

Efficient Operations

Support the smooth flow of work through well-planned adjacencies.

Safety and

Between WSP depart...
direct public access v

Staff Support and Satisfaction

Staff health and safety are high priorities -- support amenities -- wellness/lactation rooms, bike storage and locker rooms.

Energy and

The project is expected to...
building.
Sustainable and efficient...
tenants with flexible and...
spaces and amenities.

OPEN
FEEL

Quality

Pleasant and conducive work environment --access to daylight, quality finishes and appropriate acoustics.

Active Design

Project should encourage mo...
activities through strategies...
and attractive stairs, way-fin...
promotes stair use, attractive...
space for lactation...
bike storage

Flexibility

Facility should provide...
to accommodate...
an...
of fl





12. Inclusion Plan

On each of our projects where subconsultant and subcontractor diversity objectives have been identified, Sellen and ZGF have been able to meet or beat the established goals. Sellen and ZGF will work hard to identify potential scopes of work that could provide first and second-tier diverse business opportunities.

Diversity Outreach Plan

It is Sellen’s and ZGF’s practice, and in support of our mission, to build teams of employees and subcontractors that bring diverse ideas, backgrounds and experiences to the project. Subcontractor diversity supports our commitment to quality projects that are delivered on time and on budget, thus creating a strong and competitive team.

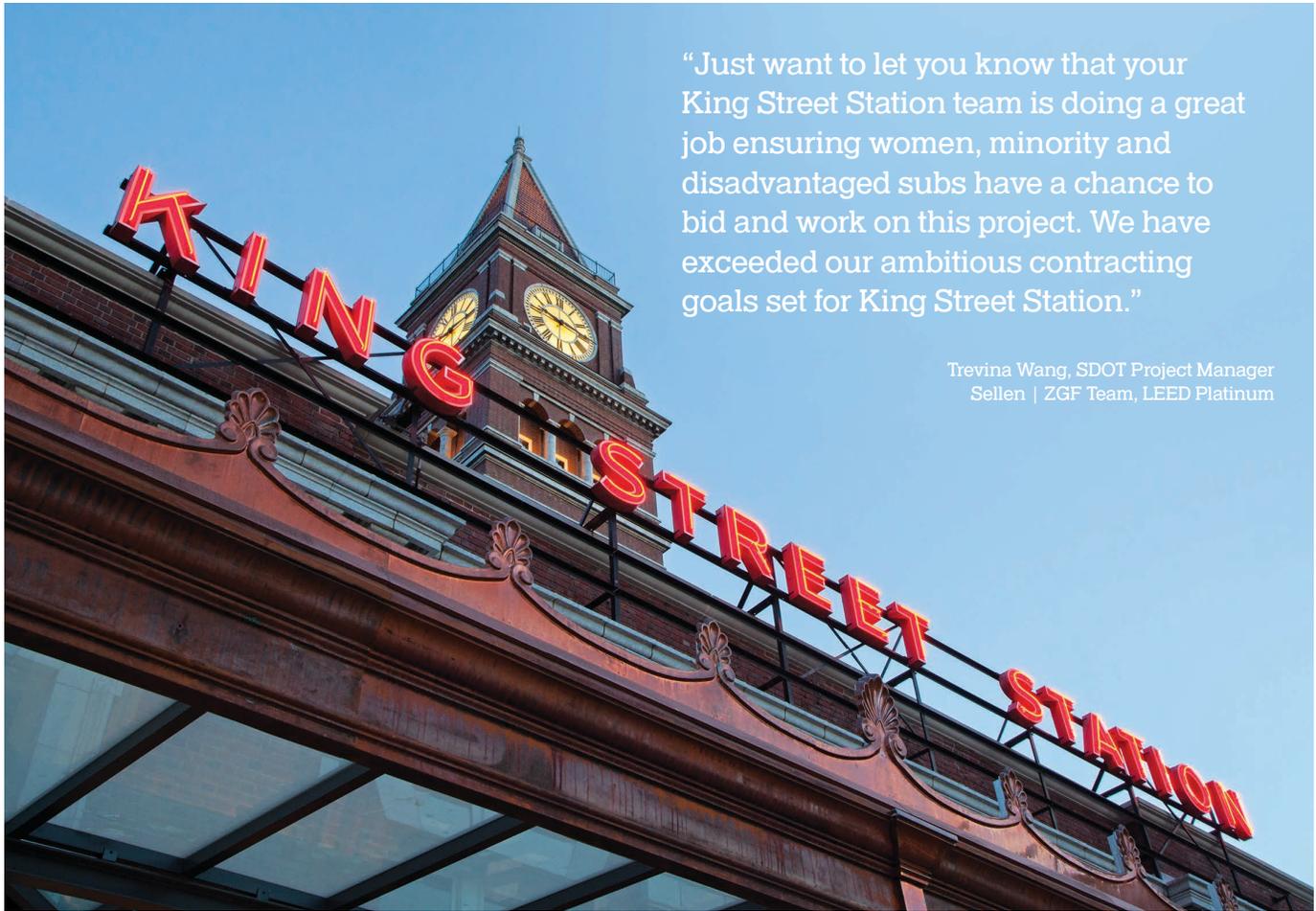
Both of our firms have a deep history of working with small businesses that include minority-owned, women-owned, and disadvantaged business enterprises to meet both mandatory and voluntary project requirements. The Sellen | ZGF design-build team

