

PUBLIC NOTICE OF DESIGNER SELECTION

Designer Selection Board

One Ashburton Place, Room #1018A, 10th Floor | Boston, MA | 02108 Telephone: 617-727-4046 | <u>www.mass.gov/dsb</u>

DSB List#:		21-01			
Notice Date:		January 13, 2021			
	Submission Deadline:	Febru	iary 3, 2021	At 2:00 PM	
Project Number:		DOC2106			
Project Title:		Study and Design of a Correctional Center for Women			
Project Location:		Statewide			
Awarding Agency:		Divisi	Division of Capital Asset Management and Maintenance (DCAMM)		
Estimated Construction Cost:		Final	Final estimate to be determined by Study		
Fee for: Study Schematic Design/Certifiable Study Final Design		\$550,000			
		To be Negotiated			
		To be Negotiated			
Contract Type		Immediate Services Authorized:			
X Study & Design Services		×	Schematic Plans ad Outline Specifications		
			 Certifiable Buil	ding Study	
			- Other:		
Prime	e Firm Requested		-		
<u>×</u>	Architect	It is i	ntended that the	following continued services will be required	
~	Landscape Architect	of the selected Designer's team following completion of the certified study and notification of the Board in accordance with M.G.L. c. 7C.			
	Engineer				
	Interior Designer	Х	Design Develo	ment Plans and Specifications	
	Programmer	Х	Construction P	ans and Specifications	

- Construction Manager
- Other:

- X Administration of Construction Contract
 - Other:

AGENCY INFORMATION

The Division of Capital Asset Management and Maintenance (DCAMM) is the awarding authority responsible for strategic planning and technical analysis to support decision making and programming for all phases of study, design, and construction. Together with its user agency clients, DCAMM must prioritize critical projects and identify innovative solutions to solve problems within a limited budget.

The Department of Correction (DOC), 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 6,070, the latest gender breakdown is 96% male and 4% female. DOC has over 1,500 active volunteers and 4,500 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.

The Executive Office of Public Safety and Security (EOPSS) is the secretariat responsible for the policy development and budgetary oversight of its agencies (including DOC), independent programs, and boards which aid in crime prevention, homeland security preparedness, and ensuring the safety of Massachusetts' residents and visitors.

PROJECT OVERVIEW

DCAMM, in collaboration with DOC and EOPSS, seeks a Designer with broad experience in the planning and design of correctional facilities for the study, design and construction administration of the future DOC's Correctional Center for Women based on a strategic plan expected to be completed during the Summer of 2021. The strategic planning effort will be supported by a strategic planning consultant procured separately by DCAMM, with participation of EOPSS and DOC. The strategic planning effort will result in an agency blueprint to provide policy direction for incarcerated women in Massachusetts, including 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. For a copy of the Request for Proposal for the strategic plan, please refer to the 'Supporting Documents'.

Project Goal

The goal of the study is to determine a consensus solution for either the replacement or renovation of existing correctional centers for women, which will be informed by the recommendations of the strategic planning effort. By starting with a data-driven, informed decision making and prioritized investment strategy established by the strategic plan, it will be possible to develop an appropriate program to support the transformational growth of women under the care of DOC.

Currently, the female population is housed at MCI Framingham and South Middlesex Correctional Center, two correctional centers directly adjacent to each other in Framingham. The Project will also consider Bay State Correctional Center, a dormant correctional center in Norfolk currently occupied by DOC employees, as a viable option for the smaller female population currently housed by DOC. While other site alternatives may also be considered, at the present time, Bay State Correctional Center has been identified as the only potential site in the event the Designer demonstrates that the Project goals cannot be achieved within MCI Framingham and South Middlesex Correctional Center (please refer to the "Overview of Correctional Centers Reviewed by the Study" for more information about the correctional centers listed above).

The study must identify the most cost-effective scenarios to achieve long-term programming solutions offered by DOC to female inmates. To enhance the functions already available at DOC's correctional centers for women, all proposed options must focus on the health, wellbeing, and rehabilitation of the female population (please refer to the "Project Approach" section for more information). The Designer will be responsible for working with DOC to establish the final program that takes into consideration the relocation, replication, and/or expansion of programs currently offered at MCI Framingham and South Middlesex Correctional Center. For a list of programs and services currently offered to female inmates, please refer to the DOC Program Description Booklet in "Supporting Documents".

It is paramount that the Designer takes into consideration program elements recommended by the strategic planning effort in all scenarios explored. In the Spring of 2021, prior to the completion of the strategic plan, the Designer will participate in activities leading to the final plan produced by the strategic planning consultant, including data collection and analysis, and stakeholder engagement. The Designer will be responsible for coordinating efforts with the strategic planning consultant until the completion of the strategic plan in the Summer of 2021 and for incorporation of information and recommendations contained in the strategic plan into this Project.



