with Danville Services who provide residential and occupational services to people with disabilities in communities across four western states. In total, they provide 96 separate programs in a total of 31 markets. They were instrumental in helping Enclos establish the St. George shop for the Aria Resort and Casino (Las Vegas) and subsequently the Bill + Melinda Gates Foundation (Seattle). Additionally, the Enclos team partnered with a local work release program that utilized parolees who had received vocational training to help them reintegrate into society. We worked closely with the parole officers, and the entire workforce was from the local community.

Mare Island, Vallejo, CA Shop (2013 – 2018): In late 2013, Enclos was ramping up for the San Francisco Museum of Modern Art project that sought a local assembly facility in the Bay Area to help facilitate assembly of the curtainwall and FRP rainscreen scope. On the West Coast, over the years, Enclos has had a longstanding presence of having assembly shops set up as this is an integral part of the business (e.g., Pomona, St. George). Enclos Operations leadership, having a vested interest in setting up and developing the West Coast shops, went to work looking for the "right" location. That's when the former Mare Island Navy Yard in Vallejo surfaced as an opportunity to be part of and contribute to the redevelopment at Mare Island by bringing jobs and having a positive impact on the local economy.

What is unique about manufacturing shops in the Bay Area is that most are organized union shops. This dynamic was a challenge because Enclos did not have an existing shop in San Francisco. With the need to build a crew for the SFMoMA project and affiliated with a local union, with the help of Enclos' Field Operations leadership, the team contacted the Ironworkers Local 378 out of Oakland. The Local's business agent and apprenticeship coordinator were very receptive to the idea of bringing in first period apprentices to the shop for the assembly of curtainwall units. It was a perfect fit, only made possible by the longstanding national affiliation Enclos maintains with the Ironworkers and Glaziers unions in the erection of our facade systems. It was a win-win situation for Enclos, Ironworkers Local 378, and the community. These new apprentices were recruited locally, and they became a committed and hardworking workforce. SFMoMA was a very successful project and resulted in an iconic addition to the city's skyline.

The momentum and craftsmanship built up at Mare Island then continued onto the New Stanford Hospital. The project's assembly/glaze operation required more shop personnel, and Local 378 came through once again. What was happening in the Mare Island shop was, in essence, an extension of 378's training program, giving young men and women the opportunity to become proud tradespeople in this exciting field of construction. The Mare Island shop was an experiment in uniting Enclos' experience, the Local's apprenticeship program, and a community, all collaborating towards lasting success!

Phoenix, AZ Shop (2018-2021): The Phoenix assembly shop was set up to support Oceanwide Plaza in Los Angeles and two projects in Las Vegas. The shop assembled over 1,000,000 SF, or 12,400 units, of 7’x24’ curtainwall for Resorts World. Once operating on all cylinders, the Enclos shop team was tasked with constructing an additional project simultaneously, though significantly more geometrically complex: Allegiant Stadium consisted of 4500+, 11’x20’ curtainwall and ribbon units that were all unique. This facility was set up expressly to meet the schedule of these projects while serving the local community. We found tremendous local personnel in Phoenix to staff the facility by using both union and non-union employment sources. The training and growth of the workforce was a lasting benefit for the local union and helped develop a strong workforce in the area for other assembly facilities. At peak, the shop employed 109 workers on the shop floor, with the average project crew size ranging from 40 to 60. Enclos hired a very diverse crew of women and men of all cultures and ages (19 to 73 years old) and surrounded them with Enclos Shop leadership that believes in building a strong collective around them.
4. Volunteer Locally – engage employees in volunteering in local neighborhoods: This is something Enclos does continually, nationwide, and looks forward to doing around the Davis and Sacramento communities. Below is a description of 1) our Corporate Philanthropy Program, 2) current outreach programs, and 3) future projects pertinent to the UCDH RHT project and surrounding communities.