includes large firms such as WSP Group and KPFF, and a significant number of small firms such as Studio SC, Lighting Design, Site Workshop, AEGIS and Gerber, as well as women-owned firms, such as the Greenbusch Group. Our team’s diversity proves that good design comes from the collaboration of different voices that have fun working together. Throughout the project we will continue to include diverse businesses, finding the best talent for the design problem.

On the construction side, Sellen tracks the performance and capabilities of diverse subcontractors on past projects and has used this information to develop a comprehensive “in-house” database

of these resources. In addition to this database, when reviewing new subcontracting firms, Sellen examines financial information, project and personnel references, overall capacity, and current and future workloads to determine a subcontractor’s ability to perform specific contracts.

Sellen will implement an extensive outreach program working with the DES to achieve diversity goals. We will hold three outreach events in Olympia and Seattle to promote the project among local subcontractors and make it easy for small and women, minority, and veteran-owned businesses to participate. Diverse contractor outreach also includes placing bid requests in local MWBE newspapers



“Just want to let you know that your King Street Station team is doing a great job ensuring women, minority and disadvantaged subs have a chance to bid and work on this project. We have exceeded our ambitious contracting goals set for King Street Station.”

Trevina Wang, SDOT Project Manager
Sellen | ZGF Team, LEED Platinum

and trade publications, sending personal solicitations and calling diverse subcontractors and suppliers to notify them of the project.

Another key component of diverse subcontractor participation is to assemble bid packages strategically to promote small business involvement. Traditional large scopes of work can be broken down into smaller packages (segregating by floor or area), allowing us to award to multiple subcontractors rather than one. We used this same approach on Federal Center South, as further explained at right.

