

THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE



ONE ASHBURTON PLACE, 15TH FLOOR  
BOSTON MASSACHUSETTS 02108-1552

**STATEMENT OF WORK (SOW)**  
**For**  
**STRATEGIC PLAN FOR**  
**INCARCERATED WOMEN IN MASSACHUSETTS**

**Project No.: DOC2104**  
**Solicitation under OSD Statewide Contract PRF61**

**Issued December 28, 2020**

All Consultants are responsible for reviewing and adhering to all information, forms and requirements for the entire SOW, which are all incorporated into the SOW. Responses received after the deadline shall be disqualified. All Consultants should plan advance lead time for uploading proposals in a timely manner prior to the deadline. All Questions and Answers and Bid Responses must be submitted electronically through COMMBUYS. Consultants requiring assistance in the registration and use of COMMBUYS should contact the COMMBUYS Helpdesk at [COMMBUYS@state.ma.us](mailto:COMMBUYS@state.ma.us) or the COMMBUYS Helpline at 1-888-MA-STATE. The Helpline is staffed from 8:00 AM to 5:00 PM Monday through Friday Eastern Standard or Daylight time, as applicable, except on federal, state and Suffolk county holidays.

# 1. SCOPE AND DESCRIPTION

## 1.1. Project Objective

The Division of Capital Asset Management and Maintenance (DCAMM) and the Department of Correction (DOC) are seeking responses for technical assistance and consultation services to assist with the development of a strategic visioning and comprehensive planning process that will result in an agency blueprint to provide policy direction for incarcerated women in Massachusetts (hereinafter referred to as the “Strategic Plan”). To be eligible to submit a response, bidders must be qualified under OSD Statewide Contract PFR61, Category 1.

The Strategic Plan will outline how DOC can best utilize its resources to serve the Commonwealth’s incarcerated women, their families and the public by examining multifaceted issues and opportunities. The Strategic Plan will develop goals, strategies, and desired outcomes for achieving more effective, and responsive custody, care, and programming for those under DOC’s supervision to prepare them for safe and successful reentry into the community.

The Strategic Plan process will include the following tasks:

### A. Data Collection and Analysis

The Strategic Plan will be a data-driven process. The Consultant will gather, organize, and summarize data on incarcerated women in Massachusetts (including site visits to all female correctional centers) and will perform a thoughtful analysis related to the national and local context. The data analysis and reports produced through this task will be used to guide engagement of stakeholders in the next task and decision-making throughout the Strategic Plan.

### B. Stakeholder Engagement

The Strategic Plan process will include transparency and active participation in the following tasks. The Consultant will identify key stakeholders and engage them in a collaborative effort focused on problem identification and potential solutions. Potential stakeholders will be identified through the process and may include legislators, the Executive Branch and interagency taskforces, public safety/probation officials, Criminal Justice Reform advocates, research/policy/program institutions, etc.

### C. Synthesis and Development of Strategic Plan

The Strategic Plan will provide realistic and evidence-based recommendations that inform policy development and efforts related to incarcerated women. The Consultant will identify priorities to guide investment decisions and, ultimately, develop a sustainable strategy that supports the transformational growth of women being cared for by DOC. The Strategic Plan will include recommendations that have an impact on the built environment of the female correctional centers. Consequently, DCAMM will contract a designer to study and design the best solution for either the replacement or renovation of MCI Framingham based on the results of this strategic planning effort.

DCAMM estimates that work will commence in February 2021 and that the anticipated duration of the Strategic Plan contract will be approximately five (5) months from contract execution.

