

**COMMONWEALTH OF MASSACHUSETTS
DESIGNER SELECTION BOARD PROJECT CRITERIA**

DSB LIST # 16-15 ITEM # 1 DSB PUBLIC NOTICE DATE: November 16, 2016

LAST DATE FOR FILING APPLICATION IS: December 7, 2016 at 2:00 PM

The Board requests applications to be submitted by any of the following firms:

() Architect () Engineer
() Architect/Engineer (A/E) () Other:

PROJECT NUMBER: **DCP1641 ST1**

PROJECT TITLE: **John W. McCormack Building: Comprehensive Facilities Plan and Infrastructure Upgrades**

PROJECT LOCATION: **One Ashburton Place, Boston, MA 02108**

AWARDING AGENCY: **Division of Capital Asset Management and Maintenance (DCAMM)**

APPROPRIATION SOURCE: **Chapter 237, Acts of 2014, 1102-2009**

AVAILABLE AMOUNT: **\$52,700,000** for Total Project Cost

ESTIMATED CONSTRUCTION COST: **\$38,450,000** (ECC to be confirmed by Study)

TOTAL FEE, excluding reimbursables or any authorized per diem payments, based on scope of work and services authorized if project is completed.

(<input checked="" type="checkbox"/>) Lump Sum Established Set Fee for Study Phase Per M.G.L. C.7C, §50	<u>\$600,000</u>	dollars
(<input checked="" type="checkbox"/>) Lump Sum Established Set Fee for Schematic Design Per M.G.L. C.7C, §50	<u>\$460,000</u>	dollars
(<input checked="" type="checkbox"/>) Lump Sum Established Set Fee (<u>subject to a credit in the amount for the Lump Sum Fee established for Schematic Design above</u>) for Final Design Phase Per M.G.L. C.7C, §50, based on the approved estimated construction cost in the certified study.	<u>8.0%</u>	percent

IMMEDIATE SERVICES AUTHORIZED:

() CERTIFIABLE BUILDING STUDY
() SCHEMATIC PLANS AND OUTLINE SPECIFICATIONS
() OTHER: COMPREHENSIVE FACILITIES PLAN

It is intended that the following continued services will be required of the selected Designer, and approval of the Designer by the DSB for the study phase shall also constitute approval of the Designer for continued services at the Awarding Authority's discretion. If the Awarding Authority determines that the continued services will not be required of the Designer then the Awarding Authority must notify the Designer and the Board, upon making that determination.

() DESIGN DEVELOPMENT PLANS AND SPECIFICATIONS
() CONSTRUCTION PLANS AND SPECIFICATIONS
() ADMINISTRATION OF CONSTRUCTION CONTRACT
() OTHER:

MBE/WBE PARTICIPATION:

In accordance with M.G.L. C.7C, §6 and Executive Orders 526, and 565, DCAMM has established a minimum combined MBE/WBE participation goal of 17.9% of the overall value of the study and final design contracts for this project. Applicants must utilize a mix of both MBE and WBE firms whose participation, when added together, meets the overall combined goal set for the Contract. The combined goal requires a reasonable representation of **both** MBE **and** WBE firm participation. The Combined MBE/WBE goal must be met within the list of requested prime and sub-consultants. All applicants must indicate in the prime firm's application how they or their consultants will meet these goals and will be

evaluated on that basis. Further information about the MBE/WBE Program appears in the DSB Public Notice at pages 4-8 titled "Participation by Minority Owned Businesses and Woman Owned Businesses," in the Commonwealth of Massachusetts Contract for Study, Final Design, and Construction Administration Services (June 2016) at Attachment C, and on the Supplier Diversity Office (formerly SOMWBA) website: <http://www.mass.gov/sdo>. Applications from MBE and WBE firms as prime consultant are encouraged. Applicants that are themselves MBE or WBE certified will be required to bring a reasonable amount of participation by a firm(s) that holds the certification which is not held by the applicant to the project. Proposed MBE/WBE participation plans that include solely MBE or solely WBE participation, or have only nominal participation by one or the other to meet the combined goal, will not be considered responsive. Applicants are strongly encouraged to utilize multiple disciplines and firms to meet the MBE/WBE goal. Consultants to the prime can team within their disciplines in order to meet the MBE/WBE goal, but must state this relationship on the organizational chart (Section 6 of the application form).

APPROPRIATION LANGUAGE:

Chapter 237 of the Acts of 2014, Section 2, line 1102-2009: an act providing for capital facility repairs and improvements for the Commonwealth.

GENERAL SCOPE OF WORK:

The Division of Capital Asset Management and Maintenance (DCAMM) seek expert professional services for the capital renewal of the John W. McCormack Building (McCormack). **Part One**, a Comprehensive Facilities Plan, will prepare an overall plan for infrastructure upgrades and repairs through an evaluation of the building envelope, building systems and common areas. The plan will also review building occupancy plans and prioritize projects for implementation over ten years as funding becomes available. **Part Two**, is a Certifiable Study (including schematic design) for a prioritized group of projects selected from the Comprehensive Plan along with final design and construction administration.

The purpose of **Part One**, the Comprehensive Facilities Plan, is to develop a phased renovation plan for McCormack that will ensure the building's serviceability for the next 50 years. Due to the nature of the work in an occupied building and because of the complexity, size and cost of the building repairs, DCAMM is taking this opportunity to develop a Comprehensive Facilities Plan for the near and long term that employs the most efficient, coordinated, least disruptive and most cost effective approach to renovate and upgrade the building, focusing on high priority projects. Metrics for the success of this project must account for operating costs, energy conservation, ease of maintainability, improved accessibility and enhanced resilience in the face of ever escalating climate change and societal threats.

Building infrastructure components include, but are not limited to; the envelope (structural and architectural including but not limited to the foundation, precast concrete exterior wall panels, curtainwall, all fenestration elements and various roof systems); building systems (including but not limited to mechanical, electrical, plumbing, elevators, fire protection, fire alarm, telecommunications and security systems); and interior common areas (including but not limited to the lobbies, conference center, loading dock, support and operations areas, service floors (7 and 22), cafeteria and retail spaces, stairs and toilet rooms), garage, and surrounding site and plaza. Critical for the design of the MEP systems is designing a tight envelope and an understanding of the 2012 report identifying important energy and water conservation measures.

Part Two, the Certifiable Study, will be the first capital project identified from the Comprehensive Plan. The Designer for this Study can expect to certify, design and administer construction for all phases of the Certifiable Study.

This study, as well as the design and construction process, will involve an interactive process with the Designer's team and the DCAMM team comprised of representatives from various DCAMM offices, including: programming, design and construction, leasing, energy, accessibility, facilities management & maintenance, security, MassIT and the Interiors Design, Planning and Management (IDPM) unit that is responsible for the interiors planning and updating of the McCormack Building's program space. It is expected that the selected Designer will facilitate the discussions and workshops necessary to bring together the diverse and numerous stakeholders and guide them through the decision making process.