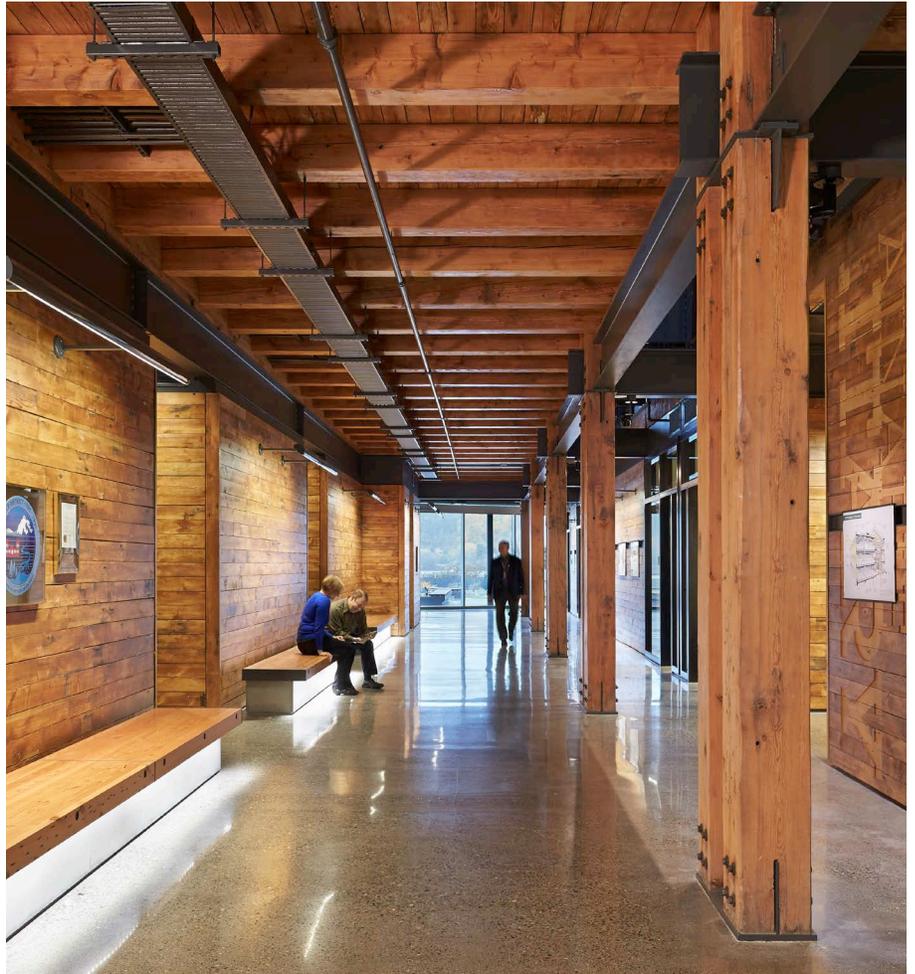
Other resources we use to assess local small business talent include:

- Daily Journal of Commerce
- State Office of Minority and Women's Business Enterprises
- Small Business Administration Sub-Net (SB, SDB)
- Regional Small Business Development Program
- National Association of Women in Construction
- Northwest Minority Supplier Development Council
- Urban Enterprise Center
- Tabor 100
- VOSB & SDVOSB (through www.vet.biz.gov)
- U.S. Small Business Administration Dynamic Small Business Search
- U.S. Government Central Contractor Registration
- SBA 8(a) Contractor List
- Ethnic Chambers of Commerce
- State Ethic Commissions

On a typical project, our goal for minority and small-business owned subcontractors is 10 to 15 percent.

Section Attachments

On the following page, we have included Form K. Additionally, we have completed a preliminary 1063 Minority, Women, Veteran and Small Business Enterprise Program Contracting Plan. This follows Form K and begins on page 161.



Diversity Outreach at Federal Center South

The Sellen | ZGF team implemented an extensive outreach program working with the U.S. General Services Administration to achieve diversity goals for the design-build Federal Center South project, a project funded by the American Recovery and Reinvestment Act. Overall, small and minority businesses were awarded more than 45 percent of the total volume that was subcontracted by the Sellen | ZGF design-build team.

The team held multiple outreach events to promote the project among local subcontractors and make it easy for small and minority-owned businesses to be a part of this design-build project. We also packaged bid packages in such a way as to promote small business involvement. For example, we would separate a bid package for one scope of work by floor, allowing us to award to multiple subcontractors rather than one. In doing this, we added approximately 15 bid packages that helped increase small business participation.