**Enclos Corporate Philanthropy Program (CPP):** The goal of the CPP is to provide coordinated opportunities for the company and its employees to leverage their combined skill sets and make a difference in their communities. The structure of the Program gives regional groups of employees the benefit of exploring options that can be more individually tailored to their local communities. It also provides the satisfaction of seeing the impacts of their efforts at a more grassroots level rather than feeling disconnected from a distant corporate strategy.

**MISSION STATEMENT:**
To encourage and coordinate charitable opportunities between Enclos, its employees, and their local communities.

**Current Projects:**

**Food for Life Ministry, San Juan Capistrano, CA**
Many don’t realize that hunger is a serious issue within the Inland Empire communities of Chino, Chino Hills, Pomona, and Ontario. Without a reliable, healthy food source, family tensions increase, finding a job is more challenging, and kids can’t focus in school, leading to less-healthy food selection. Over 200 families rely on Food for Life Ministry each week, and nearly 1,700 students rely on Food for Life Ministry every day. The Enclos Southern California Volunteer Team helped meet the needs of their neighbors by organizing and distributing food items at the Food for Life Ministry Chino distribution location.

"I didn’t know what to expect…. but during the event, I really enjoyed myself, from the social aspect of being involved with something in our community to the camaraderie with other co-workers."

– Enclos Chino Volunteer

"The time we served went fast and built a sense of community .... I’d definitely do it again!"

– Enclos San Juan Capistrano Volunteer
Special Olympics Minnesota, Eagan, MN: Special Olympics is a global movement of people creating a new world of inclusion and community. In Minnesota, SOMN serves more than 8,000 individuals with intellectual disabilities every year through sports training and competition, free health screenings, leadership training, and more – none of which would be possible without volunteers. A group from Enclos Eagan volunteered at the 2021 Regional Bocce Event held in Woodbury, MN, as pitch assistants who managed gameplay, measured distances to determine winners, and assigned points.

"We can’t thank you enough for stepping up and being that volunteer to make today possible."
– Mike Kane, SOMN V.P. of Program

"The athletes’ enthusiasm was contagious. For such a short time commitment, the rewards were immeasurable."
– Enclos Eagan Volunteer

Kids In Need Foundation, Eagan, MN: By partnering with teachers and students in under-resourced schools, the Kids In Need Foundation provides the support needed for teachers to teach and learners to learn. The Enclos Eagan office held a school supply donation drive and assembled a group to volunteer at the Teacher Resource Center in Roseville, MN. Volunteers helped organize and sort school supplies scheduled to be collected into backpacks and delivered to qualifying schools.

"Who would have thought that helping set up kids for success by counting scissors could be so much fun?"
– Enclos Eagan Volunteer

Habitat for Humanity, Southern California: Due to the Covid-19 pandemic, we are all spending more time at home these days. For many parents, it’s important to make sure that their young kids can play outside, stay active, and feel safe. The Enclos Southern California team is looking to partner with Habitat for Humanity and make a difference for a family in need by designing, assembling, and decorating a children’s playhouse. This upcoming event will be a fun activity for all involved while at the same time providing an imaginary world where kids can be kids.

"A world where everyone has a decent place to live."
– Habitat for Humanity’s vision

Future Projects/Outreach:

Sacramento Food Bank: Encos San Ramon and Sacramento team have contacted the Sacramento Food Bank located at 3333 3rd Ave, Sacramento, CA 95817 to partner with them in a food drive, food sorting, or other areas of service depending on what is needed that day. We look forward to furthering this effort in the coming year.

Center for Families and Fathers: Encos has contacted the Center for Families and Fathers to see where our services can be of the most significant benefit, whether it be gathering local necessities like backpacks and toiletries, holiday giving through "adopt a family" or volunteering in Adult or Youth services, Fundraising activities, or administrative support.

Enclos looks forward to sharing stories of our experience supporting these and other volunteer efforts throughout the course of the UCDH Replacement Hospital Tower project.