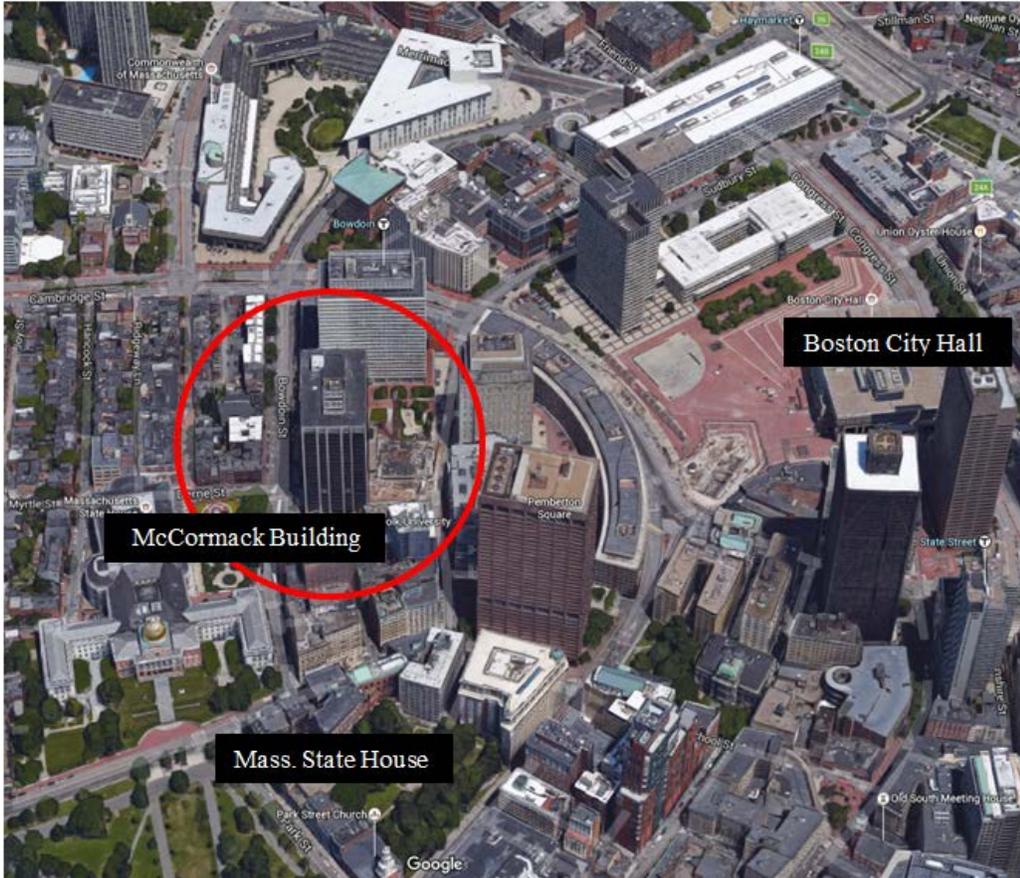
The McCormack Site

The McCormack Building has served as one of the Commonwealth's primary office buildings in the Greater Boston area since its opening in 1975. Currently McCormack houses a multitude of Commonwealth agencies, divisions and departments as well as a cafeteria, public meeting spaces, a child care center and the Boston Regional Office of the MA State Lottery. See listing of agencies located at McCormack in the Additional Supporting Documents section.

The McCormack Building is located in the Government Center area of downtown Boston in close proximity to the Massachusetts State House and Boston City Hall. The building shares a city block with the Saltonstall Building and the new

Suffolk University Academic Building. Three plazas interconnect these buildings: the McCormack Building Upper Plaza, the Saltonstall Plaza and the Roemer Plaza.

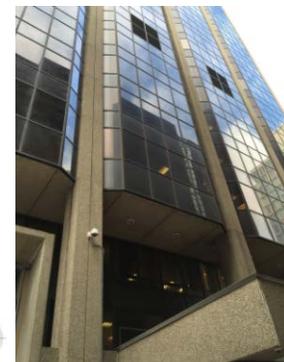
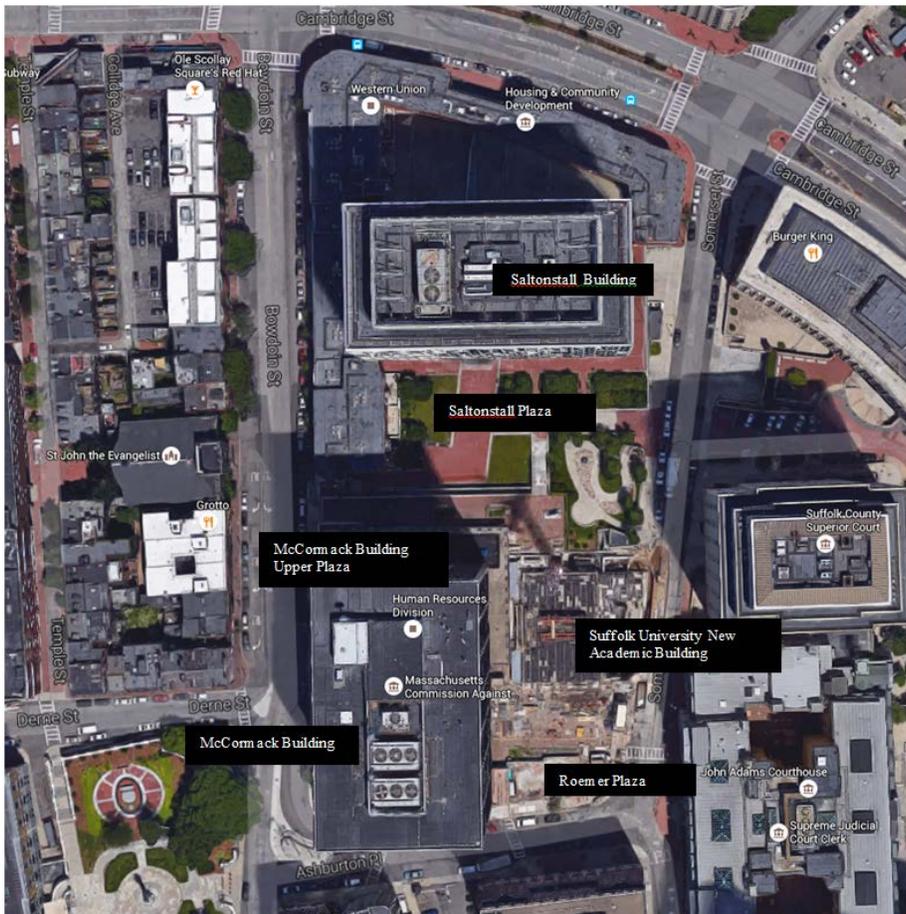
There is considerable vehicular and pedestrian traffic to and around the building given the approximately 3,000 Commonwealth employees that work in the building and the nearly 1,000 members of the public that visit the building daily. Staff in the McCormack Building support State House functions and, as a result, there is consistent and considerable back and forth pedestrian traffic between the State House and the McCormack Building. Understanding the flow and volume of vehicles and pedestrians that access the site and building will be important to the planning process as the renovation of the McCormack Building presents an opportunity to address access throughout the building and site.