Bird's Eye View of MCI Framingham and South Middlesex Correctional Center

While it is anticipated that new construction will be required to meet the goal of the Project, the study will evaluate the ability to reuse existing building spaces to maximize space needs within budget limitations. One of the major design aspects of this Project may be the development of a logical sequence of renovations, additions, demolition, and new construction within a fully occupied and operational correctional center. The potential of utilizing DOC's Division of Resource Management, the stewards of DOC's portfolio, to perform minor and moderate renovations to existing buildings will be explored, in addition to utilizing a construction management firm.

Addressing capital projects will be balanced against a backlog of deferred maintenance needs which may include repairs and upgrades to building envelopes, mechanical, electric, plumbing, and security systems, utilities and energy improvements as well as site work with regulatory requirements, including but not limited to historic preservation, hazardous waste management, and wetlands protection. Further, adequate parking will need to be determined for both DOC employees and visitors.



Bird's Eye View of Bay State Correctional Center

The Designer will evaluate the scenarios listed in this document, develop others, and recommend, in conjunction with DCAMM, DOC and EOPSS staff, the most effective and efficient approach to executing the Project through completion with a target date of occupancy by Summer 2025. The Designer will review opportunities and constraints for the proposed Project and will perform an evaluation and analysis of existing conditions. The Designer will then analyze and compare the existing conditions against the Project objectives and Project feasibility. All recommended projects will have budgetary considerations taken into account. While the final Project budget will be determined by the Study, a total project cost in the range of \$20M to \$40M may be anticipated for this effort.

The final product of the initial effort for this Project will be a recommended conceptual solution for the future DOC's Correctional Center for Women. Following agreement and the development of a funding strategy for the recommended solution, the selected Designer will be tasked to develop a certifiable Study that incorporates Schematic Design. The scope and fee for schematic design will be negotiated upon completion of the conceptual study.

Recognizing the current COVID-19 crisis, site visits to MCI Framingham, South Middlesex Correctional Center, and Bay State Correctional Center are not expected during the designer selection process by the Designer Selection Board. Further detailed information about the correctional centers may be provided remotely to shortlisted firms via a virtual meeting in lieu of site visits. At DCAMM's discretion, the virtual meeting is subject to change.

Project Approach

The Designer will review and analyze the recent Massachusetts' criminal justice reform efforts, including but not limited to record keeping, Medication-Assisted Treatment (MAT), and specialized units. The Designer is expected to be knowledgeable on how the criminal justice reform law impacts the built environment of our correctional centers.

The Project must aim to set a higher standard for women's correctional centers. In addition to focusing on rehabilitation, any new building(s) and renovations to the existing buildings must also have an eye to specific needs of the female prison population, such as on-site women's mental and medical health services, vocational programs aligned with women's interests, visiting area with a playroom for children, substance abuse and trauma treatment programs that are designed to reduce female offender recidivism. The Designer is expected to strike the right balance between custodial and clinical needs and incorporate best practices in the design, operation, and security of correctional facilities and their application to a correctional center designed for women.

The Project must utilize the principles of trauma-informed design to create welcoming and therapeutic spaces. Landscape design should be incorporated to play a role in breaking down the institutional feeling of the correctional center by generating an outdoor environment of healing and peace in a safe and inspiring way. The Designer is expected to capitalize on an effective process to create a correctional center that contributes to the health, wellbeing, and rehabilitation of its occupants.

The Project must place female inmates and correctional officers at the center of the design. The Designer is expected to continue the involvement of the future campus users (i.e., Superintendent and staff, inmates, etc.) that will be initiated by the strategic planning consultant throughout the Project through workshops, focus groups, interviews or other participatory processes that support campus occupants in identifying, expressing and developing their requirements for the future environment.

In support of DCAMM's mission to create and manage forward thinking sustainable buildings, the Designer is expected to identify and integrate carbon reduction strategies and resilience improvement opportunities associated with this Project. This includes, but is not limited to, low/no carbon fuel sources, high efficiency measures, incorporating climate change resilience standards and adhering to agency climate change vulnerability assessments and resilience recommendations. For these purposes, resilience is defined as: ensuring that state facilities can be operated or adapted to resist and recover from the effects of hazards in a timely and efficient manner. This includes ensuring the preservation, restoration, or improvement of its essential structures and functions for the duration of its life cycle.

Overview of Correctional Centers Reviewed by the Study

MCI Framingham

MCI Framingham is located at 99 Loring Drive in Framingham, on approximately 27 acres of land. Formerly known as Sherborn Reformatory for Women, the campus opened in 1877 and is the second oldest female correctional institution in the U.S. Today, MCI-Framingham is a medium-security correctional center providing a comprehensive network of programming for women who are serving criminal sentences. The correctional center has a design capacity of over 500 beds; currently, it houses approximately 135 female inmates.