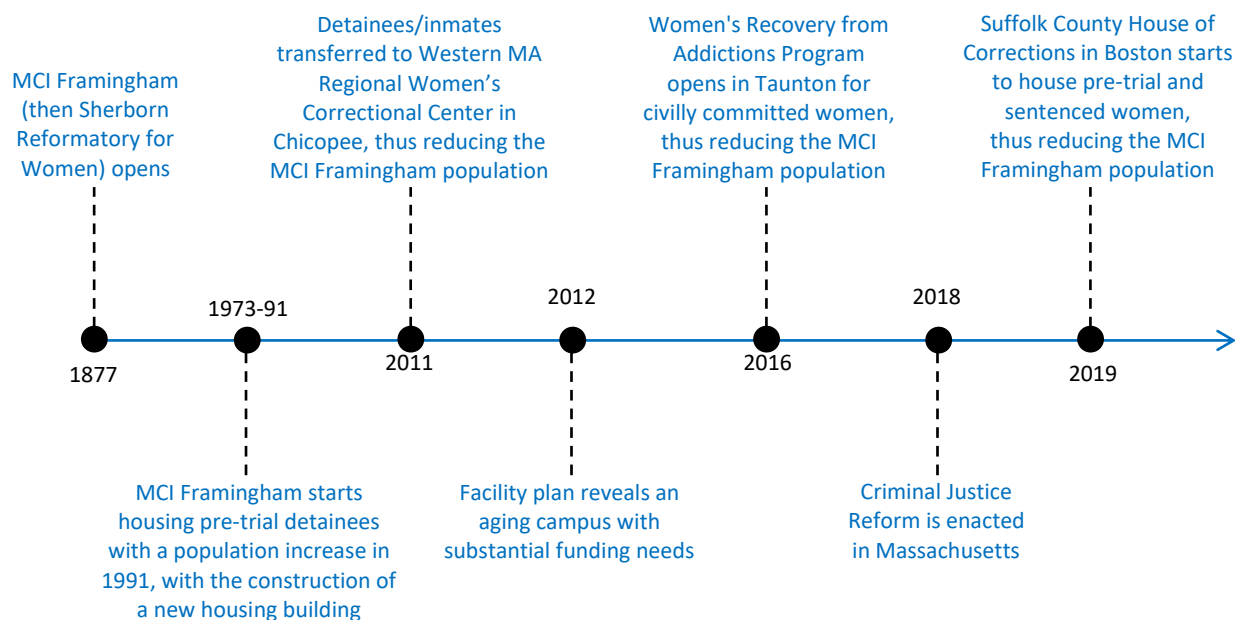
## 1.2. Agency Information

DCAMM, an agency within the Executive Office for Administration and Finance (EOAF), is the awarding authority responsible for strategic planning, major public building construction, facilities management and real estate services for the Commonwealth of Massachusetts.

The Department of Correction (DOC), a department within the Executive Office of Public Safety and Security (EOPSS), is the agency that oversees the state prison system across Massachusetts. The agency operates 16 correctional centers with four different security levels (Maximum, Medium, Minimum and Pre-release) in nine municipalities. With a current custody population of approximately 8,200, the latest gender breakdown is 96% male and 4% female. DOC has over 1,500 active volunteers and 5,000 staff members, of which approximately 80% are security personnel at its correctional centers. DOC’s vision is to effect positive behavioral change in order to eliminate violence, victimization and recidivism.

See the DOC’s website for additional background information: [www.mass.gov/orgs/massachusetts-department-of-correction](http://www.mass.gov/orgs/massachusetts-department-of-correction).

## 1.3. Project Background



**Figure 1:** Timeline for MCI Framingham

MCI Framingham (formerly known as Sherborn Reformatory for Women) opened in 1877 and was the second oldest female correctional institution in the U.S. Today, MCI-Framingham is a medium-security correctional center for female detainees and inmates. It provides a comprehensive network of programming for women who are serving criminal sentences. For decades, the institution housed awaiting trial and civil commitments for substance use disorder due to overcrowding at the Sheriffs’ correctional centers and the

lack of other options available. As expansion in Western Massachusetts at Hampden County Sheriff in Chicopee provided additional beds for pre-trial women from that region (2011), and the Department of Mental Health's Women's Recovery from Addictions Program was created for civilly committed women (2016), and available capacity due to declining population at the Suffolk County Sheriff provided beds for pre-trial and short-sentenced women (sentenced to 30 months or less) housed at Framingham, the population of the institution has finally returned to its original mission for sentenced women.