Closing Remarks: Enclos admires the Anchor Institution Mission (AIM) put forth by UC Davis Health. Monumental projects such as the RHT have a legacy that is so ingrained in the community and at such an impressive scale. Though Enclos’ role in Sacramento’s long-term future pales in comparison, we can control the type of projects that we target and pursue. The social, economic, and health impacts of the job we are currently working on – New Sacramento Courthouse – and the job we hope to add – UCDH RHT – represent opportunities we hold in the highest regard and ones we believe align best with Enclos’ organization values. That is a primary reason why the UCDH RHT is a target job.

This Trade Partner Strategy Narrative aims to convey who we are and what we can bring to the table to support the AIM strategy. The examples we have provided above are of our own volition and are strategies we have considerable experience implementing throughout the state and region. We look forward to bringing our future volunteer efforts, project team build-up, and procurement strategies into alignment with the AIM and UCDH RHT project goals.
ANCHOR INSTITUTION MISSION (AIM) FOR COMMUNITY HEALTH - Flyer
A commitment to intentionally apply UC Davis Health’s long-term, place-based economic power and human capital in partnership with community to mutually benefit the long-term well-being of both.

Health Inequities in Sacramento

Where you live shouldn’t determine how long you live, but it does. A difference in 20 miles can be a difference in 10 years of life expectancy. UCDH Community Health Needs Assessment identified 19 zip codes of concern that revealed the highest social and economic disparities in the Sacramento region. As an anchor institute, we can address these health inequities by investing in the social and economic well-being of the communities we serve.

Transforming a Region

To interrupt the cycle of poverty and create a self-sustaining, vibrant region by focusing on four determinants of health:

- Good schools
- Accessible and culturally responsive healthcare
- Good jobs
- Safe and affordable communities, access to nutritious food and exercise

What is the Opportunity for UC Davis Health as an Anchor Institution?

As one of the leading institutions in both higher education and health care in the region, UC Davis Health launched its Anchor Institution Mission (AIM) for Community Health in 2019. UC Davis Health is committed to leveraging its economic power and human and intellectual resources to increase the economic vitality of our surrounding nearby communities in thereby improving the health, welfare, and wellbeing of their residents.

The AIM initiative will initially focus on five zip codes from the UCDH Community Health Needs Assessment (CHNA): 95817, 95820, 95824, 95828, 95838. The map below illustrates the life expectancy of two zip codes only 20 miles apart yet a 10-year difference.
AIM Strategies & Milestones

BUY LOCAL

Purchase More Goods and Services From Local Vendors

This strategy focuses on all 19 CHNA zip-codes to connect local and diverse vendors to contracting opportunities, and help small businesses meet supply chain needs. The Supply Chain leadership team has worked in collaboration with the Sacramento Diverse Chambers of Commerce and the AIM team to better understand baseline metrics and spend at the hospital and school level in order to align supply chain needs with institutional goals to support diverse, local businesses.

Milestones:
- 2nd Annual Small and Diverse Supplier Expo in April 2022, where local, diverse, and small businesses receive guidance and details about becoming an approved vendor with UC Davis and UCDH.
- Dashboard developed to track procurement spend with local and diverse businesses
- Collaborating with City of Sacramento on related initiatives
- Incorporating the AIM framework into the selection and onboarding of key Trade Partners for California Tower project -- who must establish their own Anchor Strategy Plan that aligns with UCDH priorities.
- Leveraging AIM framework in messaging UCOP policies related to Small Business First and UC Sustainability Policy.

INVEST LOCAL

Invest into Projects That Support Vulnerable Communities

UCDH have invested funds in local community-based organizations, such as the Oak Park Farmers market, to address job and food insecurity in vulnerable communities. Over 2000 low-income individuals and more than 500 families benefitted from this program.