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. Most buildings, including the newest building completed in the early 1990's, require replacement of building systems. In addition to facility issues, many challenges to successful programs and functions were identified at MCI Framingham, including:

- Health Services were extremely strained.
- Housing options were not sufficiently varied to appropriately separate the many 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.

The physical assessment 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.



Site Map of MCI Framingham

The campus' portfolio is comprised of approximately 300,000 gross square feet distributed within 15 structures within the perimeter fence, some of which are listed in the Massachusetts Historic Register. Built in 1991, the Betty Cole Smith Building is the most recent building at MCI Framingham with approximately 55,695 GSF. It houses multiple functions, including administration, intake, admissions, housing, dining, and visitation, in addition to serving as the public and staff entrance to the entire campus.

The Infirmary Administration Building is a two-story, 37,250-GSF housing healthcare programs. The building is not large enough for all the current healthcare space requirements and administrative space is particularly lacking. A major renovation would require significant funding to improve healthcare programs and building systems. No elevator is provided in this building.

Four housing cottages are located on the North side of the campus: Laurel, Algon, Townline, and Pioneer. Built in 1963, the single-story cottages are similar in configuration and condition, with approximately 8,500 GSF each. Major improvements, such as building systems upgrade and accessibility compliance, were completed recently. Additional inmate housing is offered in two modular buildings built in 1985 and 1986, respectively, and that have exceeded their lifespan. The Modular Unit is a one-story, 10,000-GSF building and the Brewster Building is a two-story, 15,560-GSF building, both with dormitory style rooms and communal toilet and shower rooms. No elevator is provided in the Brewster Building.



Left: Front view of Betty Cole Smith Building; Right: Front views of Infirmary Administration Building



Left: Side view of Cottages; Center: Side view of Modular Unit; Right: Front view of Brewster Building

Originally built in 1887, the Old Administration Building houses multiple functions, including educational, vocational, and recreational programs. With 118,000 GSF, it is the largest building on the campus, thus requiring exorbitant funding to resolve critical repair needs, according to the recent facility conditions assessment. The building can no longer support modern program needs without extensive upgrades.



Left & Center: Front and side views of Old Administration Building; Right: Old Superintendent House

The Old Superintendent House is a 2.5-story, 6,480-GSF building attached to the Old Administration Building. The building has been vacant for decades. The structure was found to be in poor condition; most of the brick and wood

framing deteriorated so much that it has failed in some areas. Additionally, four utility structures serve this correctional center: A Power Plant (5,900 GSF), a Maintenance building (12,400 GSF), a Tool Crib Shed (2,900), and a Vehicle Trap (288 GSF).



Left to Right: Power Plant, Maintenance, Tool Crib, and Vehicle Trap

South Middlesex Correctional Center

South Middlesex Correctional Center is located at 135 Western Avenue in Framingham, on approximately six acres of land directly adjacent to MCI Framingham. This correctional campus under control of DOC was officially opened in 1981 as a facility for male and female inmates and became an all-female correctional center in 2002. With a design capacity for 125 female inmates, it currently houses sentenced county and DOC female inmates in the minimum and Pre-release security levels.

South Middlesex Correctional Center currently relies on infrastructure systems from the power plant at MCI Framingham, including electric power, steam heating, and water supply. There are approximately about 140 parking spaces at South Middlesex Correctional Center, the site is served by a MetroWest Regional Transit Authority bus line and is within one mile from the Framingham train station served by the Framingham/Worcester commuter rail line.



Site Map of South Middlesex Correctional Center

The campus' portfolio is comprised of approximately 56,000 gross square feet distributed within six structures. The South Middlesex Correctional Building was built in 1939 and expanded in 1990. It is a three-story building served by an elevator and with approximately 52,600 GSF. The building contains 87 bedrooms as well as spaces for visitation, intake, kitchen, laundry, health services, library and programs, religious services, administration, and warehouse storage.



Left to Right: Front and rear views of South Middlesex Correctional Center

The Reunification House is a 1,752-GSF, two-story, residential-like building that was constructed in 2008 to replace a trailer that was used for the parenting program. The Automotive Garage 6 is a one-story, 900-GSF garage that was converted into a multi-purpose, function room when the automotive program at the site became inactive. Additionally, two utility structures serve this correctional center: a greenhouse (1,100 GSF) and two sheds (totaling 176 GSF).



Left: View of Reunification House; Center: View of Automotive Garage 6; Right: View of Greenhouse

Bay State Correctional Center

Bay State Correctional Center is located at 28 Clark Street in Norfolk, approximately 30 miles Southwest of Boston. This correctional campus under control of DOC was officially opened in 1977 as a minimum facility for 72 male inmates. There have been two subsequent expansions: one in the 1980's expanded the main building and a second in the early 1990's converting the facility to medium security by adding a perimeter fence and three Type II modular wood structures – gatehouse, visiting building and a 2-story housing unit. The inmate population was completely relocated from this correctional campus in late 2015. The property is technically not closed as DOC's Central Transportation Unit currently occupies the Gate House and Visiting Building. The Main Building and the Modular Building are currently utilized for the training of DOC employees.