Aerial Photo showing the McCormack Building in the context of Government Center in downtown Boston

Building

The McCormack Building is an approximately 800,000 gross square foot, 22 story high-rise with a four level below-grade garage. It is the 25th highest building in the City of Boston. The firm of Hoyle, Doran and Berry Architects designed the building and oversaw the completion of its construction in 1975. It is a Type 2 non-combustible building, constructed of heavy weight steel trusses and cast-in-place concrete. It is 240’ long by 150’ wide and 401’ high. For a full description of the buildings and building systems see the Facility Condition Assessment in the **Additional Supporting Documents** section.

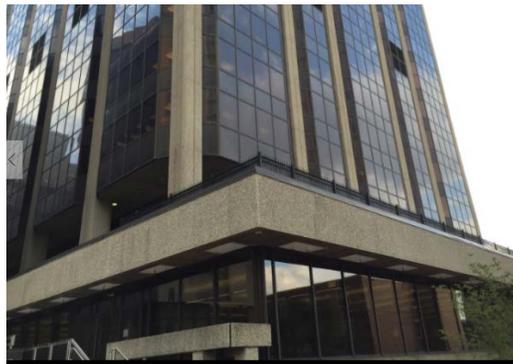


Aerial

photo showing the McCormack Building and neighboring Saltonstall Building and New Suffolk University Academic Building

Deferred Maintenance

As might be expected, for a building of this vintage numerous deficiencies need to be addressed. The primary objective of this study is to address and prioritize for implementation the building’s infrastructure deficiencies. This includes, but is not limited to; aging mechanical systems and need for corresponding improvement in energy efficiency, deteriorated concrete parking garage slabs, outdated plumbing systems, worn finishes, water infiltration, the original switch gear with limited floor panel board expansion capability, and outdated inefficient fluorescent lighting. A key element of the Comprehensive Facilities Plan will be to develop a water tight envelope which will then enable the design for energy efficient mechanical systems. The selected Designer will review prior studies, reports and cost estimates and propose any additional evaluations required to compile findings for the Comprehensive Facilities Plan. See the sections **Recently Completed Infrastructure Studies and Additional Supporting Documents** for more information. Recent facilities efforts have replaced or upgraded the elevators, fire alarm system and garage drains.



From left - Front entry plaza, view of the north-west façade and north plaza

Operations and Maintenance

The increase in building occupancy (density) along with the increase in foot traffic from visitors, the State House and surrounding state facilities have strained operational resources at the McCormack Building along with the aging infrastructure, maintenance staff reductions and increased security needs. The Design Team, working with McCormack managers, will review operations and maintenance procedures to identify areas for improvement.

The Design Team will:

- Evaluate public lobbies and common areas, loading dock operations, physical plant operations, restroom facilities, housekeeping (including trash and recycling) and determine areas for improvement and propose space changes.
- Incorporate the renovations that are currently in process. For the main lobby and connecting floors and recommend additional strategies to improve traffic flow and public use.
- Work with the building facility managers to identify ongoing deferred maintenance issues and incorporate solutions into the Comprehensive Facilities Plan. Ensure that recommended solutions can be maintained by existing staff.
- Evaluate current methods of servicing McCormack, considering access and circulation for employees, visitors, vehicles as well as goods, and propose recommendations to improve operations. The streams of materials include, but are not limited to, general office supplies, mail and packages, custodial supplies, facilities services, food, various streams of general waste and recycling. Diagram and evaluate current building service space use and identify future space needs.
- Provide separate restrooms evaluation and phasing plan.
- Incorporate best practices for operations maintenance and serviceability in the design specifications.

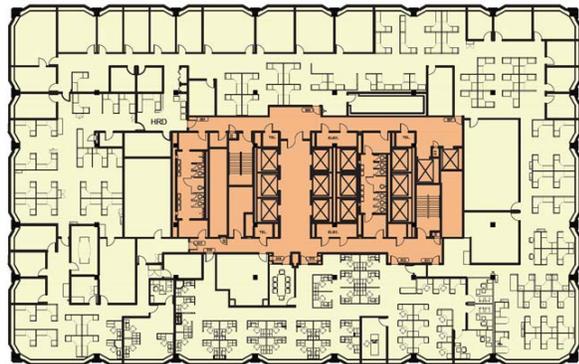


From left - Plaza level office copy and storage area, cafeteria and loading dock entrance.

Office Planning

The Design Team, working with DCAMM’s Interior Planning Design and Management (IPDM) unit will:

- Compile and document current office layouts and prepare graphic presentations and statistical analysis of density and space usage to evaluate floor occupancy use, capacity, density and best practices.
- Incorporate findings and planning decisions into the Comprehensive Facilities Plan and the proposed implementation plans.
- Identify current best practices for tenant fit-outs and develop model floor layouts for bench marking and cost estimating. Make recommendations for improving collaboration and work flow.
- Compile current office standards developed by IPDM and evaluate application for future needs based on the model layouts.
- Prepare presentation graphics to document IPDM building relocations, space opportunities and space conflicts.
- Prepare stacking diagrams and graphics to aid development of the implementation plan.



Representative Floor Plan

Energy Efficiency

Improving the energy and water usage at the McCormack building is a critical component of the Comprehensive Facilities Plan and the Certifiable Study. The majority of the work is focused on deferred maintenance projects, providing the opportunity to reduce energy costs of poor performing windows and aging and maintenance intensive equipment and replacing them with high efficiency systems to reduce the overall energy costs for the building.

Though the proposed project does not require LEED certification, it is the intent that the work in the Certifiable Study, including upgrades to windows, light fixtures, new air handling units, VAV box, pumps, fan motors, induction units and electrical systems, meet the current energy code and strive to exceed requirements by 20%. In conjunction with proposed energy efficiency improvements, the project team shall be prepared to pursue all available energy efficiency incentives through the MassSave program, including assisting with completing applications and providing necessary documentation.

An energy consultant will be included in the Prime basic services to advocate for inclusion of green features, identifying and meeting energy and water reduction goals, promoting the teamwork and collaboration necessary to evaluate the complex building interactions required in an integrated design process and providing conceptual energy modeling services.



Mechanical floors 7 and 22.