Milestones:
- Grants and direct funds to local CBOs
- Initiated pilot through Wholesome Wave Food prescription program in Sacramento County Primary Care Center
- UCDH Community Benefits

HIRE LOCAL

Hire and Develop Local

The workforce strategy to hire and develop from the targeted zip AIM zip codes can build economic resilience and wealth to lead to healthier and safer communities. UCDH employs 9% of people from the targeted local AIM zip codes. We will increase this to 20% over the next 5-10 years. In addition, the majority of local workforce at UCDH are employed in non-managerial positions. Efforts are focused on increasing applicants from local communities and career development for internal employees.

Milestones:
- 2nd Annual Small and Diverse Supplier Expo in April 2022, where local, diverse, and small businesses receive guidance and details about becoming an approved vendor with UC Davis and UCDH.
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VOLUNTEER LOCAL

Employee Engagement for Community Building

Empowering employees to volunteer in communities to improve engagement, strengthen connections, and improve trust with communities.

Milestones:
- UCDMC and SOM established free vaccine clinic program in surrounding communities in partnership with local CBOs
- Partnerships established across key offices – OHEDI, Office of Government and Community Relations, HR, Office for Public Scholarship and Engagement, CTSC, and UCDMC – to better coordinate volunteer efforts and link with underserved community needs.

Food and Nutrition Services has surpassed the 25% EaSR goals by focusing on local and sustainable food procurement within 100 miles of the Sacramento campus.

$1 million local procurement invested in region
- 16.5% in 2016 ➔ 40% in 2019

UCDH Workforce by Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>2015</th>
<th>2018</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>24.80%</td>
<td>27.30%</td>
<td>30.90%</td>
</tr>
<tr>
<td>Asian</td>
<td>15.90%</td>
<td>17.50%</td>
<td>19.30%</td>
</tr>
<tr>
<td>Black/Hispanic/American Indian/Native Hawaiian/Unknown/Two or More Races</td>
<td>59.40%</td>
<td>55.10%</td>
<td>49.80%</td>
</tr>
</tbody>
</table>

Milestones:
- Since 2020 HR has organized over 55 outreach activities and events targeting local communities.
- HR has expanded its collaboration with CBOs such as La Familia, Sacramento Urban League and Asian Resources Inc.
- To cultivate local pipelines, we have partnered with the Los Rios College District to develop pipeline programs such as the Clinical Research Coordinator Career Pathway Pilot
- We have partnered with the City of Sacramento, Office of Innovation and Economic Development to conduct workforce asset mapping and develop a survey tool that will help assess the workforce and wrap-around service needs of local communities.
ANCHOR INSTITUTION MISSION (AIM) FOR COMMUNITY HEALTH - Presentation
California Tower
Anchor Institution Mission (AIM) For Community Health

Hendry Ton MD MS
Associate Vice Chancellor
Health Equity, Diversity, and Inclusion
AIM for Community Health

UC Davis Health commits to consciously apply the long-term, place-based economic power of our organization, in combination with our human and intellectual resources, to better the long-term welfare of the local communities in which we are anchored.
## AIM Priority Communities