Bay State Correctional Center is located on approximately 21 acres of land adjacent to MCI Norfolk, DOC's largest correctional campus. The parcel is flanked on the East and West by wetlands connected to the nearby Stop River. There are approximately about 136 parking spaces at Bay State Correctional Center and the site is within 1.5 miles from the Norfolk train station served by the Franklin commuter rail line.

Bay State Correctional Center is served by a water tower located on the Southwest corner of the site. Sewage treatment is processed at the Wastewater Treatment Plant located at 10 Old Campbell Road about one mile Northwest of Bay State Correctional Center. The Wastewater Treatment Plant, which also serves three other nearby correctional campuses (MCI Norfolk, MCI Cedar Junction, and Pondville Correctional Center), will be undergoing an upgrade in the near future. Improvements to the Wastewater Treatment Plant are currently in design under DCAMM Project DOC1805-HC1 and are expected to be completed by January 2022.



Site Map of Bay State Correctional Center

The campus' portfolio is comprised of approximately 219,000 gross square feet distributed within 18 structures. The Administration Building was built in 1934, renovated in 1956 and then again in 1983. It is a two-story building served by a small elevator and with approximately 32,754 GSF, which housed the following programs, services, and activities when the building became vacant:

- Intake and processing, including holding cell and photo ID;
- Health care services, including dental office and exam rooms;
- Educational Programs, including classrooms, multi-purpose rooms and library;
- Recreation activities, including the gymnasium;
- Dining services, including cafeteria;
- Administrative, including offices and conference rooms.



Left to Right: Front and rear views of Administration Building

The Main Housing, part of the addition to the Administration Building in 1983, is a three-story building connected to the Administration Building on the first and second floors via two ramped connectors that form a courtyard between the two buildings. At 75,762 GSF, the building contains inmate housing with 146 bedrooms distributed in two wings with 20-21 bedrooms each linked by a central corridor with seven bedrooms.



Left to Right: Exterior views of Main Housing, including courtyard

The Gymnasium and Kitchen were also part of the addition to the Administration Building in 1983. Both are onestory buildings connected to the Administration Building on the first floor. The 5,040-GSF Gymnasium includes a basketball court (that can be divided into two smaller courts), a weight room, an office, and a small, multi-user toilet room. Three at-grade exits are provided on the East and West sides of the gymnasium. The 7,080-GSF Kitchen is directly East of the Gymnasium and is connected to the dining hall inside the Administration Building. The loading dock is located behind the Administration Building.



Left: Interior and exterior views of Gymnasium; Right: Interior and exterior views of Kitchen

Three Type II modular wood structures were built at Bay State Correctional Center in 1992: the Gate House, the Visitor Building, and the Modular Building. The Gate House is a one-story building with approximately 11,312 GSF Directly off the parking lot and vehicular trap, it is the only building located outside the perimeter fence. The Visitor Building is also a one-story building with approximately 6,972 GSF. It has separate entrances for inmates and visitors and housed contact visitation and attorney visitation when the building became vacant.



Left: Front view of Gate House; Center & Right: Side and rear views of Visitation Building

The Modular Housing is a two-story building located on the Southwest corner of the site, adjacent to the water tower. This 74,496-GSF building contains inmate housing with 57 bedrooms distributed in two wings with 12-15 bedrooms each. No elevator is provided in this building.



Left to Right: Front and side views of Modular Housing

In addition to utility structures such as the water tower and the photovoltaic panels, the following small (and mostly offline) buildings are located inside and outside the perimeter fence: Quonset Huts, Horticulture Shed, Morton Building, Greenhouse, and Supply Building.



Left: View of Photovoltaic panels; Center: Water tower; Right: Quonset Huts and Horticulture Shed



Left: View of Morton Building; Center: Greenhouse; Right: Supply Building

For a list of buildings at MCI Framingham, South Middlesex Correctional Center, and Bay State Correctional Center, please refer to the "Supporting Documents" section.

SCOPE OF WORK

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

DRAFT STUDY PHASE (Immediate services authorized)

- Task 1 Project Start Up & Work Plan
- Task 2 Existing Conditions Documentation and Analysis, Site Capacity & Program Assessment
- Task 3 Study Development & Evaluation of Priority Alternatives
- Task 4 Preferred Alternative

SCHEMATIC DESIGN / CERTIFIABLE BUILDING STUDY PHASE (Fee to be negotiated)

Task 5 - Schematic Design

Task 6 - Certifiable Study Report

Task 1 – Project Start Up & Work Plan

Objective: Confirm with DCAMM, DOC, and EOPSS the scope of the work anticipated and establish clear, commonly understood objectives and a methodology for the Project execution.

