

102.104 – DIVERSITY AND INCLUSION GUIDELINE**PART 1 - INTRODUCTION****1.01 GENERAL**

- A. This guideline applies to Architectural and Engineering professional disciplines.

PART 2 - GUIDELINE**2.01 PROGRAM OBJECTIVE**

- A. The objective of BJC's program is to engage the healthcare planning and design community through ongoing processes, policy and practices that will:
 - 1. Develop a more diverse pool of design firms doing business with BJC
 - 2. Develop a more diverse employee base among design firms doing business with BJC
 - 3. Increase the capacity of qualified and certified local MBE/WBE design firms to do business in the health care industry
 - 4. Increase the recruitment and employment of minorities and females in internship programs to promote a more diverse workforce in the professional community
- B. Consistent with BJC's mission to improve the health and wellbeing of the people and communities we serve, building a strong Diversity & Inclusion program makes sense for all parties involved. The workforce demographics changes in the future will be key regarding the employment base. Expanding the employment base, and subsequent partner base, increases capacity and resources for all organizations. Committing to diversity stimulates more interest for recruiting, strengthens and broadens the workforce, and helps align culture and internal practices.
- C. Achieving the goals and objectives of the BJC HealthCare Diversity & Inclusion Program requires knowledge of the St. Louis diverse community with respect to available resources, staff capabilities and requisite experience in the healthcare design and construction space. The process starts with evaluating firms for their interest in working within the healthcare industry, then establishing baseline data sets to measure, identify and align opportunities with core skillsets. Additionally, create a process to track and report project successes, document lessons learned and on-going development opportunities and challenges.
- D. Targeting future capacity requires an understanding of current capacity and the metrics by which capacity is to be established, tracked and measured.

2.02 CURRENT CAPACITY

- A. Capacity Building Warehouse - detailed metrics that can be tracked by project and reported over time.

1. Dollar amount of all contracts
2. Types of engagement and/or relationships with primes
3. Percent of contract dollar amount committed to healthcare projects
4. Full time employee tracking to the individual level for minorities and women

B. Toolbox/Campus Architects

1. Leverage existing MBE/WBE program experience and capabilities
2. Historic and demonstrated experience with diverse firms, establishing partnerships and lower tier engagements along with mentor/protégé relationships including number of projects, levels of workforce, interns, etc.

2.03 FUTURE CAPACITY

A. Capacity Building Warehouse

1. Survey/Interview with firms to determine their goals in the next 5-10 years
2. Assess firm's strength, weaknesses, opportunities and threats
3. Industry forecast for workforce capacity
4. Establish strategies for growth

B. Education

1. Primary and secondary grade levels and colleges/universities
2. Community outreach
3. Internships and other professional development initiatives for staff
4. Leverage existing programs and relationships within BJC

2.04 PRE-PROJECT GOAL SETTING

- A. BJC HealthCare's Planning & Design ("P&D") will establish minority business enterprise/women business enterprise ("MBE/WBE") project goals for each capital project. P&D will establish goals based on: (1) type of project, (2) size of project, (3) scope of the projects Architectural and Engineering team that will be required, (4) talent demands of simultaneous design projects and (5) the prevailing market goals in the geographic area where the project will take place.
- B. For all purposes under P&D's Diversity and Inclusion Program, with the exception of MBE certification (as further described below), minorities shall mean persons who are citizens or lawful permanent residents of the United States and who are African Americans, Hispanic Americans, Asian Americans, Native Americans or other minority group members as defined in the then-current City of St. Louis Minority and Women's Business Enterprise Program Certification and Compliance Rules issued by the City of St. Louis M/W/DBE Program Office.