In 2012, DCAMM completed a physical assessment of the facility that documented a rapidly aging campus. The study determined that most buildings did not meet current energy or accessibility codes. The oldest, and largest, 'administration' building could no longer support modern program needs without extensive upgrades. All building mechanical systems, including the newest building completed in 1991, require replacement. In addition to facility issues, many challenges to successful programs and function were identified at MCI Framingham, including:

- Health Services were extremely constrained in existing facilities.
- Housing options were not sufficiently varied to appropriately separate the inmate classifications, e.g. pre-trial, civil commitments, and sentenced to 30 months or less.
- Circulation and adjacencies for housing, cafeteria, and medication were problematic.
- Intake was undersized for the current usage and equipment.
- Inmates from the adjacent South Middlesex Correctional Center depended on MCI Framingham for most of their medical care and some educational services; entry via MCI Framingham's intake was a time-consuming and arduous process.

This study identified such a large number of substandard building conditions, as well as a high cost for addressing them through capital investment, that no renovation project could be identified and agreed upon to address the issues.

From November 2011 to February 2012, following a Memorandum of Agreement between DOC and the Hampden County Sheriff, 51 county sentenced female inmates in DOC custody were transferred to the Western Massachusetts Regional Women's Correctional Center in Chicopee. Built in 2007, and expanded in 2011, the new correctional center allowed more female inmates from Western Massachusetts who were serving their sentences in Framingham to stay closer to home and to aid their transition back into their community.

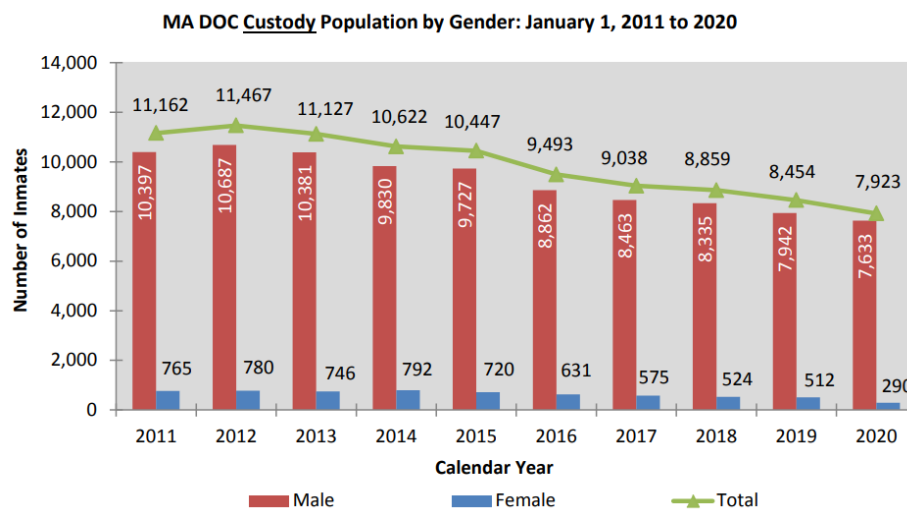
On January 25, 2016, Governor Baker signed into law An Act Relative to Civil Commitments for Alcohol and Substance Use Disorders. The law ensured that women who are civilly committed by the court for treatment (under Chapter 123, Section 35 of the Massachusetts General Laws) must receive their treatment in a therapeutic setting rather than in a correctional environment. During that year, the Women's Recovery from Addictions Program (WRAP), the first state-operated addiction service program that provides women with addictions access to comprehensive substance use disorder treatment, in a secure setting, opened at Taunton State Hospital and moved the services from DOC to the Department of Mental Health. The new facility further reduced the census at MCI Framingham.

In 2018, Governor Baker and the legislature enacted the Criminal Justice Reform Law which is intended to help the state move away from incarceration as punishment and reduce racial disparities. The law has seven key provisions including juvenile justice, bail reform, more use of diversion programs, expungement, reduce the use of solitary confinement and other sweeping changes to the criminal justice system in Massachusetts.