Project Start Up:

The Designer should assume bi-weekly Project meetings throughout the duration of the study phase unless otherwise notified, with key members of the design team and representatives from DCAMM, DOC, and EOPSS. Recognizing the current public health crisis, meetings may be conducted remotely via a virtual meeting platform at DCAMM's discretion. At key milestones for each task, workshops may be held, with greater participation by DCAMM, DOC, and EOPSS stakeholders, to review findings and solicit input for decision making. The Designer is required to provide meeting minutes for all meetings, which are subject to review, editing and approval by the DCAMM Project Manager.

- Attend a DCAMM administrative conference to review all Project requirements and DCAMM administrative and Project management policies, procedures and protocols.
- Conduct a study kick off meeting with DCAMM, DOC, and EOPSS to review Project goals and objectives, planning process, schedule of milestones, facility opportunities and constraints, information and data requirements, etc. All Designer team members (including sub-consultants) will be introduced to the user group, and their roles and responsibilities described.
- Review relevant past studies and reports regarding MCI Framingham, South Middlesex Correctional Center and Bay State Correctional Center, as well as any information available by the strategic planning effort.
- Review all COVID-19 protocols required by DCAMM and DOC in anticipation of site visits for existing conditions verification and site analysis during this Study.

Work Plan:

Upon Contract signing, the Designer, with DCAMM, will generate a Project Work Plan that will provide a detailed scope of work including all required tasks, deliverables, schedule and fee breakdown for this Study. Both DCAMM and the Designer will review and approve this Work Plan. All Study Phase Services authorized by any Notice to Proceed must comply with the workplan approved by the DCAMM Director of Planning, which will be incorporated into the Designer's Contract upon written approval. During the course of the Study, new opportunities or

constraints may be uncovered and require a re-thinking of original intentions. If necessary, a memo will be issued outlining any revisions to the Work Plan that might be required. The Work Plan at a minimum will include:

- A statement of understanding of the vision, goals, scope, budget, and schedule for the Project.
- Confirmation of team members' roles and their expected participation including MBE/WBE participation.
- Task and fee breakdown for the scope and each deliverable.
- A statement of climate and energy, "best in class" energy (site) use intensity, zero-net energy, and/or climate resilience goals.
- Evaluation of the preliminary total project cost (TPC) developed by DCAMM.
- A detailed schedule of meetings and workshops through the study phase including key attendees, draft topics agendas, projected timeframes for design and construction, and permitting timeline. It is anticipated that the Designer will be held throughout the duration of the study. The schedule must also include the Designer's coordination with the strategic planning consultant throughout the development of the strategic plan, including activities related to data collection and analysis, and stakeholder engagement (please refer to the "Program Assessment" section in Task 2 for more information).

Task 1 Deliverables:

- Presentation materials and meeting notes from the administrative and study conferences.
- Work Plan.

Task 2 – Existing Conditions Documentation and Analysis, Site Capacity & Program Assessment

Objective: Collect and analyze data which will inform the development of a Study for a long-term overall development concept for a correctional center for women, as well as to identify priority Projects that will proceed into Task 3. Close coordination with the strategic planning effort will be required to enable informed decisions about future programming.

Existing Conditions Documentation and Analysis

The Designer will review background documentation and conduct field inspections of MCI Framingham, South Middlesex Correctional Center, and Bay State Correctional Center to assess conditions of buildings and utility systems on and serving the sites to create a prioritized list of improvements needed. As mentioned previously, Bay State Correctional Center has been identified as a potential site in the event the Designer demonstrates that the Project goal cannot be achieved within MCI Framingham and South Middlesex Correctional Center.

Because the Commonwealth's correctional centers for women have been previously examined and documented in detail via various reports and studies, the approach to this study effort is in two parts:

<u>A high-level documentation and analysis of MCI Framingham and South Middlesex Correctional Center. Tasks will</u> include:

- Analyze prior relevant studies compiled by DCAMM and DOC as well as interview facilities staff from DOC and obtain documentation of completed building improvements.
- Conduct site visits for field observations to confirm documentation of existing layouts and prepare a campus site plan and base plans for all buildings.
- Review Executive Order 484 or the current Massachusetts Leading by Example Executive Order, LEED criteria, and other applicable performance data requirements. Develop a Project base case profile for climate change, energy and water use and proposal to comply with Executive Orders.

- Identify if the correctional centers have historic designation and determine whether the Project must be reviewed by the Massachusetts Historical Commission (MHC) as well as the Local Historical Commission for impacts to historic and archaeological properties.
- Determine existing building site energy use intensity (kBTU/sf) and set target for the Project.
- Provide an evaluation of vulnerability to flood, storm surge, rising sea level, increased precipitation, temperature and identify strategies to fix known problems and avoid risk (use Resilience Checklist provided by DCAMM Energy Team).
- Provide a preliminary code analysis identifying all building code requirements. (Note: A comprehensive facility conditions assessment as well as accessibility audit of both correctional centers were recently completed by DCAMM's accessibility consultant; findings will be shared with the Designer).
- Identify necessary permits, reviews and interactions with regulatory agencies and factor into detailed timeline for Project delivery. Detail all relevant deficiencies or concerns, prioritize the improvements based on life cycle considerations, life safety concerns, energy, resiliency and vulnerability considerations, and utility systems on and serving the site, among other relevant criteria.
- Prepare order of magnitude costs for the upgrades and potential operating cost impacts.