2.05 ARCHITECTURAL – ENGINEERING SERVICE DESIGNATIONS

- A. The A/E Capacity Building Warehouse (CBW) designations shall include firms who provide the following services:

1. Architecture
 - a. Architectural Design
 - b. Master Planning
 - c. Medical Planning
 - d. Interior Design
 - e. Civil, Surveying, Site Design, Landscape Design
2. Engineering
 - a. Mechanical
 - b. Lighting
 - c. Electrical
 - d. Plumbing
 - e. Commissioning

2.06 PARTNERSHIP OR PARTICIPATION

- A. P&D will identify specific projects that will require MBE/WBE participation through partnering, strategic alliances and subconsultant arrangements. P&D will evaluate the fees and proposals for competitiveness, ability to meet the scope, schedule and specific defined role(s) for minority and/or women owned businesses. At its discretion, P&D will identify any required partnering arrangements, recommended subconsulting roles, etc. for specific projects or project components.
- B. At its discretion, P&D may identify specific projects that can help build the capacity of MBE/WBE Architectural and Engineering design firms by strategically aligning these firms with Toolbox prime firms, in an effort to create win-win scenarios based on a comprehensive set of expectations, deliverables and learning outcomes.

2.07 INTERNS AND PROFESSIONAL DEVELOPMENT

- A. P&D will promote a diverse design team by supporting consultants in the Toolbox to develop internships. This commitment to diversity shall also extend to experienced professionals seeking to further develop their skill set, establish/re-establish professional development in the healthcare industry, gain experience in elevated professional level design cultures, etc. All project specific work assignments for both interns and professional level staff must align with their specific areas of career interest, education and experience, while providing a meaningful engagement to the project. P&D encourages prime consultants to track, monitor and measure the progress of its interns and professional level staff as part of the overall on-going continuous improvement strategy to meet program objectives. This will help ensure the success of the program. See attached **Appendix A, Capacity Building Warehouse Process and Flow Chart**.

2.08 CONSULTANT REQUIREMENTS

- A. P&D has assigned a Toolbox Architect to each hospital campus within BJC to deliver projects associated with meeting campus program needs for the current capital cycle. This partnered approach is intended to strengthen an architect's knowledge of existing

conditions and provide better collaboration with individual hospital facility teams resulting in a more efficient project delivery. Toolbox engineers will be assigned on a project by project basis to ensure alignment between the needs of the project and the strengths of the engineer.

- B. Campus Architects and project Engineers are encouraged to incorporate diversity initiatives that:
 - 1. Build on existing industry relationships between large and small firms
 - 2. Allow diverse firms to engage with teams to identify specific project opportunities for meaningful roles
 - 3. Develop partnering strategies that provide sustainable relationships
 - 4. Incorporate professional development programs that attract and retain talent
- C. Consultants are required to include in their proposals their proposed MBE/WBE contracting commitments, as well as their commitment to utilize interns and/or experienced diverse professionals for the purposes of building healthcare related experience and professional capabilities for the particular project. Required attachments to fee proposals include **Exhibit 1 (Form 2 - MBE/WBE Utilization)** and **Exhibit 2 (Form 3 - Professional Services Workforce Participation Schedule)**.
- D. P&D will include goals in front-end documents of select Architectural and Engineering services. P&D will ensure that applicable diversity goals for MBE/WBE contracts, level of effort participation, and interns are communicated in early project-related documentation, including the following:
 - 1. Requests for qualifications (RFQs)
 - 2. Requests for proposals (RFPs)
 - 3. Requests for fee (RFF)
- E. Further, P&D will require Architects and Engineers to solicit fee proposals from MBE/WBE Capacity Building Warehouse firms and identify project role, phase, fee, identify staff and time committed to the project pursuant to Exhibit 1 Form 2 MBE/WBE Utilization and include with the requested response.

2.09 PROPOSAL EVALUATION CRITERIA

- A. For A/E consultants, P&D will evaluate response compliance with respect to diversity pursuant to the proposal criteria. Key diversity elements include:
 - 1. Staffing plan that incorporates diversity through interns and other professional level staff
 - 2. Strategies for partnering and/or subconsulting with minority and/or women-owned firms.

2.10 EVALUATION PROCESS

- A. In the evaluation process, P&D will apply scoring and evaluation credits for minority and women team participation, as well as the inclusion of interns and other professional level

staff. P&D's initial evaluation will be made by comparing the prime consultant's proposed contractual and workforce commitment in its bid to project specific goals. This comparison will be factored into P&D's decision in selecting the prime consultant/contractor to award the contract. (P&D may not accept a proposal or enter into a contract that does not include the MBE/WBE and workforce participation levels, or the utilization of interns and other professional development level staff).