Similar to alternative housing opportunities in Chicopee and Taunton, a new option for incarcerated women recently became possible at the Suffolk County House of Correction in Boston. In late 2019, resources became available to house pre-trial and short-sentenced women from Plymouth, Essex, and Norfolk counties, whose Sheriff facilities did not have adequate accommodations or capacity. This further relieved overcrowding at MCI Framingham.

The facility is now significantly oversized for the population it is serving, it has significant deferred maintenance as identified in 2012 and the need for replacement of the central plant has been determined to be cost prohibitive in this context. These factors have led DCAMM and DOC to explore alternative options to address the facility needs at MCI Framingham. At this stage, we have decided to take the opportunity to look more broadly at the needs of women in the system, evaluate the potential impacts of the 2018 Criminal Justice Reform Law, and develop a strategic plan prior to hiring a designer to address the facility needs.

According to the latest [DOC custody population trends](#), the overall population has shown a significant decrease of 29% between January 1, 2011 and January 1, 2020. Over the 10-year period, the female population experienced more fluctuations than its male counterpart. Females saw a 9% increase from 2010 to 2012, a 4% decrease from 2012 to 2013, and a 6% increase between 2013 and 2014. In the past seven years (2014-2020) the female custody population has decreased significantly by 63%. Clearly, the current COVID-19 pandemic will continue to have a direct impact on the custody population. In early June, DOC met its goal of conducting universal COVID-19 testing at all its correctional centers and reported that approximately 5% of inmates tested positive for the virus. While a number of tests are still pending, DOC will continue testing within all facilities on an ongoing basis per Department of Public Health guidelines.



**Figure 2:** Prison Population Trends 2019 by DOC’s Research and Planning Division

Given the events impacting MCI Framingham and other female correctional centers in the past ten years, DOC and DCAMM are in a unique position to develop a vision for incarcerated women in Massachusetts. The Strategic Plan outlined in this Statement of Work intends to do just that. The collection of existing data combined with stakeholder engagement will enable more data-driven, informed decision making and prioritized investment strategies that support the transformational growth of women being cared by DOC and build the best program for the future.

#### 1.4. Proposal Submission in COMMBUYS

Consultants must submit a response to this SOW electronically through COMMBUYS.

#### 1.5. Number of Awards

One Contract will be awarded in order to ensure a consistent condition assessment. Consultants may team with other companies and/or sub-consultants to form a “Team”.

#### 1.6. Selection Team

A Selection Team, consisting of representatives from DCAMM’s Office of Planning, EOPSS, and DOC will review the responses to this solicitation, evaluate the proposals using the criteria specified in this Statement of Work (SOW), and select the consultant that provides the best value to the Commonwealth based upon the specified SOW requirements and criteria. Virtual Interviews may be requested.

#### 1.7. Contract and Schedule Duration

DCAMM estimates that work will commence in February 2021 and that the anticipated duration is five (5) months from contract execution. The term of the contract may be extended to provide any associated services as determined by DCAMM.

### 2. PROCUREMENT CALENDAR

#### 2.1. Calendar

EVENT	DATE
Availability of SOW on COMMBUYS	December 28, 2020
Deadline for Submission of Consultant Questions through COMMBUYS	January 8, 2021
Responses to Consultant Questions posted in COMMBUYS	January 12, 2021
Proposal Submission Deadline	January 26, 2021 at 2:00 PM
Interviews (if determined to be necessary by the Selection Team)	Week of February 8, 2021
Estimated Contract Start Date	Week of February 22, 2021

Times are Eastern Standard/Daylight Savings (US), as displayed on the COMMBUYS system clock, displayed to Consultants after logging in. If there is a conflict between the dates in this Procurement Calendar and dates on the Solicitation’s Summary tab, the dates on the Solicitation’s Summary tab on COMMBUYS shall prevail. Any changes in the Estimated Procurement Calendar which are made after the SOW has been published will not result in amendments to the Estimated Procurement Calendar. Such changes will appear only on the Solicitation’s Summary tab on COMMBUYS. Consultants are responsible for checking the Solicitation’s Summary tab on COMMBUYS for Procurement Calendar updates.