Diverse Business Inclusion Plan

To be considered responsive, the Proposer must submit the Diverse Business Inclusion Plan Supplement, as part of their proposal that will be incorporated into their contract, if awarded. The responses should reflect good faith efforts for diverse business inclusion. Zero is not a goal; however a range of 1% to 3% contribution to the agency goal would be a low result for the expected good faith effort, a 4% to 6% contribution to the agency goal would be a better result for the expected good faith effort, and a 7% to 10 % or greater contribution to the agency goal would be a best result for the expected good faith effort. The Diverse Business definition – includes Washington small business, microbusiness, and minibusiness as defined in RCW 39.26.010, and Veteran-owned businesses as defined in RCW 43.60A.010. If the proposed subcontractors are self-identified diverse businesses, the DB will encourage and support state efforts for their certification with the appropriate Washington state agencies.

The Proposer must include an anticipated list of diverse subcontractors or suppliers who may provide services or otherwise assist the Proposer in fulfilling its obligations for the project. The Proposer must provide the following information regarding their plans for including diverse team members.

Identify any subcontractors who are certified by the Washington State Office of Minority and Women's Business Enterprises (OMWBE) or the Washington State Department of Veterans Affairs (DVA).

In accordance with [Chapter 39.19 RCW](#), the state of Washington encourages participation in all of its contracts by OMWBE certified firms.

In accordance with Chapter 43.60A.200, the state of Washington encourages participation in all of its contracts from firms certified by DVA certified firms.

In accordance with Chapter 39.26.005, the state of Washington encourages participation in all of its contracts from Washington small businesses.

With respect to agency spend the agency aspirational goals are:

- ✓ 10% Minority Owned Business certified by the Washington State Office of Minority and Women Business Enterprises
- ✓ 6%, Women Owned Business certified by the Washington State Office of Minority and Women Business Enterprises
- ✓ 5% Veteran Owned Business certified by the Washington State Department of Veterans Affairs
- ✓ 5% Washington Small Businesses self-identified in the Washington Electronic Business Solution <http://www.des.wa.gov/services/ContractingPurchasing/Business/Pages/WEBSRegistration.aspx> (WEBS).

These goals are voluntary. No preference will be included in the evaluation of bids, no minimum level of MWBE or Veteran Owned or Washington Small Business participation will be required as a condition for receiving an award and proposals will not be rejected or considered non-responsive on that basis.

For information on certified firms, prime Proposers may contact:

- OMWBE at <http://www.omwbe.wa.gov/> or (360) 753-9693
- DVA at <http://www.dva.wa.gov/BusinessRegistry/Search.aspx> or (360) 725-2200.
- DES Business Diversity and Outreach Manager Servando Patlan Servando.patlan@des.wa.gov or (360) 407-9390 for a list of self-certified Washington Small Businesses that downloaded this solicitation and selected to allow their contact information to be shared.

12 | INCLUSION PLAN

Please complete this **Diverse Business Inclusion Plan Supplement** for this Proposal.

Scopes where the Diverse Businesses is not yet determined or committed	When do you anticipate making a selection ?	Y/N					Anticipated sub-contract \$ amount
		Do you anticipate using a State Certified Women Business?	Do you anticipate using a State Certified Minority Business?	Do you anticipate using a State Certified Veteran Business?	Do you anticipate using a Washington State Small Business?	Can only a Sole Sourced Business do the work?	
Interior Construction	Q3, 2014	Unknown at this time	Unknown at this time	Unknown at this time	Unknown at this time	N	\$6,165,000
Interior finishes	Q4, 2014	Unknown at this time	Unknown at this time	Unknown at this time	Unknown at this time	N	\$282,000
Fixed Furnishings	Q4, 2014	Unknown at this time	Unknown at this time	Unknown at this time	Unknown at this time	N	\$184,000
Pedestrian paving	Q4, 2014	Unknown at this time	Unknown at this time	Unknown at this time	Unknown at this time	N	\$486,000
Landscaping	Q4, 2014	Unknown at this time	Unknown at this time	Unknown at this time	Unknown at this time	N	\$297,000
Total Amount Not Yet Committed to a Sub/Supplier:							\$7,414,000

Contractor commits to a good faith effort to achieve the proposed subcontract amounts with diverse business subcontractors by at least hosting 3 supplier outreach events for businesses registered with the state of Washington in the Washington State Electronic Business Solution, WEBS; including those registered as state certified minority businesses, women businesses, veteran businesses, and businesses self-certified as Washington Small Businesses in WEBS. The state will assist in coordinating event invitations to these businesses.