2.11 PROMPT PAYMENT

- A. Prime consultants submitting invoices and all required supporting documents (e.g., signed and notarized conditional lien waivers) directly to P&D will be paid in accordance with the terms and conditions of their contract. All prime consultants must pay all subconsultants within five (5) days of receiving a payment installment from P&D. Failure to follow the foregoing process may disqualify a consultant from participating in future projects. The prime consultant shall submit with each invoice or Application for Payment, as applicable:
 - 1. a monthly MBE/WBE report tracking both contractual participation and manpower utilization, as well as contract amounts paid to MBE/WBE firms along with balances to complete contracts and change orders
 - 2. a notarized and signed conditional lien waiver verifying monthly payments to all participating MBE/WBE firms.
- B. Subsequent prime monthly invoices shall provide proper lien release for previous payments to all subconsultants, appropriate partial lien releases that replace the previous month's conditional lien releases, reconciliation of all invoicing and payments to all subconsultants. Copies of the monthly tracking reports shall be provided to the Owner's Diversity Manager as applicable and determined by Owner.

2.12 MONITORING AND REPORTING

- A. From the date that the project is awarded, and continuing until the project is completed, all prime consultants must maintain and document their compliance with P&D's mandated MBE/WBE and workforce participation requirements. P&D will monitor compliance with these requirements during the course of the project. If there is cause to believe that a prime consultant or subconsultant will not meet the required goals or has failed to comply with any of the applicable policies or procedures, P&D will notify the relevant prime consultant. P&D may require such reports, adjustments in the inclusion plan of action, information, and other documentation and corrective action from prime consultants and subconsultants, as are reasonably necessary to achieve compliance with this Policy.
- B. Compliance, reporting and tracking require the utilization of the following forms:
 - 1. Exhibit 1 - MBE/WBE Utilization Form 2
 - 2. Exhibit 2 - Form 3 - Professional Services Workforce Participation Schedule
 - 3. Exhibit 3 - Performance Evaluation Report Card

2.13 POLICY ADOPTION, EVALUATION AND REPORTING PROCESS

- A. This Policy is administered by the BJC HealthCare Executive Director of P&D and the Diversity Manager for PDC&R, who continuously monitor results against the project-specific requirements. These individuals report such results monthly and annually to the BJC Group President with executive oversight responsibility for P&D.
- B. BJC HealthCare also participates with other regional public and private agencies, organizations, owners, contractors and associations to share its efforts and outcomes with the objective of fostering greater local MBE/WBE contracting capacity and utilization of a diverse and inclusive workforce.

PART 3 - DOCUMENTATION - Not used.

PART 4 - SUPPORTING INFORMATION

4.01 APPENDIX ITEMS

- A. Refer to following pages for Appendix A and Exhibit references.

END OF DOCUMENT

Appendix A

Capacity Building Warehouse Process and Flow Chart

Architects – Engineers – CM/GC's – Trade Contractors

CBW Quick- Fact Sheet Submittal

- MBE/WBE firms are identified and/or referred by
 - PDC&R
 - BJC Toolbox Committee
 - BJC Toolbox Primes
 - Construction Management Partners (CMP)
 - Campus Renewal Website
- CMP sends CBW enrollment data to requested firm
- Interested firms will complete the requested data and submit for review. Enrollment package will include instructions and orientation video.
- MBE/WBE firms submitting may include A/E firms, trade contractors and general contractors/CM's

10 Days

Warehouse Assessment and Evaluation

- CMP to screen and determine which firms may be approved for the CBW based on experience, core competency, staff/project experience and years in business.
- CMP will assist applicants with interpretation and completion of the Quick Fact Sheet (QFS)
- Upon screening and approval, CMP will enter the data from QFS into the Capacity Building Warehouse Database. CMP will formally notify the firm of their entry and next steps associated with CBW enrollment.

30 Days

Official Notification and Warehouse On-Boarding

- Prior to notification of CBW enrollment, CMP will assist the CBW firm with understanding the prerequisite experience and growth results needed for consideration related to transition into the Toolbox.
- Provide official notification to new CBW firm applicant with next steps and recommendations.
- Add new CBW firm to the approved CBW database.
- Provide copy of the A/E QFS to the Toolbox Committee for file. Toolbox committee will determine next steps with respect to current/future campus design opportunities. BJC may schedule site visit with the new CBW firm.
- Initial CBW meeting to review applicable current BJC project pursuits, marketing/business development efforts during each calendar year to check for major changes in the firms work load, staffing, financial position, insurance EMR, etc. Based on established growth metric.