## **2.2. Written questions via the Bid Q&A on COMMBUYS**

The “Bid Q&A” provides the opportunity for Consultants to ask written questions and receive written answers from DCAMM regarding this Scope of Work (SOW). All Consultants’ questions must be submitted through the Bid Q&A found on COMMBUYS. Questions may be asked at any time prior to the Deadline for Submission of Questions stated in the SOW Procurement Calendar. The issuing department reserves the right not to respond to questions submitted after this date. It is the Consultant’s responsibility to verify receipt of questions.

Please note that any questions submitted to DCAMM using any other medium (including those that are sent by mail, fax, email or voicemail, etc.) will not be answered. To reduce the number of redundant or duplicate questions, Consultants are asked to review all questions previously submitted to determine whether the Consultant’s question has already been posted.

Consultants are responsible for entering content suitable for public viewing, since all of the questions are accessible to the public. Consultants must not include any information that could be considered personal, security sensitive, inflammatory, incorrect, collusory, or otherwise objectionable, including information about the Consultant’s company or other companies. DCAMM reserves the right to edit or delete any submitted questions that raise any of these issues or that are not in the best interest of the Commonwealth or this SOW.

All answers are final when posted. Any subsequent revisions to previously provided answers will be dated.

## **3. SCOPE OF SERVICES**

The Scope of Services includes the following project tasks and deliverables listed below:

### **A. Project Startup: Work Plan and Kick-off Session**

#### *Task:*

Within two weeks of the Notice to Proceed, the Consultant shall finalize a Work Plan provided in draft version by DCAMM. The Work Plan will describe in detail how the Consultant intends to implement, on a task by task basis, the Scope of Services for the Strategic Plan, as described in Section 3 Scope of Services. The Work Plan will:

- a) Describe the approach and methodology for the Strategic Plan.
- b) Document the outline to completing all tasks and deliverables.
- c) Review protocols for remote work and virtual on-line meetings.
- d) Determine a preliminary project schedule, including the Kick-off Session, data collection and analysis, weekly check-in meetings, workshops, and presentations.
- e) Identify stakeholders and determine the methodology for engaging stakeholders.
- f) Establish a method to keep the data current, including frequency and scope of updates.

As part of the Work Plan, the Consultant shall quickly develop an agenda and presentation for the Kick-off Session, a first meeting with the selected Consultant, DCAMM and leadership from DOC and EOPSS.

The Kick-off Session will allow the leadership to communicate potential challenges and opportunities for the segment of the criminal justice system that DOC oversees; this information will inform the Strategic Planning process.

Recognizing the current public health crisis, all services within this task will be conducted remotely via virtual on-line meetings.

*Deliverables:*

- Work plan.
- Kick-off Session's agenda, presentation, and meeting minutes.

**B. Data Collection and Analysis**

*Tasks:*

Concurrently to Task A, the Consultant shall perform an extensive data collection and analysis from a multiplicity of perspectives. In collaboration with DOC's Research and Planning Division and the Division of Resource Management, the Consultant shall collect, organize, sort, and summarize available information on the female incarceration system in Massachusetts. The Consultant shall be responsible for identifying relevant areas of inconsistency or data gaps and lead the effort to gather additional data.

This task includes, without limitation, the following steps:

- a) Develop an understanding of national context for correctional systems for women including best practices, trends and current status of other state correctional systems. At minimum assess the relationship between female incarceration and the following topics:
  - Poverty.
  - Homelessness.
  - Racial disparities.
  - Parole and probation.
  - Cash bail.
  - Foster care.
  - Impact on families.
  - Mental health disorders.
  - Substance abuse disorder.
  - Emotional, physical and sexual abuse.
  - Employment rate for women with criminal records.
  - Post-secondary educational opportunities for women with criminal records.
  