A comprehensive documentation and analysis of Bay State Correctional Center. Tasks will include:

- Analyze prior relevant studies compiled by DCAMM and DOC and identify any missing/needed information related to existing conditions and advise DCAMM regarding any necessary additional site or building investigations needed to complete this task.
- Conduct site visits for field observations to confirm documentation of existing layouts and prepare a campus site plan and base plans for all buildings.
- Have architectural and engineering teams perform a visual survey, supplemented by selective destructive testing (which may include sampling and testing of known or suspected hazardous materials), if necessary, to confirm site and building conditions and to support accurate conceptual pricing. (Note: A comprehensive facility conditions assessment as well as accessibility audit of the correctional center were recently completed by DCAMM's accessibility consultant; findings will be shared with the Designer).
- Interview DCAMM Energy Team, facility and maintenance staff, and local code officials for input on condition, use and operation of buildings. Review operations and maintenance procedures with DCAMM facilities staff and identify areas of potential improvement and alignment with current best practices.
- Review Executive Order 484 or the current Massachusetts Leading by Example Executive Order, LEED criteria, and other applicable performance data requirements. Develop a Project base case profile for climate change, energy and water use and proposal to comply with Executive Orders.
- Evaluate existing envelope condition and opportunities to reduce envelope heat loss and right-size mechanical systems.
- Identify if the correctional centers have historic designation and determine whether the Project must be reviewed by the Massachusetts Historical Commission (MHC) as well as the Local Historical Commission for impacts to historic and archaeological properties.
- Determine existing building site energy use intensity (kBTU/sf) and set target for the Project.
- Provide an evaluation of vulnerability to flood, storm surge, rising sea level, increased precipitation, temperature and identify strategies to fix known problems and avoid risk (use Resilience Checklist provided by DCAMM Energy Team).
- Provide a thorough survey and analysis of hazmat conditions including scope, methods and cost for remediation as required to do this Project.
- Provide a preliminary code analysis identifying all building code requirements. Seismic requirements should be clearly noted.
- Identify necessary permits, reviews and interactions with regulatory agencies and factor into detailed timeline for Project delivery. Identify relevant Executive Orders and applicable utility or energy-related

incentives. Detail all relevant deficiencies or concerns, prioritize the improvements based on life cycle considerations, life safety concerns, energy, resiliency and vulnerability considerations, and utility systems on and serving the site, among other relevant criteria.

• Prepare order of magnitude costs for the upgrades and potential operating cost impacts.

All tasks listed above must be performed prior to the completion of the strategic plan, which is expected in the Summer of 2021.

Site Capacity Assessment

Through site visits and review of existing information, the Designer will assess the opportunities and constraints of the three correctional center listed above, and determine their capacity to accommodate space needs, outdoor recreation needs, infrastructure needs, site security needs, environmental resiliency mitigations and construction feasibility. Tasks will include:

- Analyze and document conditions relevant to site development and new construction, including but not limited to existing building locations and size, topography, hazardous materials, wetlands, drainage and groundwater flows, location and capacity of utilities and infrastructure, vegetation, wind direction and solar exposure, primary internal and external pedestrian circulation, desire lines and access issues, parking and vehicular circulation, outdoor recreational areas, and site security (including perimeter fence with detection system, lighting, access control points, etc.).
- Evaluate the site for potential risks and vulnerabilities related to environmental sustainability and climate change, and work with DCAMM to prepare a resilience analysis to identify mitigation requirements that minimize impacts related to climate change.
- Based on existing site conditions, propose building and site use program requirements and site planning criteria in both a conceptual site plan and supporting Project narrative.

All tasks listed above must be performed prior to the completion of the strategic plan, which is expected in the Summer of 2021.