Accessibility

The Comprehensive Plan for McCormack provides an opportunity to address accessibility for people with disabilities – employees and the general public – in the planning and phasing of improvements. A comprehensive evaluation will be conducted by DCAMM’s Statewide Accessibility Initiative to include: 1) assessing compliance with the requirements of Title II of the ADA and developing an Implementation Plan that prioritizes strategies for compliant policies and procedures, effective communication, and program access where structural barriers cannot be easily removed; 2) compliance with 521CMR if a project includes elements that are required to be accessible and/or if the total cost of work that gets performed over the last three year period exceeds 30% of the CAMIS value of the building (\$275,976,155 in 2016) at the time a building permit is pulled. ADA issues that are beyond the scope of this project are the Title II obligations of each agency housed in McCormack to operate non-discriminatory programs, services and activities. Issues that have already been identified for accessibility review include signage and wayfinding, listening systems, toilets, accessibility from transit, parking, website information, and emergency evacuation procedures. The Designer is responsible for coordinating work with DCAMM’s accessibility consultant.

Security - Building, Garage and Site

The Design Team, working with DCAMM’s Security department, will identify security deficiencies and determine long term needs and incorporate findings and costs into the Comprehensive Facilities Plan and prioritized project list for the Certifiable Study.

Office of Information Technology - Internet and Telecommunications

The Design Team, working with ITD/Mass IT identify current deficiencies, determine long term needs and develop server room consolidation plan. Incorporate findings and costs into the Comprehensive Facilities Plan prioritized project list for the Certifiable Study.

McCormack Way-Finding

DCAMM is in the process of developing a wayfinding and signage package for the common public areas in the building. The Design Team will incorporate findings and costs into the Comprehensive Facilities Plan prioritized project list for the Certifiable Study.

Hazardous Materials

As part of the Comprehensive Facilities Plan the selected Designer will identify any gaps in prior hazardous material testing. DCAMM will provide and/or complete a summary of hazardous materials in McCormack. Asbestos, lead paint inspection, design and monitoring services, and indoor air quality testing and monitoring will be carried out at a sufficient level to provide a sound estimate of budget and scope for the Certifiable study. DCAMM will provide and/or complete a comprehensive hazardous materials survey of McCormack, identifying remaining locations of ACM, lead-based paint containing equipment. Final deliverables shall include: a summary of hazardous materials; requirements for abatement based upon planned renovation activities; concept alternatives based upon existing conditions as well as remediation requirements; cost estimates for remediation.

Recently Completed Infrastructure Studies

There have been many updates to the McCormack Building since its opening and there are several projects currently underway, as well as some planned for the near future and some to be identified by this study. Below is a list of major studies to be reviewed by the selected Design Team and the findings incorporated as appropriate in the Comprehensive Facilities Plan. This is not to be understood as a complete list as there are many other studies and work not identified here that will be provided to the selected Design Team. Link to the studies noted below can be found in Additional Supporting Documents section.

2012 McCormack Existing Conditions Assessment

This report assesses existing conditions in order to understand the building operations and provide a platform for future energy conservation measures. It contains a HVAC overview, description of supply air systems (perimeter induction units), interior air handling units, heating hot water systems, chilled water systems, domestic cold and hot water systems, building automation system and a utility consumption analysis.

2012 McCormack Building Energy Upgrades

Schematic Design level documentation for building energy upgrades by Kling Stubbins for the DCAMM Energy Team. The design specifications and drawings identified a range of energy and water conservation measures throughout the building required to improve energy and water efficiency. The Study recommended new high efficiency equipment with variable frequency drives and 2-way control valves to greatly reduce energy consumption as much of the mechanical equipment at the McCormack building, including pumps, fans, motors, and air handling units, which are both inefficient and beyond their ASHRAE median lifespan. The air handling units are constant volume as well. For further savings, new direct digital controls were recommended with electric actuation for the induction units. Exterior windows were proposed to be fitted with an aluminum sill sash frame and clear single pane glazing mounted on the inside of the existing window mullion. See 2012 worksheet for summary of proposed ECMs.

In addition to updating the 2012 Building Energy Study's findings and budget, the selected Designer will explore potential alternatives to these recommendations that incorporate the results of the building envelope leakage study. Working with DCAMM stakeholders confirm the preferred solution and prepare an implementation phasing plan that reflects the occupant analysis. The Design Team is also responsible for producing energy models, savings calculations for all energy conservation measures, identifying any applicable utility incentives and required to file all paperwork necessary to receive incentives. See 2012 worksheet of energy conservation measures in Additional Supporting Documents section.

2013 McCormack Facility Condition Assessment

Facility Condition Assessment completed by Jacobs Engineering with sections on; structural/architectural, mechanical, electrical, telecommunication, security and fire alarm, plumbing, and fire protection and life safety. The Design Team will be responsible for identifying any gaps in this study and/or new evaluations required since the study effort and incorporating the findings into the Comprehensive Plan and the implementation plan.

2012 McCormack Leakage Investigation

An investigation into reported leakage by Simpson Gumpertz & Heger. The report identifies water leakage through exterior walls that is causing damage to interior finishes on multiple floors and across the fenestration. Exterior walls consist of exposed-aggregate precast concrete panels and glazed curtain walls. The main roof and 22nd floor balcony roofs consist of EPDM roofing systems. A significant source of the water infiltration is open joints in the precast concrete panel system's stainless steel window washing track liners. In addition, moisture penetration is causing sills to rust which in turn causes the windows to crack. A key element of the Comprehensive Plan will be to develop a water tight envelope which will then enable the design for energy efficient mechanical systems.

2016 McCormack Garage Structural Conditions Assessment

Condition assessment of garage levels 1, 2, 3 and 4, a four-level underground reinforced concrete structure below the McCormack Building. The garage is mainly constructed of cast-in-place waffle slabs supported on concrete columns and concrete walls. In 1992, an impressed-current cathodic protection (ICCP) system was installed in the topping slab. Some of the recommendations include; repair deteriorated/delaminated concrete on the topsides and undersides of concrete slabs, remove and replace areas with debonded topping, install vehicular-traffic-bearing waterproofing and to repair and replace the ICCP system. The selected Designer develops a detailed cost estimate and incorporate findings into the Comprehensive Plan for project prioritization and implementation.

2016 Deferred Maintenance Projects in Process

- EPDM Roofing System Replacement
- Cooling Tower repair and replacement
- Boiler(s) replacement
- Public restrooms on the ground and 21st floor`-

Sampling of Interior Projects in Study or Construction:

- MassIT Server Room Renovation – consolidate data center, improve data infrastructure, new office space.
- MassIT Comprehensive Plan (fit-out) – office renovation
- Human Resources Division Consolidation (fit-out) - Consolidation and renovation for the HR Division
- Main Lobby Security and Access Project – upgrades to the building lobby to improve access
- Commonwealth Childcare Center (CCC) – interior expansion
- Cafeteria - Interior space reconfiguration to improve efficiency and capacity in the dish room and serving areas.

Recently Completed Projects:

- Garage Drainage - Replacement of the existing drainage piping in the garage and new ejector pumps.
- Roemer Plaza - renovated and improved as part of the Suffolk University project.
- 12th Floor Renovations - Renovation of Treasurer’s Office.
- 2004 Fire Alarm System
- 2010 Elevator Replacement

DETAILED SCOPE OF WORK

The Design Team must be prepared to enter into a contract and begin work immediately upon selection.