Subcontracting

Subcontracting means direct performance of commercially useful work through subcontracting as part of the proposed project team.

DIVERSE Expert

Identify the person within your team to manage your DIVERSE inclusion responsibility.

DIVERSE Expert Name: Kirk Brewer

DIVERSE Expert Firm: Sellen Construction

DIVERSE Expert Contact Information: (206) 682-7770 or kirk.brewer@sellen.com

DIVERSE Expert responsibilities would typically include, but are not limited to:

- Outreach to qualified DIVERSE firms.
- Submit and discuss updates on a regular basis to the state project manager, to indicate DIVERSE utilization and discuss progress.
- Ongoing outreach to DIVERSE firms for work the contract may require, including any new scopes.
- Assist DIVERSE firms to perform successfully.

A qualified DIVERSE Expert brings knowledge of the identity, capabilities and capacities of DIVERSE subcontractors and suppliers; experience recruiting and working with DIVERSE firms for construction; and assisting DIVERSE firms to develop working relationships with contracts.

Strategies

Describe the strategies and selection processes you intend to use to achieve meaningful DIVERSE utilization in the contract. Describe your strategies, the scopes of work that have greatest DIVERSE opportunities and how you would balance those scopes that have less DIVERSE opportunity.

Mentoring Program

If any of the DIVERSE subcontractors listed above are participating in a mentoring or capacity building program with your company, please identify which and describe your program.

The Owner/Department of Enterprise Services will review the submitted inclusion plan for good faith effort and the maximum opportunity to contribute toward the Owner/Department of Enterprise Services’ aspirational goal.

For 1063 Block Replacement Project

Sellen | ZGF list of DIVERSE subcontractor and consultants already identified:

Scope	Y/N					Anticipated sub-contract \$ amount
	State Certified Women Business?	State Certified Minority Business?	State Certified Veteran Business?	Washington State Small Business?		
Shoring & geothermal wells	N	Pending certification	N	N		\$716,000
Site & curb striping, road paint	Yes	Yes	N	N		\$7,500
Handrails	N	N	N	Yes		\$200,000
Ceramic tile & Stone	Yes	N	N	N		\$112,000
Flooring, carpet, sheet vinyl	Yes	Yes	N	N		\$810,000
Final Cleaning	Yes	N	N	N		\$57,000
Misc. concrete supplies	Yes	N	N	N		\$25,000
Acoustical Consulting	Yes	N	N	N		\$25,000
Total						\$1,952,500

1063 DIVERSE BUSINESS INCLUSION PLAN

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1063 BLOCK REPLACEMENT PROJECT

MINORITY, WOMEN, VETERAN AND SMALL BUSINESS ENTERPRISE (DIVERSE) PROGRAM CONTRACTING PLAN

In accordance with, RCW 39.19, RCW 39.26.010 and RCW 43.60A.200, it is the intent of Sellen Construction (Sellen) to encourage and provide opportunities for Minority, Women and Veteran owned businesses and Washington Small businesses (collectively referred to here as "DIVERSE") participation in the construction of the 1063 Block Replacement Project. DIVERSE business participation goals for this project are:

- 10% Minority Owned Business
- 6% Women Owned Business
- 5% Veteran Owned Business
- 5% Washington Small Business

Sellen's Diversity Management Plan will be executed per the following:

1. DESIGNATE A SELLEN DIVERSE PROGRAM ADMINISTRATOR

Name: Kirk Brewer
 Address: 227 Westlake Avenue North
 City: Seattle, WA 98109
 Phone: 206-805-7158
 Email: kirk.brewer@sellen.com
 Duties: To address any questions bidders have regarding the bidding process and to network with diversity agencies with the goal of increasing the utilization of DIVERSE firms.