Program Assessment

The Designer will confirm general program requirements to achieve the goals of the Project. This will include an analysis of the existing program relative to right-sized standards as well as future program requirements, including key program needs raised by the strategic plan. Once the strategic planning effort is completed, the program will be developed by the Designer and confirmed by DCAMM, DOC, and EOPSS, and used to determine priorities and establish a reasonable budget, timeline and implementation plan. Tasks will include:

- Review a draft of the strategic plan (the final document is expected in the Summer of 2021) to gain an
 understanding of all supporting documentation pertinent to programming, including the national context
 for correctional systems for women, current correctional system profile and data compilation in
 Massachusetts. All deliverables produced by the strategic planning consultant during the data collection
 and analysis phase of the strategic plan will be intended to illustrate the current correctional system for
 women in terms of its key dimensions:
 - o 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.
- Participate in stakeholder engagement events organized by the strategic planning consultant and intended to foster development of strategic goals and identification of opportunities in the custody, care, and programming for incarcerated women. The Designer must review all materials produced by the strategic planning consultant during this phase of the strategic plan (including assessment plans for facilitation of discussions, online surveys and materials for workshops and other stakeholder engagement tools, and written summaries of discussions) and provide comments on these deliverables.
- Synthesize information from the strategic plan, most importantly, recommendations to the built environment of the correctional centers for women and identify any additional documentation or information required to complete the program assessment.
- Conduct site visits for field observations at MCI Framingham, South Middlesex Correctional Center, and Bay State Correctional Center to confirm documentation of space allocation and capacity, space suitability/quality, and current bed count.
- Conduct programming interviews with DOC representatives to gain a thorough understanding of their mission, programs, staffing, functional and technical requirements and any other relevant planning or design considerations.
- Evaluate current and future programmatic needs, with an assessment of current in-custody and community programs, their fit with the current female population, and their impact on facility and program requirements. The analysis will compare current program offerings with other similar institutions and confirm program is detailed enough to ensure its accommodation in the existing buildings and any additions or new construction.
- Develop a tabular space program broken down by individual functional areas, net useable square feet, and gross square feet requirements. Evaluate the program with respect to industry standards and norms for correctional centers designed for women, including the Standards for Adult Correctional Institutions published by the American Correctional Association (ACA) and DOC's Design Criteria and Planning Guidelines (103 DOC 703).
- Provide conceptual room layouts for interior spaces and site layouts for exterior spaces, with spatial adjacency diagrams indicating key relationships and technical requirements.

Some of the tasks listed above may be performed prior the completion of the strategic plan, which is expected in the Summer of 2021. The efforts noted above will inform the development of the Project budget which is currently targeted to fit within a total project cost in the range of \$20M to \$40M and is subject to update in conjunction with the strategic planning effort.

Cost

Order of magnitude cost estimates will be developed to help establish priorities that will inform the development of the project budget, and, if necessary, to develop a phasing plan for longer-term improvements as additional funding becomes available. A workshop will be held to review and discuss the findings with key staff from DCAMM, DOC, and EOPSS. Costs to be considered will include, but not be limited to:

- Site improvement costs, including utility systems upgrades, vehicular and pedestrian circulation and site development needs for buildings and other structures.
- Renovation and system upgrades for existing buildings to meet space programming objectives, or demolition costs for buildings determined to be infeasible to retain.
- Construction of new buildings or additions and exterior facilities identified for programming or facilities management purposes.

This task must be performed after the completion of the strategic plan.

Schedule

Prepare a phasing plan for short- and long-term site and building improvements. For those improvements determined to be high priority and suitable to be accomplished within available funding, prepare a preliminary design and construction schedule, which details permitting and regulatory reviews required and their impact on timeline. The schedules must outline an approach to maintain current programming on-site during construction periods, including a plan for swing space if necessary. For options developed for MCI Framingham and South Middlesex Correctional Center, outline an approach to maintain 24/7/365 operation of the existing buildings.

This task must be performed after the completion of the strategic plan.

Task 2 Deliverables:

Task 2 will culminate in the preparation of a Study report, which will be a stand-alone document, but will also be summarized and incorporated into the certifiable study, that consists of the following components:

- Complete list of all documentation provided to the Designer by DCAMM and DOC as well as a list of additional documentation or information required to complete this Study.
- Base document set including site plans and dimensioned drawings developed to BIM Level 200.
- Analysis report of existing conditions (high-level analysis for MCI Framingham and South Middlesex Correctional Center and comprehensive for Bay State Correctional Center), including narratives and photographs documenting conditions of the sites and the buildings and code analysis identifying permits, reviews and interactions with regulatory agencies required.
- Assessment report of site capacity reflecting information produced in the strategic plan.
- Programming narrative reflecting information produced in the strategic plan, preliminary space program tabulation, conceptual room and site layout diagrams, and adjacency diagrams.
- Technical memorandum with order of magnitude cost estimates for recommended site improvements, building systems upgrades and renovations for existing buildings, and construction of new buildings and exterior facilities required for programming or facilities management purposes.
- Workshop materials for cost analysis workshop and Project review workshops.
- Conduct workshop to present analysis and key findings to confirm Project scope, budget, performance standards, and schedule.
- Preliminary project schedule.
- Meeting minutes.

Task 3 – Study Development & Evaluation of Priority Alternatives

Objective: After completion of the strategic plan, refine programming and design considerations and summarize all key findings and planning options for the future of a correctional center for women into a comprehensive report.