The study will be organized into two parts. Part One, a Comprehensive Facilities Plan, will evaluate the infrastructure, building systems, common areas, prepare a high level space plan and prioritize projects for implementation over ten years as funding becomes available. Part Two, a Certifiable Study, will develop the prioritized group of projects (the Consensus Solution) and prepare schematic design plans for Study certification.

Part One – Comprehensive Facilities Plan

Develop a project plan for the renewal of the McCormack Building based on prior DCAMM studies, reports and projects, space use analysis, building interviews and your own investigation. Compile findings in a clear document for future reference. Prepare an interactive budget tool to assist stakeholders in prioritizing projects. Develop an implementation and phasing plan for the entire scope of work and identify the potential types of project delivery methods; expense projects, in-house repairs, emergency repair projects, user agency projects, as well as capital funded projects.

Part Two – Certifiable Study (including Schematic Design)

The Design Team, working with DCAMM, will identify the scope of work selected from the Comprehensive Facilities Plan for a \$52,700,000 bond funded capital project. Scope of work includes an abbreviated study pulling elements from the Comprehensive Plan and then preparing detailed Owner Project Requirements (OPR), architectural and engineering systems requirements, cost estimates and project schedule for the selected scope of work.

The Prime Principal-In-Charge is required to participate throughout all phases of the Comprehensive Facilities Plan and Certifiable Study. Technical specialists, including engineering, code, specifications, security and information technology, and energy specialists are expected to be key team members that will provide sound and innovative technical analysis and design early in the programming and design process, and continue to provide engineering and design services through all phases. Throughout the study process, it is imperative that all issues potentially impacting program, scope, costs and schedule be identified and accounted for in order to provide DCAMM with the relevant information to make informed choices and decisions at every step.

The Design Team will focus on four areas of investigation in each phase of the Comprehensive Facilities Plan and Certifiable Study:

1. Space analysis to understand occupancy use, project impact on occupants and plan for implementation of the Comprehensive Facilities Plan and the Certifiable Study.
2. Building condition and building systems assessment and recommendations for phased capital projects and repair projects to resolve deferred maintenance and operational issues
3. Cost analysis, including project costs, building, energy and operational costs
4. Implementation – phasing options reflecting the program and cost options.

Recognizing that further investigations beyond the study may be required to accurately determine the impact of a particular issue, the Design Team’s obligation during the Study is to identify those issues and use their professional expertise to anticipate, estimate and document the potential impact. Additional services to augment the scope of work in the Work Plan may be authorized as needed.

Study Phases - Overview:

1. Project Start Up and Problem Definition
2. Existing Conditions Review, Information Gathering, Program/Space Analysis
3. Alternatives
 - a. Problem Restatement (if required)
Project Review Workshop
4. Consensus Solution with Schematic Design (SD for Certifiable Study only)
5. Draft and Final Reports
6. Certification for Certifiable Study only

The tasks identified below are representative for the purposes of this advertisement and by no means fully inclusive:

Part One: Comprehensive Facilities Plan

Objectives

- a. Develop a comprehensive needs assessment for the capital renewal of the McCormack Building
- b. Develop a strategy to meet the needs that incorporate solutions for deferred maintenance, infrastructure upgrades, common areas upgrades and department renovations on individual floors.
- c. Determine optimal implementation plan that considers deferred maintenance and building operations, energy efficiency, occupancy planning, costs, construction phases, and accessibility.

1. Project Start Up and Problem Definition:

- a. Attend “A” conference to review DCAMM administrative procedures
- b. Conduct “S” Workshop with stakeholders and working groups to review project goals and objectives, planning process, schedule of milestones, information and data requirements, etc. Design Team members (including sub-consultants) will be introduced to the user group, and their roles and responsibilities described.
- c. The Designer should assume bi-weekly working sessions throughout the duration of the study phase unless otherwise notified.
- d. Prepare detailed workplan for study phase with task descriptions including scope items, methodology, deliverables, schedule with milestones, fee breakdown by task and deliverable, team directory, etc. Written notice-to-proceed with the project will be based on approval of the workplan by the Director of Programming, and the approved workplan will constitute a formal amendment to the Designer’s Contract

2. Existing Conditions Review, Information-Gathering and Program/Space Analysis

a. Program and Planning

- i. While program is not a central focus of this Study, as the DCAMM’s Interior Design, Planning and Management unit (IDPM) is responsible for the planning and updating of the McCormack Building’s interior program space, close coordination will be required with IDPM, in order to create and cost an implementation plan.

- ii. See Office Planning section of this ad.
- b. Site and Building Condition**
 - i. Review all relevant and prior work, studies, reports, CAMIS database, validate findings perform visual surveys supplemented by destructive testing, if necessary, to confirm building conditions including energy and water use. Identify any additional testing or information needed to complete this Study;
 - ii. Interview Facilities staff, Project Managers, Energy Team, Security, Interior Planners and local code officials for input on condition, use and operation of the McCormack Building.
 - iii. Review operations, security and maintenance procedures with DCAMM facilities staff and identify areas for improvement and alignment with best practices;
 - iv. Identify opportunities and constraints of existing conditions
 - v. Analysis hazmat conditions including scope, methods and cost for remediation as required to do this project;
 - vi. Conduct a building code analysis including a comprehensive Chapter 34 analysis. Identify necessary permits, reviews and interactions with regulatory agencies and factor into implementation plan.
 - vii. Detail all relevant deficiencies or concerns and propose approaches for resolution to be incorporated in the alternatives solutions.
 - viii. For deferred maintenance, O&M, and Accessibility –see separate sections of this ad
- c. Cost**
 - i. Provide a current assessment of the construction cost escalation rate for similar buildings in Mass;
 - ii. Develop analytical framework for measuring construction and operating cost impacts;
 - iii. Recommend potential options to reconcile preliminary costs with phased project budgets;
 - iv. Prepare cost estimates for the Comprehensive Facilities Plan at 50% and 100% developed.
- d. Schedule and Implementation Plan**
 - i. Identify permitting and regulatory reviews required and their impact on timeline;
 - ii. Outline an approach to maintain 24/7/365 operation of the McCormack Building in light of the need to keep the building occupied and fully operational during all phases of construction with only very limited swing space;
 - iii. The designer will provide an analysis of the implementation impact on the building’s operation and occupants and the need and timing, if any, for swing space.
- e. Deliverables**
 - i. Provide annotated list of all documentation provided to the Designer by DCAMM;
 - ii. List of additional documentation identified by Designer as required to complete this Study;
 - iii. Identify additional facilities conditions assessment required.
 - iv. Prepare summary of recommendations for CAMIS update by DCAMM.
 - v. Base document set including:
 - 1. Site Plan;
 - 2. Dimensioned floor plans, elevations and sections developed to BIM Level 200. (Note: DCAMM’s Office of Facilities Management and Maintenance will make instrumental use of the BIM in the future maintenance and operation of the building);
 - 3. Photographs documenting conditions of the building and site;
 - vi. Summaries and building condition narratives at Unifomat II Level 3;
 - vii. Code analysis identifying permits, reviews and interactions with regulatory agencies required; and including a comprehensive Chapter 34 analysis;
 - viii. Summary of findings, issues and factors expected to have an impact on design alternatives and costs;
 - ix. Draft prioritized list of recommended Life Safety, access, MEP and other required building systems, site and infrastructure improvements to be considered;
 - x. Workshop materials for Cost Analysis Workshop and Project Review Workshop(s);
 - xi. Conduct workshop to present analysis and key findings to confirm project scope, budget, performance standards and schedule.
 - xii. Technical memorandum on costs, including life cycle cost analysis, possible approaches to cost control, and results of workshops.
 - xiii. Meeting Minutes.