- b) Assess DOC's strategic direction on incarceration and rehabilitation of women across the entire correctional system and each female correctional center by reviewing current institutional goals, strategic initiatives and programs, institutional data, including, but not limited to:



- Institutional strategic plans and missions.
  - Program and service offerings for female inmates.
  - Annual budget authorized by the Legislature and final agency spending.
  - Current inmate population, population changes and forecast.
  - Number of security and non-security staff, and volunteers.
  - Inmate-to-staff ratios.
  - Gross square feet per inmate.
  - Cost of incarceration.
  - Recidivism rates.
- c) Identify key rehabilitative programs and training opportunities offered by DOC and assess the programs with regard to capacity, inmate participation, space availability, and space suitability/quality. This task may include site visits for field observations, pending security clearance due to the current public health crisis.
- d) Examine the demographics and characteristics of incarcerated women in Massachusetts including, but not limited to:
- Race, ethnicity and gender identity.
  - Education level.
  - Income level.
  - Average age and age projections.
  - Top offense types (criminal sentences/civil commitment).
  - Average length of sentences.
  - Number of inmates with children.
  - Number of foreign-born inmates.
  - Inmate residential zip codes.

Recognizing the current public health crisis, most of the services within this task may be conducted remotely via virtual on-line meeting at DCAMM's discretion.

*Deliverables:*

- Report with assessment of existing data and plan for additional data collection (if needed).
- Report with Analysis, Narrative and Presentation on the national context for correctional systems for women.
- Report with Analysis, Narrative and Presentation on Massachusetts' current correctional system profile and data compilation. The compilation report of data shall clearly illustrate the current correctional system for women in terms of its key dimensions:
  - DOC's strategic direction on incarceration and rehabilitation of women.
  - Analysis of key rehabilitative programs and training opportunities, including programs and training with a focus on rehabilitation and specific needs of the female prison population, such as on-site women's mental and medical health services, educational and vocational

programs aligned with women’s interests, visiting area with a playroom for children, a family reunification program with overnight visits, and substance abuse and trauma treatment programs.

- Demographics and characteristics.

### **C. Stakeholder Engagement**

#### *Task:*

The Consultant shall identify potential stakeholders across all segments of the criminal justice system and develop a process to guide stakeholder engagement in identified topics/specialty clusters to ensure quality, efficiency, and consistency. The Consultant shall facilitate statewide discussion among stakeholders to foster development of strategic goals and identification of opportunities in the custody, care, and programming for incarcerated women. Such discussions should include, to the extent it is both productive and practical, key stakeholders, including but not limited to:

- Public Safety officials, Probation officers, and others.
- Executive Branch administrators and interagency taskforces.
- Criminal Justice Reform advocates.
- Legislative Branch members and committees.
- Local and regional Research/Policy/Program Institutions.

Recognizing the current public health crisis, most of the services within this task may be conducted remotely via virtual on-line meeting at DCAMM’s discretion.

#### *Deliverables:*

- Assessment plan for facilitation of discussions for review and approval. The plan should include, without limitation, identification of topics/specialty clusters, identification of stakeholders, number of online surveys and workshops (as well as any other stakeholder engagement tools), methodology for engaging stakeholders, preparation and review of questionnaires for selected stakeholder groups, template for reporting all discussion, and proposed schedule for activities and deliverables.
- Online surveys and workshops (as well as any other stakeholder engagement tools).
- Presentation and report with back-up information for each discussion. The Consultant shall provide a slide presentation and a written report that summarizes the information from the facilitation effort to establish strategic goals.

### **D. Synthesis and Development of Strategic Plan**

#### *Tasks:*

The Consultant shall integrate all information gathered during the previous tasks and develop criteria and a methodology for prioritizing investment opportunities for incarcerated women. Tasks will include, but are not limited to:

- a) Breakdown operational ideas for improving use of resources and providing better opportunities for incarcerated women under DOC's supervision including, but not limited to:
- Development of a vision for incarcerated women in Massachusetts.
  - Enhancement of existing rehabilitative programs and training opportunities.
  - Creation of new rehabilitative programs and training opportunities that support career pathways and re-entry of inmates.
  - Alternative programs to incarceration, as possible within the purview of DOC.
  - Partnerships with institutions from other segments of the criminal justice system.
- b) Review existing funding sources for correctional projects and programs that support DOC's mission and evaluate financial impact of opportunities.
- c) Develop criteria and a methodology for prioritizing future investment decisions that provide an equitable, transparent, and strategic process for allocating resources and improving DOC's ability to serve its female inmate population.