2. MENTORING AND TECHNICAL ASSISTANCE FOR DIVERSE FIRMS

While Sellen does not have a formal Diversity Mentoring Assistance program our Program Administrator, Kirk Brewer will strive to answer any of the DIVERSE Company's questions and assist and mentor with any specific paperwork that needs to be filled out to complete the bidding process as well as with the subcontracting process. As with all subcontractors, Sellen provides pre-construction meetings to provide information about the site specific safety plan, requirements for personal safety gear, how to work on the project site and how to perform successfully.

3. BONDING REQUIREMENT INFORMATION FOR THE BIDDERS

Sellen will inform the potential bidders of the bonding requirements for the project at the Diversity Outreach Event and in the bid instructions. Specifically noting that all subcontracts with values equal to or greater than \$300,000 will require a bid bond and a payment and performance bond. We will also clarify in the Outreach Event that if a diversity subcontractor is bidding to a prime subcontractor, whether it be Sellen or another prime subcontractor that is already bonding their work, the diversity subcontractor will not need to bond the portion of the work that they are bidding.



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4. DEVELOP BID PACKAGES THAT ARE SIZED APPROPRIATELY FOR DIVERSE BUSINESSES AND ASSIST WITH PRIME SUBCONTRACTOR NETWORKING

Sellen will work to develop subcontractor packages that are sized to enable DIVERSE companies to bid and bond the work. Sellen will also assist with the networking of the smaller minority subcontractors so they are able to pursue work with the prime subcontractors. We'll do this through leads we get from the Diversity agencies, Outreach Events and using contacts from Sellen's minority subcontractor data base. Some examples of this are putting a minority irrigation subcontractor in touch with the prime landscaping subcontractors that are bidding the work or putting a minority striping company in touch with the asphalt paving bidders to bid on the striping.

Sellen Self Performed Work: Where Sellen elects to propose on bid packages, Sellen will break out portions of this work to encourage DIVERSE business participation. An example of this would be rebar placement for the concrete work bid package.

Currently the bid packages are still being developed but once they've been completed, Sellen will continue to expand on what portions of packages that are suited for the small, women and minority contractors and notify the subcontractors and the Diversity agencies of the opportunities.

Verbiage in the bid packages will include the statement "Sellen is strongly committed to meeting the voluntary goals of 10% MBE, 6% WBE, 5% VBE and 5% Small business participation and encourages diverse businesses certified by the State OMWBE to respond to this Invitation to Bid". It will also include, "A listing of MWDBE certified by OMWBE is available on the Internet at www.OMWBE.wa.gov/directory/directory.htm, (360) 753-9693 a listing of Veteran Owned Businesses are listed at www.dva.wa.gov/BusinessRegistry/Search.aspx (360) 725-2200 and Washington Small Businesses are self-identified at www.des.wa.gov/services/ContractingPurchasing/Business/Pages/WEBSRegistration.aspx (WEBS) (360) 407-9390 along with a reiteration of Sellen's encouragement of DIVERSE business participation and to assist bidding subcontractors in locating qualified 2nd-tier DIVERSE firms.

5. ADVERTISE THE PROJECT AND THE SUBCONTRACTOR PACKAGES TO THE DIVERSE COMMUNITY

Sellen's Diversity Program Administrator (Kirk Brewer) will review and identify current qualified certified DIVERSE firms through the State Office of Minority and Women's Business Enterprises (OMWBE) Washington State Department of Veterans Affairs (DVA) and other Diversity Agencies listed below. Sellen will provide direct notification by phone, fax or e-mail to notify these firms of upcoming Outreach Event dates and bid dates to encourage participation.