3. Development and Evaluation of Alternatives

This phase of the study will focus on developing and analyzing a minimum of three to five meaningful alternatives for the phased renovation and capital renewal plan of the McCormack Building. These scenarios will define and prioritize the deficiencies in the building and site, to identify the best and most cost effective approach to address them and achieve the goals of this study.

a. Program

- i. Provide blocking and stacking diagrams and illustrate internal adjacencies and collaboration opportunities for each;
- ii. Indicate any site issues. Include circulation diagrams and indicate accessible paths of travel.

b. Site and Building

- i. Develop a master list of facility deficiencies and proposals to address these;
- ii. Present a matrix that illustrates a pros and cons analysis of alternatives in regards to criteria established by the team including but not limited to: accomplishing the project goals, constructability, reduction of energy and water consumption, improved overall resilience of the building, improved accessibility throughout the building and site, impact on maintenances and operations, cost avoidance, construction schedule, implementation difficulty and potential impact on day to day operation of building and any other implementation requirements and criteria identified by the team;
- iii. Identify and define priority phased projects for near and long term implementation.

c. Cost

- i. Provide cost estimate in Uniformat for all alternatives;
- ii. Prepare interactive cost matrix identifying all building features and associated cost for repair or upgrade
- iii. Conduct a cost workshop

d. Schedule

- i. Prepare 10 year phasing plan
- ii. Evaluate schedule options and issues, including swing space needs and timing.

e. Deliverables:

- i. Documentation of findings;
- ii. Prioritized list of phased projects illustrating construction and funding schedule,
- iii. Cost analysis including a cost estimate and life cycle cost analysis workshop;
- iv. Comparative matrix illustrating pros and cons in regards to project goals, costs, construction schedule, and potential implementation impact in occupied building;
- v. Technical memorandum on costs, including comparable costs and assessments, possible approaches for cost control, and results of workshops;
- vi. Meeting Minutes

Project Review Workshop

A half-to-full day workshop, led by the Design Team, to provide all project participants and stakeholders an opportunity to comment on the key issues identified by the Study for the Comprehensive Plan. To review the alternative concepts and preferred option selected from the work in Task 3. An appropriate presentation should be prepared for the project review workshop and the selected alternative refined and documented per discussion.

4. Development & Evaluation of Consensus Solution

Outline the preferred phased renovation strategy and plan for its implementation distilled from the alternatives and as directed by DCAMM. . Include comments from the Project Review Workshop(s) and Cost Workshops. Prepare the following package as part of the certification documentation:

a. Program

- a. Narrative outlining all components to be included in the building and rationale for inclusion;
- b. Revised relationship diagram depicting important adjacencies;

b. Site and Building

- a. Narrative that clearly outlines the preferred renovation strategy and phased projects as well as the rationale for their selection including a detailed approach to maintaining the 24/7/365 operation of the building;
- b. Schematic Design Package per the DCAMM Designer's Procedure's Manual; energy and water use estimates as required for EO 484 compliance; Architectural, MEP systems, and site narratives.

c. Cost

- a. Detailed cost estimate in Uniformat II Level 3.

d. Schedule

- a. List of all applicable codes, permits and reviews; implementation schedule including permitting, reviews, construction phasing and other critical logistics, enabling projects, etc.;
- b. Implementation plan addressing construction schedule, phasing, required coordination and swing space, detailed review of applicable codes, permits and compliance.

5. Draft and Final Reports

- a. Draft report
- b. Final report for the Comprehensive Plan will not be certified
 - Incorporate comments from the draft report in required digital and hard copy formats.
 - The report package should provide a sufficiently detailed information package to describe all relevant aspects of the proposed phased renovation strategy and include: the executive summary, project narrative, project justification and rationale for selection of consensus renovation plan, schematic design package, final ADA, Operations, MEP and site narratives, code analysis, energy costs, sustainable and resilient design approach, a phased construction cost estimate and narrative, an operating cost analysis, and a proposed project schedule (Gantt chart).
- c. Executive briefing power point presentation

Part Two – Certifiable Study and Schematic Design for a selected group of infrastructure projects

All interested applicants are advised that DCAMM is now required to incorporate Schematic Design for the proposed project in the Certifiable Study. The required corresponding scope of work and fee has been adjusted accordingly. The Certifiable Study refers to both the traditional DCAMM Study with a Schematic Design package.

With DCAMM, identify the scope of work selected from the Comprehensive Plan for a \$52,700,000. It is anticipated that the scope of work for the Certifiable Study will include actions to resolve the leakage problems, the design of a new window system, replacement of portions of the mechanical systems and repair to the garage structure. At every phase of the Certifiable Study, the Designer will be responsible for preparing cost estimates for the project and developing recommended actions to stay within budget.

The Certifiable Study follows the same process as the Comprehensive Facilities Plan outlined above with the addition of Schematic Design phase as noted below.

1. Project Start Up and Problem Definition
 - a. An abbreviated work plan for a group of projects identified in the Comprehensive Facilities Plan
2. Existing Conditions Review, Information Gathering, Program/Space Analysis
 - a. Document existing conditions of the selected projects in greater detail than described in the Comprehensive Facilities Plan with specific attention to impact on building occupancy, serviceability and costs.
3. Alternatives
 - a. Consider different engineering solutions, energy payback, occupancy alternatives, and products
 - b. Project Review Workshop and Project Re-statement if required
4. Consensus Solution with Schematic Design
 - a. Incorporate Agency and DCAMM input on Consensus Solution for formal approval
 - b. Document the owners project requirements (OPR) for the selected project(s), prepare architectural and engineering systems requirements and narratives, cost estimates, and phasing plan reflecting occupancy usage.
 - c. BIM implementation plan
 - d. Energy modeling and utilities incentive plan
 - e. Incorporate DCAMM's commissioning plan and participate in CM selection
 - f. The schematic design package (in accordance with the DCAMM Designer Procedures Manual) will be developed, with complete architectural and engineering drawings and specs, corresponding cost estimates, code and permitting review, BOD narratives, project manual, project schedule and phasing/implementation plan.
5. Draft and Final Reports
6. Certification

ADDITIONAL SUPPORTING DOCUMENTS:

The scope of work for this project is supported by the materials listed below, which are available for review and download on the Designer Selection Board website.