<table>
<thead>
<tr>
<th>Zip Code and Neighborhood</th>
<th>Total Population</th>
<th>% Minority</th>
<th>Median Age</th>
<th>Median Income</th>
<th>% Poverty</th>
<th>% Unemployed</th>
<th>% Uninsured</th>
<th>% No HS Graduation</th>
<th>% Living in High Housing Costs</th>
<th>% with Disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>95838 Del Paso Heights</td>
<td>37,286</td>
<td>74.5</td>
<td>28.9</td>
<td>$40,815</td>
<td>29.5</td>
<td>12.1</td>
<td>15.1</td>
<td>26.8</td>
<td>50.2</td>
<td>11.8</td>
</tr>
<tr>
<td>95817 Oak Park</td>
<td>13,918</td>
<td>53.5</td>
<td>34.1</td>
<td>$38,889</td>
<td>30.7</td>
<td>8.5</td>
<td>13.0</td>
<td>16.2</td>
<td>45.8</td>
<td>17.9</td>
</tr>
<tr>
<td>95820 Oak Park, Tahoe Park</td>
<td>35,869</td>
<td>70.5</td>
<td>33.6</td>
<td>$42,948</td>
<td>27.4</td>
<td>11.8</td>
<td>16.2</td>
<td>25.8</td>
<td>41.9</td>
<td>15.6</td>
</tr>
<tr>
<td>95824 South Sacramento</td>
<td>30,225</td>
<td>85.4</td>
<td>30.7</td>
<td>$29,747</td>
<td>40.0</td>
<td>16.8</td>
<td>20.4</td>
<td>36.1</td>
<td>54.1</td>
<td>14.3</td>
</tr>
<tr>
<td>95828 South Oak Park, South Sacramento</td>
<td>60,884</td>
<td>81.7</td>
<td>34.7</td>
<td>$45,710</td>
<td>22.6</td>
<td>14.6</td>
<td>13.7</td>
<td>26.5</td>
<td>46.5</td>
<td>14.3</td>
</tr>
<tr>
<td>Sacramento</td>
<td>1,479,300</td>
<td>53.5</td>
<td>35.7</td>
<td>$57,509</td>
<td>17.9</td>
<td>10.2</td>
<td>10.4</td>
<td>13.2</td>
<td>39.7</td>
<td>12.7</td>
</tr>
<tr>
<td>California</td>
<td>38,654,206</td>
<td>61.6</td>
<td>36.0</td>
<td>$63,783</td>
<td>15.8</td>
<td>8.7</td>
<td>12.6</td>
<td>17.9</td>
<td>42.9</td>
<td>10.6</td>
</tr>
</tbody>
</table>
AIM Goals

• **Hire Locally:** Increase local anchor community workforce from 9% to 20%

• **Procure Locally:** Aggressively pursue Small Business First program to achieve 25% of total addressable spend to small and diverse-owned businesses

• **Invest Locally:** Seek out and prioritize investments that support anchor communities including initiatives that address food, health, and educational inequities

• **Volunteer Locally:** Coordinate volunteer efforts for collective and longstanding impact.
# Anchor Strategy for Trade Partners

<table>
<thead>
<tr>
<th>25%</th>
<th>Workforce Development</th>
<th>Commercial Address</th>
<th>Local Procurement/Subcontracting</th>
<th>Community Development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hire Local</td>
<td>Hire Local</td>
<td>Procure Local</td>
<td>Invest Local</td>
</tr>
</tbody>
</table>

**Description**

- Set specific goals focused on local workforce and workforce development
  - Commit X% of construction hours worked by residents of AIM neighborhoods, by under-represented groups, X% of construction hours are worked by women
  - Develop workforce development programming (construction pipeline programs)

- Company with a commercial address in one of the AIM neighborhoods

- Prime contractor has a formal plan/agreement in place to subcontract a significant portion of work with local construction businesses and local minority owned construction-related businesses

- Company with track record of community development projects and initiatives (e.g. donations or other impact investments, volunteering; apprenticeship and other pipeline and youth development efforts)

**Metrics**

- % of total construction hours worked by residents in AIM neighborhoods, under-represented groups, and women
- % of total wages paid to AIM residents
- # of jobs created in local area (all jobs – construction, admin, design team etc)

- # of local companies contracted with
- % of total spend with local construction businesses

- # of local businesses and local minority owned businesses (construction-related and others) contracted/subcontracted with
- % of total construction spend with local construction businesses and local minority owned construction-related businesses

- # of Hours of volunteer time in local community by company employees
- Donations made to local communities and charities
- # of Hours of apprenticeships
- # of youth/local residents onboarded to pipeline programs
- # of partnerships with local CBOs and community colleges
Develop and Hire Locally: Southland Industries $250 million

**Apprenticeships:** 80,000 (out of 155K) apprenticeship hours dedicated to AIM communities

**Track Record:**
- 54% local Sacramento workforce through partnership with PWT
- 27% SBE/DVBE contractors

"Southland you rock!!