1063 DIVERSE BUSINESS INCLUSION PLAN

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Agencies that Sellen will contact to advertise the project in as well as network with to ensure Diversity involvement with the project:

- Daily Journal of Commerce
- State Office of Minority and Women's Business Enterprises (OMWBE)
- Northwest Minority Supplier Development Council (MSDC)
- National Association of Minority Contractors (NAMC)
- Seattle Minority Business Development Agency (MBDA)
- National Association of Women in Construction (NAWIC)

6. DIVERSITY OUTREACH AND OUTREACH EVENTS THAT PROVIDE MAXIMUM OPPORTUNITY FOR ATTENDANCE BY DIVERSE SUBCONTRACTORS

Subcontractor Outreach: Prior to bid packages being advertised, Sellen will contact the agencies listed above to inform them of the 1063 Block Replacement Project and intended schedule for procurement. Sellen will send informational notices to qualified firms included on OMWBE's list describing the project and bidding process. In addition to the advertisement for subcontractor bids, Sellen will send notices out to certified firms informing them of the bid information including pre-bid meetings, Outreach events and bid dates.

Sellen will hold three Outreach events; two in Olympia to promote local participation and one at Sellen's main office in Seattle. The first outreach event is targeted for the first quarter after the Notice to Proceed. Sellen will familiarize the contractors with the project, explain the diversity goals for the project, describe the pre-eligibility and bidding processes, offer mentoring and assistance for the paperwork requirements including properly filling out the form, explain the bonding and insurance requirements and briefly describe the work packages. There will also be opportunities throughout the event to address any questions that the subcontractors and diversity agencies might have.

7. BIDDER'S LIST OF DIVERSE COMPANIES & REPORTING DIVERSE UTILIZATION TO THE DES, STATE OF WASHINGTON

Sellen will continually keep track of all interested and potential DIVERSE companies and share the data by posting the list on the Builder's Exchange Website and in Sellen's Main Office Subcontractor Plan Table on the first floor, and at the Sellen jobsite office in Olympia. Having this list posted and available will enable interested Minority subcontractor to contact and potentially bid portions of the Prime subcontractor's bid packages.

A DIVERSE Utilization tracking spreadsheet will be shared with the DES as part of the monthly report. This reporting will enable all interested parties to validate both the efforts that Sellen is making on advertising Diversity subcontractor opportunities as well as validating the actual utilization success rate of Sellen.

8. IDENTIFY AND DISCUSS DIVERSE GOALS IN ANY PRE-BID SUBCONTRACTOR MEETINGS

Discussion of DIVERSE business participation goals will also be included as part of the agenda for any pre-bid subcontractor meetings. Sellen will reiterate that it is strongly committed to meeting these goals and request that subcontractors keep track of DIVERSE firms that they have been in contact with in regards to this project. Sellen will ask that they share this information with us to facilitate Outreach efforts and ultimately track Diversity utilization information.



SELLEN | ZGF DESIGN-BUILD TEAM

9. INCLUDE DIVERSE BUSINESS PARTICIPATION GOAL VERBIAGE IN ALL BID REQUESTS AND SUBCONTRACTS

In order to promote the compliance with DIVERSE contracting requirements, each subcontract awarded pursuant to this project shall include the following assurance:

“The Contractor, sub-recipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract.”

10. ACCESSIBILITY TO BID DOCUMENTS

Sellen will provide access to bid documents at the following locations:

Builders Exchange of Washington (www.bwxa.com)

2607 Wetmore Avenue
Everett, WA 98201-2926
(425) 258-1303, fax (425) 259-3832

Sellen Main Office Plan Table (Level 1)

227 Westlake Ave. N.
Seattle, WA 98109
(206) 682-7770

Sellen 1063 Block Replacement Jobsite Trailer

Contact Information TBD

Any questions or comments regarding the DIVERSE business inclusion plan should be addressed to Kirk Brewer, phone: (206) 805-7158, email: Kirk.brewer@sellen.com.