- **McCormack Existing Conditions Assessment for Energy Upgrades – Kling Stubbins**
DCAMM Project # DCP1021 ES, May 10, 2012
<http://www.mass.gov/anf/docs/dcam/dsblast/dsb161501-1-20120510-mccormack-exist-conds-rpt-final-revised.pdf>
- **McCormack Energy Upgrades (Design Report) - Kling Stubbins**
DCAM Project # DCP1021 ES1, November 16, 2012
<http://www.mass.gov/anf/docs/dcam/dsblast/dsb161501-2-20121116-mccormack-energy-upgrades.pdf>
- **McCormack Leakage Investigation - Simpson Gumpertz & Heger**
An investigation into reported leakage, December 2012
<http://www.mass.gov/anf/docs/dcam/dsblast/dsb161501-3-20121231-mccormack-leakage-investigation-report.pdf>
- **McCormack Facility Conditions Assessment – Jacobs Engineering**
DCAMM Project Number DCP1417 HS4, December 2013
<http://www.mass.gov/anf/docs/dcam/dsblast/dsb161501-4-20131231-mccormack-lindemann-hurley-facility-assessment.pdf>
- **McCormack Garage Structural Conditions Assessment , ICCP Overlay Evaluation and Testing for Acid-Soluble Chloride in Concrete - Simpson Gumpertz & Heger**
DCP1660 FS1, July, August and October 2016
<http://www.mass.gov/anf/docs/dcam/dsblast/dsb161501-5-20161004-mcc-building-garage-report.pdf>
- **List of State agencies located in the McCormack Building.**
<http://www.mass.gov/anf/docs/dcam/dsblast/dsb161501-6-list-of-state-agencies-located-in-the-mccormack-building.pdf>

GENERAL CONDITIONS OF THIS CONTRACT:

Contract for Study, Final Design, and Construction Administration Services

DCAMM uses one standard *Contract for Study, Final Design and Construction Administration Services* (June 2016) (“Study/Design Contract”). The contract will be signed when the study services are procured, but there will be a break from the Study Phase to Design Phase for study certification and finalizations of the Design and Construction Administration scope of services. Designers awarded a contract for the Study Phase *are not* guaranteed to be awarded the Design Phase.

Study Phase: Pursuant to a recent revision to M.G.L. c. 7C Section 59, the Schematic Design will be included in the certified study. DCAMM has established a goal of eight to twelve months to complete a study, including Schematic Design. If selected for study services, the applicant agrees to execute the Study/Design Contract or its successor, without revisions or modifications. DCAMM compensates the Designer during the Study Phase for approved products in accordance with the approved work plan.

Design Phase: DCAMM has established a goal of nine to twelve months to complete design (DD and CD). At the conclusion of the study, if the applicant is requested by DCAMM to perform final design services, the applicant agrees to amend the Study/Design Contract’s scope of services to include final design and construction administration services, and the certified study, and any other documents as necessary.

<http://www.mass.gov/anf/docs/dcam/dlforms/forms/study-design-combination-contract-07-7-16.pdf>

Please note that the timeframe referenced above for the completion of the Study Phase and the Design Phase is presented solely in a narrative format to provide information to Designers, and shall not serve as the sole basis for a request for additional services under the Study/Design Contract.

Veteran Owned Business Participation Benchmark - Chapter 108 of the Acts of 2012; Executive Order 565

The Commonwealth encourages the participation of Service-Disabled Veteran-Owned Business Enterprises (“SDVOBE”) and Veteran-Owned Business Enterprises (“VBE”) on its design projects. The benchmark for combined SDVOBE and VBE participation on DCAMM and other “state assisted building” projects is 3% of the contract price as set forth in the standard DCAMM Study and Design Contracts referenced above.

Financial Statement

Chapter 7C, Section 51 requires that on public design contracts where the total design fee is expected to exceed \$10,000 or for the design of a project for which the estimated construction cost is expected to exceed \$100,000 the designer shall:

- a) File its latest CPA or PA audited financial statement with the Division of Capital Asset Management and Maintenance (DCAMM), and continue to do so annually throughout the term of the contract;
- b) Submit a statement from a CPA or PA that states that they have examined management’s internal auditing controls, and expresses their opinion regarding those controls.

DCAMM Procedures

The designer will follow the procedures established in DCAMM’s Designer Procedures Manual dated August 2008 (<http://www.mass.gov/anf/docs/dcam/dlforms/designers-procedures-manual-aug08.pdf>). Applicants are urged to review and become familiar with the following supplemental material, which is available on the web at: <http://www.mass.gov/dcam>.

PMAS

Consultants will be required to use DCAMM’s electronic web-based Project Management and Accounting System (PMAS) as a repository for all project correspondence, documentation, and project budgeting, and scheduling. No special software is required.

Workshops

DCAMM and the Designer will hold periodic workshops to ensure that critical issues are not overlooked and that all team members have an opportunity to contribute their expertise, to anticipate potential obstacles, to identify potential solutions, and to expedite the decision-making process. Attendance by key design team members will be required at all workshops.

Executive Order 484

This project shall comply with all applicable requirements of Executive Order 484 (EO 484): see <http://www.mass.gov/anf/docs/dcam/dlforms/energy/energy-eo484-final.pdf>.

All building studies shall include preliminary estimates of the project’s energy use, water use, and greenhouse gas emissions using protocols established by EOEEA or as determined by DCAMM. No building study shall be certified for final design unless all means, methods, and commitments required to mitigate the project’s impact on the operating agency’s plan for meeting EO 484’s goals are documented in the consensus solution, implementation plan, and estimated construction cost.

LEED Certification

This project will not be LEED certified.

Universal Design

Design solutions provided under this contract are expected to provide environments elements that meet the diverse and changing needs of users across age, ability, language, ethnicity and economic circumstance. DCAMM welcomes innovative design strategies that are usable by the widest range of people operating in the widest range of situations without special or separate design.

Accessibility

The consultant’s design must comply, *at a minimum*, with 521 CMR, The Rules and Regulations of the Architectural Access Board (<http://www.mass.gov/eopss/consumer-prot-and-bus-lic/license-type/aab/aab-rules-and-regulations.html>), as well as the 2010 ADA Standards for Accessible Design (<http://www.ada.gov/regs2010/2010ADASTandards/2010ADASTandards.htm>). When the requirements of these two laws differ the consultant shall comply with the one that provides the greater degree of accessibility. The consultant is also expected to understand and reflect in its design the civil rights obligations of the Commonwealth under Title II of the Americans with Disabilities Act (http://www.ada.gov/regs2010/titleII_2010/titleII_2010_regulations.htm) to provide equal access to programs, services and activities. DCAMM will use its Accessibility Consultants to provide technical assistance and oversight for accessibility compliance during the study, design and construction process, including accessibility audits of existing buildings.