*Deliverables:*

- Strategic plan for incarcerated women in Massachusetts. The report will be in narrative form, with relevant images, tables, charts and other graphics included. The report structure will include without limitation, the following:
  - Executive Summary.
  - Analysis framework and findings.
  - Stakeholder engagement, with findings and recommendations from workshops.
  - Description of the methodology and guidelines for the strategic plan.
  - Strategic Plan for women in the care of DOC prioritizing investment to meet programmatic and capital needs.

The Consultant shall provide a draft of the report for review and comment and a final report incorporating all comments and changes requested. In case computerized databases and files are developed by the Consultant in the course of the Strategic Plan, the Consultant shall provide such computer databases and electronic files to DCAMM.

### **3.1. Additional Services**

Although not anticipated at this time, additional services may be required. If requested by DCAMM, the consultant may prepare a proposal or solicit from others as needed.

### **3.2. Schedule**

The Strategic Plan is anticipated to be completed within five (5) months. The Consultant is expected to work collaboratively with DCAMM and DOC to establish a schedule for services in the beginning of the project.

## 4. RESPONSE SUBMISSION REQUIREMENTS

### 4.1. Required Components for Response Submissions

The following seven components specific to this SOW must be included in the order outlined below with your response. Failure to include all of the requested information and completed required forms may result in rejection of your firm's submission. Required SOW components are as follows:

- A) **Response Cover Sheet – Exhibit A**
- B) **Consultant Cover Memo**
- C) **Firm Profile (including Consultant Team and Resumes)**
- D) **Relevant Experience**
- E) **Project Approach**
- F) **Work Plan**
- G) **Pricing Response - Exhibit B**

Specifics for each required Response component are as follows:

**A) Response Cover Sheet – Exhibit A**

Complete the Response Cover Sheet, a copy of which is attached as Exhibit A.

**B) Consultant Cover Memo**

A statement of understanding of the SOW and commitment to perform.

**C) Firm Profile**

Provide the team organization with a chart and roles, as well as resumes for each principal and key staff persons who will be assigned to the project.

**D) Relevant Experience**

Demonstrate specific experience and capability in the following areas:

- Comparable projects demonstrating experience and expertise with the public sector/government, specifically with correctional agencies for women, youth, or adults.
- Strategic planning for complex systems that encompasses missions, policies and programs, and with respect to resource allocation.
- Data analysis and assessment for complex systems.
- Excellent communication skills and experience facilitating discussions for a diverse and broad array of stakeholders.

**E) Project Approach**

Provide a narrative description of the team's approach. This narrative should be developed such that it can convince the Selection Team that the respondent understands the objectives of the project, the nature of the required work, and the level of effort necessary to successfully complete the contract.

**F) Work Plan**

The proposed detailed Work Plan should clearly break down and build upon the Scope of Work provided in this SOW. Tasks should include clear deliverables and approximate durations in weeks. (In Exhibit B, a less detailed Work Plan should be provided with fees broken down by Task.)

This narrative should be developed such that it can convince the Selection Team that the respondent understands the objectives that the Contract is intended to meet, the nature of the required work and the level of effort necessary to successfully complete the contract.

**G) Pricing Response – Exhibit B**

Complete the Pricing Response Form, a copy of which is attached as Exhibit B.

Submit a proposed fee for services for completion of the Strategic Plan services. This fee must include all out-of-pocket expenses for the full Scope of Work. Costs not included in the fee will not be compensated.

## **5. RESPONSE EVALUATION CRITERIA**

The Selection Team will review the responses to this solicitation and select the proposal that provides the best value to the Commonwealth based upon the specified SOW requirements and criteria.