Please forgive my nonconventional greeting but you’re a nonconventional company which was on full display yesterday at Local 104 Sheet Metal school in Sacramento! Sac Building Trades/PWT want to express our utmost appreciation for a wonderful experience for our students. We look forward to future collaborations with Southland. Again thank you so much!!!"

*Pastor Kevin Brown*
*People Working Together Program*
Buy Locally: Rosendin Electric

• Contracted over $26 million with local Sacramento businesses in past 5 years.

• Partner with ConstructSecure to help develop small business partners
Build and Invest Locally: Enclos Corp.

- Establish local assembly and storage facility
- Facilitate local hiring through proximity and active relationships with local community organizations.

“One major component of the Independent Living Program is finding employment that provides necessary job skills and a livable wage for its homeless youth. It is difficult at times to find meaningful employment. When Enclos approached us in 2004 to assist with its shop assembly operations, this employment opportunity provided a stepping stone for the boys' future skills and careers. Several of the boys continued to move up in the ranks of Enclos with greater work opportunities. Today, all take great pride that one of our former students is the lead shop supervisor in Enclos' Virginia assembly shop.”
Summer High School Institute for Nursing Exploration and Success (SHINES)

- Local High School Students
- Local and Diverse Mentors and Role Models
- Professional and Personal Identity Development Workshops
- Health Equity and Anti-Racism Discussions
- Patient Simulations, Skills Building and Case Discussions
- Resume Building and Application Process
- Breaking Barriers Conference
- Linkage to Community College and UC Davis
Timeline

Jan-March 2022
- Subcontractors hired with Anchor Mission Strategy plan required.
- Project management and DEI team define key metrics to best track against plans submitted.

Apr-June 2022
- Forecast construction job opportunities and connect with city and local workforce development programs
- Project management, DEI team and General Contractor integrate subcontractors onto team and start tracking requirements.
- All participate in UCD small and diverse supplier exposition and UCD Community Engagement Best Practices Symposium

July-Dec 2022
- Dashboard developed to track AIM metrics and goals across life of project

Jan 2023-Dec 2023
- Scope fully developed
- Obtain resources within Sacramento
- Prepare for Construction start in Jan 2024
California Tower is built upon the Institutional AIM Milestones
Strong Track Record for Diverse Workforce Development

MARCH (Minority Advocacy and Regional Community Health) Scholars.