30 - 60 Days



Appendix A**Coaching and Monitoring of Capacity Building Warehouse (CBW) Firms**

- Assist CBW firms with responding to specific/applicable questions and clarifications during the review process or identifying opportunities within the BJC network
- Assist Warehouse candidate with developing any required technical data as part of the on-boarding process including organizational data, relevant project experience, employee profiles, contractor/union/supplier relationships, etc.
- Schedule coaching session with business owner to assess current workloads, staffing and resources
- Coaching firms to identify strengths, weaknesses and areas of capacity building focus relative to business and workforce growth. Establish growth goals for measurement and tracking.
- Enroll new CBW firm in the BJC 101 Educational Program
- Coach new CBW Firm through the establishment of action Items to achieve growth objectives

Con't Progress**On-Going CBW Program Management**

- If currently on a BJC project, review progress including payments, productivity, managing on-going relationship with primes, etc. Assist with the resolve/remedy of problems related to the MBE/WBE contract delivery.
- If not on a BJC project, CMP will assist CBW firms with questions related to specific pursuits including evaluating if they should bid/propose.
- Track project workforce actual hours against forecast through B2GNOW, RFID or Projecto
- Track monthly 1st and lower tiered payments, release of retention, communications and close-out process.
- Assist with evaluation of change process, ASR submittals, misc. project communication

Con't Progress**CBW Coaching and Training**

- Orientate new CBW firm with the RFP process relative to 1st/2nd tier levels, known project bid opportunities, BJC operations with respect to billing, design meetings, Manual of Practice and other BJC Rules of Engagement.

Appendix A**Continuous Review, Development & Growth Matrix****3-5 Year Development Process****Development and Toolbox Transition**

Professional Services

Capacity Building Warehouse Transition to Toolbox Eligibility

(Based on Firms in Toolbox Eligible Categories - Professional Services)

There are several firms within the CBW who aspire to reach Toolbox eligibility over the next 3-5 years. These firms will need to demonstrate specific progress in the following areas as evaluated by BJC and the Capacity Building Warehouse Project Executive.

Development and/or Growth Prerequisites:

- a. Demonstrated development based on:
 - a.1 # of BJC projects as subconsultant or prime (as applicable) with meaningful responsibility. Includes minimum of 2 successful BJC test projects
 - a.2 Report Card performance results vs. scope and deliverables (Expectations)
 - a.3 Active participation in the Capacity Building Warehouse including BJC 101
- b. Experience with healthcare projects outside of BJC HealthCare
- c. Established growth with project management team, design team, staff development plan, technology, etc.
 - c.1 Current # staff in base year (CBW Enrollment Year)
 - c.2 Staff Organization and growth over stated period – Forecast of staff additions vs. actual
 - c.3 Internship plans, talent acquisition results
 - c.4 Technology growth including 3D modeling (BIM), etc.
- d. Team training/understanding and implementation of BJC Design Standards, Building Standards, Manual of Practice (MOP).
- e. Specific/stated levels of financial strength in base year over the stated growth year(s) – applicable to professional liability, resources sufficient to staff a project(s) over a forecasted period.
- f. Obtaining applicable healthcare design certifications and/or engage in industry organization affiliations – ASHE (American Society for Healthcare Engineering), MHA (Missouri Hospital Association), MOSHE (Missouri Society for Healthcare Engineering), AIA-AHA, HCO, etc.
- g. Toolbox Application, predetermined activities and performance conditions measured over a stated period.

Toolbox Transition:

- a. Subsequent to satisfactory performance over the stated period and delivery of measured results, the CBW firm may be allowed to apply and complete the Toolbox Questionnaire for consideration by the Toolbox Committee. Completion of this process does not guarantee acceptance into Toolbox.

Exhibit Documents

Exhibit 1 Form 2 – MBE/WBE Utilization Form

Exhibit 2 Form 3 – Professional Services Workforce Participation Schedule

Exhibit 3 Performance Evaluation Report Card