During the selection process, the Selection Team reserves the right to take any or all of the following actions if it deems them to be in the interests of the Commonwealth of Massachusetts: a) reject any and all proposals; b) waive any minor informalities in proposals received or request Respondents to correct them; c) request additional information from Respondents and seek clarification from a Respondent provided the Selection Team determines it is not prejudicial to the interests of the other Respondents to do so. Action by the Selection Team in this regard should not be construed to imply acceptance or rejection of a proposal.

Responses will be rated and ranked to determine which Consultants will receive a Contract award.

### **5.1. Evaluation Components**

The Selection Team will evaluate respondents based upon the information and materials contained in the response to this solicitation, interviews (if any) and any other information requested or obtained by the Selection Team.

The Selection Team will make its selection based on the following criteria:

- A) Firm Profile and Relevant Experience**
- B) Proposed Approach and Work Plan**
- C) Proposed Pricing Response**

Though price will be a significant consideration in the award, the Selection Team will not necessarily award the contract to the Bidder who proposes the lowest prices. Rather, selection of a respondent will be based on providing the overall best value to the Commonwealth.

**EXHIBIT A – RESPONSE COVER SHEET**



ONE ASHBURTON PLACE, 15<sup>TH</sup> FLOOR  
BOSTON, MA, 02108



Response Cover Sheet for

**STATEMENT OF WORK  
for  
STRATEGIC PLAN FOR  
INCARCERATED WOMEN IN MASSACHUSETTS**

**Issued by:**

The Commonwealth of Massachusetts  
Executive Office for Administration and Finance  
Division of Capital Asset Management and Maintenance  
One Ashburton Place, Boston, MA 02108

**Issued on:**

December 28, 2020

**VENDOR SUBMITTING RESPONSE**

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Name of Firm

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Address of Firm

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Contact Person at Firm

Title

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Phone Number/E-Mail

## EXHIBIT B – PRICING RESPONSE FORM

Please complete the following table for each task below, including the schedule and costs associated:

TASK AND DELIVERABLES	SCHEDULE	PRICE
<b>A. Project Startup: Work Plan and Kick-off Session</b> <u>Deliverables</u> <ul style="list-style-type: none"> <li>• Work Plan.</li> <li>• Kick-off Session’s agenda, presentation, and meeting minutes.</li> </ul>	<b>Work Plan</b> due within 2 weeks from NTP. <b>Kick-off Session</b> due within approximately 3 weeks from NTP.	\$
<b>B. Data Collection and Analysis</b> <u>Deliverables</u> <ul style="list-style-type: none"> <li>• Assessment of existing data and plan for additional data collection (if needed).</li> <li>• Analysis, Narrative and Presentation on the national context for correctional systems for women.</li> <li>• Analysis, Narrative and Presentation on Massachusetts’ current correctional system profile and data compilation.</li> </ul>	<b>Task</b> due within approximately 6 weeks from NTP.	\$
<b>C. Stakeholder Engagement</b> <u>Deliverables</u> <ul style="list-style-type: none"> <li>• Assessment plan for facilitation of discussions for review and approval.</li> <li>• Online surveys and workshops (as well as any other stakeholder engagement tools).</li> <li>• Presentation and report with back-up information for each discussion.</li> </ul>	<b>Task</b> due within approximately 3 months from NTP.	\$
<b>D. Synthesis and Development of Strategic Plan</b> <u>Deliverables</u> <ul style="list-style-type: none"> <li>• Strategic plan for incarcerated women in Massachusetts.</li> </ul>	<b>Task</b> due within approximately 5 months from NTP.	\$
<b>TOTAL COST/PRICE FOR SERVICES IDENTIFIED IN THE SOW</b>		\$

*NOTE: DCAMM will pay for delivered products upon approval. DCAMM will not pay for secretarial overtime or word processing charges unless DCAMM determines that extreme time demands imposed by DCAMM occasion the need for the same. DCAMM will not pay for parking or meals. Any other out-of-pocket expenses shall be paid only with DCAMM’s prior approval and only at cost without markup.*