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Total Graduates</th>
<th>Number Who Are Hispanic, Latino, or of Spanish Origin</th>
<th>Percent Who Are Hispanic, Latino, or of Spanish Origin</th>
<th>Number Who Are Native American or Alaska Native</th>
<th>Percent Who Are Native American or Alaska Native</th>
<th>Number Who Are Black or African American</th>
<th>Percent Who Are Black or African American</th>
<th>Number Who Are Native Hawaiian or Other Pacific Islander</th>
<th>Percent Who Are Native Hawaiian or Other Pacific Islander</th>
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<tbody>
<tr>
<td>90</td>
<td>1,220</td>
<td>137</td>
<td>14.4%</td>
<td>13</td>
<td>1.4%</td>
<td>93</td>
<td>9.9%</td>
<td>4</td>
<td>0.5%</td>
</tr>
<tr>
<td>80</td>
<td>1,114</td>
<td>95</td>
<td>10.0%</td>
<td>6</td>
<td>1.0%</td>
<td>75</td>
<td>0.6%</td>
<td>2</td>
<td>0.3%</td>
</tr>
<tr>
<td>70</td>
<td>1,000</td>
<td>82</td>
<td>9.0%</td>
<td>7</td>
<td>0.3%</td>
<td>83</td>
<td>7.6%</td>
<td>2</td>
<td>0.2%</td>
</tr>
<tr>
<td>60</td>
<td>950</td>
<td>60</td>
<td>7.5%</td>
<td>5</td>
<td>0.7%</td>
<td>57</td>
<td>0.1%</td>
<td>1</td>
<td>0.2%</td>
</tr>
<tr>
<td>50</td>
<td>862</td>
<td>48</td>
<td>5.7%</td>
<td>4</td>
<td>0.5%</td>
<td>48</td>
<td>5.4%</td>
<td>1</td>
<td>0.2%</td>
</tr>
<tr>
<td>40</td>
<td>768</td>
<td>40</td>
<td>4.5%</td>
<td>3</td>
<td>0.4%</td>
<td>39</td>
<td>4.6%</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td>30</td>
<td>656</td>
<td>30</td>
<td>3.6%</td>
<td>3</td>
<td>0.3%</td>
<td>25</td>
<td>3.7%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>20</td>
<td>563</td>
<td>23</td>
<td>2.6%</td>
<td>2</td>
<td>0.2%</td>
<td>20</td>
<td>2.6%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>10</td>
<td>425</td>
<td>13</td>
<td>2.0%</td>
<td>1</td>
<td>0.1%</td>
<td>11</td>
<td>1.9%</td>
<td>0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Mean: 856, 71, 9.6%, 6, 0.3%, 56, 7.0%, 2, 0.3%

AIM Milestones

- Local Food Procurement
- Food Security Initiatives
- Collaboration with Community College and CSUS
- Sacramento Diverse Chambers of Commerce
- National Health Anchor Network
- UC Anchor Collaboration
- Baseline Data Collection nearing completion
- Collaboration with City
LOCAL COMMUNITY IMPACT STATEMENT
UC Davis Health: Local Community Impact  
[Notes shared with Regent Cohen and UC Davis leadership 01/18/22]

- UC Davis Health and the contractor for the California Tower and our Aggie Square partners are working with local government, community relations, and the Office for Health Equity Diversity and Inclusion, to establish focused objectives, including outreach to local and underrepresented businesses to promote project participation.

- **Anchor Institution Mission** (AIM) strategies:  
  Hire locally, purchase locally, invest locally, volunteer locally.

- Anchor Institution communities include affected zip codes as well as the broader local Sacramento community.  
  - AIM Zip Codes of interest: 95817, 95820, 95824, 95828, 95838

- We contract with large trade partners and provide assistance to engage, procure, train and support local businesses, communities, and individuals.

- Our outreach is targeted and comprehensive: We take a holistic perspective on diversity in our outreach efforts, ensuring we reach members of the LGBTQIA+ community, veterans, individuals with disabilities, women in leadership roles, and underrepresented racial/ethnic groups through our outreach. In addition to being a consistent presence in the local community, we also have adapted to COVID 19 by bringing our outreach to the virtual space, and making resources available through our [virtual job talk website](#)

- In 2020-2021, HR conducted 30 outreach events, and 18 (60%) targeted prospective applicants in underserved communities in Sacramento. We engaged with ~3,000 prospective applicants.

- In the first six months of 2021-2022, HR conducted 25 outreach events, and 19 (76%) have targeted prospective applicants in underserved communities in Sacramento. This increased focus in Sacramento is a direct result of our collaboration with the AIM and Aggie Square teams. We’re on track to surpass the 3,000 engagements this fiscal year.

- Our outreach leads to hiring diverse talent: Between April 2018 & April 2021, we have seen a 5.2% increase in non-white staff at the managerial level and a 6% increase in non-white staff at the support level ([per UC Workforce Diversity Dashboard](#)). And, Both UC Davis & UC Davis Health have been consistently recognized as *Best Employers for Diversity by Forbes*. Our leaders support our diversity outreach efforts as well.