Environmental and other supplemental services

DCAMM reserves the right to obtain supplemental services through independent consultants who will collaborate with the Principal-in-Charge (P.I.C.) and the project team. Asbestos inspection, design and monitoring, and indoor air quality testing and monitoring will be extra services under this contract.

Construction Specifications

The designer shall utilize the DCAMM Standard Specification.

Cost Estimating

Cost estimates, cost models, and estimator participation in both the study and the design phases shall meet the requirements of the current DCAMM *Cost Estimating Manual* and will be submitted in Unifomat II in the study phase and in both Unifomat II to Level 3 and CSI Masterformat in the design phase. The *Cost Estimating Manual* can be found at <http://www.mass.gov/anf/docs/dcam/dlforms/cem-feb06.pdf>, and Unifomat II can be found at <http://fire.nist.gov/bfrlpubs/build99/PDF/b99080.pdf>.

Building Information Modeling (BIM)

Building Information Modeling (BIM) will be used in the study, design, and construction phases of the project. The BIM List of Services can be found at <http://www.mass.gov/anf/docs/dcam/publdgconstr/16-2-27-bim-list-of-services.pdf>. This List of Services document is a general statement of DCAMM's current requirements regarding the use of Building Information Modeling technology in agency projects. The specific requirements regarding use of the BIM will vary depending on the nature of the project, the Levels of Development delineated in the DCAMM approved BIM Execution Plan for the project, and the diverse purposes for which DCAMM will use the BIM during the life cycle of the facility from design through facility operations. In all instances, the language of the project contract(s) will be controlling.

Building Commissioning

DCAMM will include an independent third party building commissioning as part of this project. The Commissioning Agent will develop in collaboration with DCAMM an operations and maintenance plan as a reimbursable expense during the building commissioning phase. The commissioning agent will meet with DCAMM's design team during planning, design and construction to evaluate design proposals and make recommendations to ensure the maintainability and operational efficiency of the new building.

CM at Risk

The construction of this project will be performed utilizing a construction management at-risk (CMAR, sometimes referred to as CM/GC) contract in accordance with MGL Chapter 149A. It is anticipated that the CM will be on board during the Schematic Design phase of Final Design project.

Integrated Project Delivery Approach/Lean Construction Tools

To the extent allowed under the Commonwealth public procurement laws and regulations, DCAMM may elect to use some aspects of an Integrated Project Delivery (IPD) approach, as generally described in the AIA document *Integrated Project Delivery: A Guide* (2007) – (see http://info.aia.org/SiteObjects/files/IPD_Guide_2007.pdf for informational purposes). To the extent the IPD approach and/or Lean Construction Tools conflict with DCAMM's contract terms or the laws governing DCAMM, then the contract documents and laws shall take precedence. DCAMM's preliminary approach to IPD will use Construction Manager at Risk procurement with the goal that DCAMM, Client Agency, Designer, CM, Trade Partners, and other key stakeholders will work as an integrated project delivery team within the existing statutory and contractual frameworks.

DCAMM may elect to use Lean Construction Tools as part of the IPD project delivery approach. The Lean Tools that DCAMM may use in connection with the project include Value Stream Mapping, Set Based Design, Target Value Design, A3 Decision-making, and Last Planner™ - (see http://www.leanconstruction.org/media/docs/LCI_Glossary12232015.pdf) for informational purposes).

CONDITIONS FOR APPLICATION:

Current or updated Master File Brochures must be on file with the Board. As a condition of application, each applicant, if selected for the new project, agrees to carry professional liability insurance in an amount equal to the lesser of \$5,000,000 or 10% of the Project's Fixed Limit Construction Cost, but in no event less than \$250,000 per claim in accordance with the

Study Contract and Design Contract (i.e., minimum coverage of \$250,000 up to \$5,000,000 depending on the construction cost). DCAMM may seek additional coverage for the selected designer, and if so will bear the cost of the additional coverage. Note that the requirement for professional liability insurance shall apply to both the Contract for Study Services and Contract for Final Design and Construction Administrative Services when a project is advertised for both study and design services.

APPLICATION EVALUATION – PERSONNEL

Applications will be evaluated based on the applicant and consultant’s personnel and extent of compliance with MBE/WBE participation goals. Please see Section 6 on DSB Application Form: On the organizational chart, identify the team by listing them in the same order as below. Include resumes for all personnel.

- | | |
|---------------------------------|--|
| 1. Architect (P.I.C.)* | 6. Energy Management Consultant |
| 2. Mechanical Engineer (M/P/FP) | 7. Specifications Consultant (independent consultant required) |
| 3. Electrical Engineer | 8. Cost Estimator (independent consultant required) |
| 4. Structural Engineer | 9. Building Code Consultant (independent consultant required) |
| 5. Civil Engineer | |

*Should the advertisement require the applicant to be either an Architect or an A&E firm, the P.I.C. or P.M. must be a Registered Architect in the Commonwealth of Massachusetts.

Where an “independent consultant” is required the Applicant may not provide the services “in house.” If the Applicant plans to fulfill any of the other sub-consultant roles, so indicate on the organizational chart. Project Managers for Study and Final Design should be listed separately on the organizational chart.

APPLICATION EVALUATION – PROJECT EXPERIENCE

Applications will be evaluated based upon the requirements of M.G.L. Ch. 7C §49 and the work listed on DSB Application Form Sections 8, 9 AND 10 which illustrate current qualifications in the following areas:

- | | |
|--|---|
| 1. Relevant completed project experience by the Designer as well as their consultants in strategic phased renovation planning and design for buildings similar in vintage, construction type, use type, and for an occupied building that includes evaluation and cost comparisons of multiple options for replacement, upgrades or new building infrastructure. | 4. Demonstrated Team experience in low energy strategies for existing building renovations highlighting reduced energy, weather tight envelopes integrated with efficient mechanical systems. |
| 2. Relevant experience demonstrated by the Design Team with completed projects which integrate deferred maintenance and building operations with building infrastructure upgrade solutions for adaptable and flexible building systems that can be modified over time. | 5. Design Team experience with Ch. 149A / CM at Risk processes. |
| 3. Firm depth of resources, specifically, significant experience of Designer’s project manager on similar relevant projects as well as key consultant personnel. | |

APPLICANTS PLEASE NOTE

A copy of the most current Application Form and General Instructions - **DSB Application Form (Updated July 2016)** are included with this Public Notice and available for download at www.mass.gov/dcam/dsb

Applications that are incomplete will be rejected. Applications that are submitted on a form other than **DSB Application Form (Updated July 2016)** may be rejected as non-compliant and not be considered by the Board. Applications received at the DSB Office after the advertised deadline will not be considered.