Study Development & Evaluation of Priority Alternatives

Based on the assessments conducted in Task 2, further refine programming and design considerations to develop and analyze feasible alternatives for the priorities determined by DCAMM, DOC, and EOPSS to be achievable within the immediately available budget. These scenarios will define and prioritize the deficiencies at the existing correctional centers and identify the best and most cost-effective approach, whether through renovation or new construction within MCI Framingham and South Middlesex Correctional Center, or Bay State Correctional Center.

• Further assess and refine the existing conditions assessment developed in Task 2. Develop a master list of facility deficiencies and proposals to address them, including required code upgrades identified in the code analysis, necessary improvements based on life cycle considerations, life safety concerns, energy,

resiliency and vulnerability considerations, and utility systems on and serving the site, among other relevant criteria.

- Further assess and refine "right sized" programming needs identified in Task 2 for the top priority projects, including assessment of trade-offs to balance optimal space needs with what can most feasibly be achieved within available funding.
- Identify and define priority projects for near- and long-term implementation. Determine potential construction phasing solutions and evaluate options for swing space (if necessary).
- Determine the potential of utilizing DOC's Division of Resource Management to perform minor and moderate renovations to existing buildings, in addition to work utilizing a construction management firm.
- Develop three to five meaningful alternatives for site improvements and space accommodations to
 accommodate intended priority programming needs. Test fit option for renovations, additions, or full
 building replacement possibilities within MCI Framingham, South Middlesex Correctional Center as well as
 Bay State Correctional Center. For each alternative, prepare preliminary scopes of work, space programs,
 space stacking diagrams, room layout diagrams, site plans, cost estimates with life cycle analysis, and
 implementation schedules including applicable details of swing-space needs to accommodate
 construction while maintaining current operations.
- Alternatives shall also evaluate approaches to address environmental impacts from climate change, universal design and accessibility goals and achievement of design objectives.

Cost

A separate workshop will be held to review and discuss the findings with key staff from DCAMM, DOC, and EOPSS. For each alternative:

- Provide a cost analysis.
- Recommend potential options to reconcile preliminary costs with Project budget if needed.
- Provide cost implications of swing space needs and enabling projects, including any work performed by DOC's Division of Resource Management.

Schedule

For each alternative:

- Further develop the Project implementation, phasing and construction schedule including required permits and associated required regulatory review which can impact the schedule.
- Evaluate schedule options and issues, including swing space (if required) and enabling Projects, including any work performed by DOC's Division of Resource Management.

Project Review Workshop

A workshop, led by the Designer, should take place following the completion of alternatives. DCAMM, DOC, and EOPSS stakeholders will be given a chance to comment on the key issues identified by the Study and to review all the alternatives, and to contribute to recommendations for further development. An appropriate presentation should be prepared for the Project Review Workshop and the selected alternative refined and documented per the outcome of the workshop.

Task 3 Deliverables:

Task 3 will culminate in the preparation of an "Alternatives Assessment Report", which will be also be summarized and incorporated into the certifiable study (following authorization of Schematic Design and Certifiable Study services under the Contract), that consists of a written narrative and supporting graphics and spreadsheets, that details, but is not limited to, the following components:

• A summary of existing conditions and required upgrades, and recommended improvements.

- A summary of programming objectives, "right sized" programming needs, and proposed space accommodations.
- Alternative design concepts including program, summary narratives, cost analysis and schedules.
- Comparative matrix illustrating pros and cons regarding each alternative's ability to meet goals for the Project, costs, construction schedule, and potential implementation impact.
- Technical memorandum on costs, including comparable costs and assessments, possible approaches for cost control, and results of workshops.
- Project schedule for design and construction, including required permits and regulatory reviews, and applicable timing for swing space needs and other enabling projects.
- Materials related to the Project Review Workshop and bi-weekly Project meetings, including presentations and meeting minutes.

Task 4 – Preferred Alternative

Objective: Based upon input received during the Project Review Workshop and subsequent review by EOPSS, DOC and DCAMM, develop the agreed-upon, preferred alternative for the priority scope items and prepare plans and narrative summarizing the preferred alternative to address infrastructure and programmatic needs, including scope of work, program adjustments, cost estimates, and an implementation plan.

The preferred alternative will be further developed in the schematic design phase of the study following authorization for such services in accordance with the Contract. The documentation for the preferred alternative shall include, but not be limited to:

- Final space programs for buildings and exterior programs, including complete tabular programs listing all spaces, relationship diagrams depicting important adjacencies and detailed information about the requirements of each space, and finalized room data sheets.
- Scope of renovations, additions, or new construction including space designs, systems upgrades, site improvements, summary of accessibility and energy code compliance.
- Detailed cost estimate in accordance with DCAMM's Cost Estimating Manual.
- Implementation plan addressing schedule, phasing, permits, regulatory reviews, and other requirements such as compliance with the Massachusetts Architectural Access Board and the Americans with Disabilities Act, the Commonwealth's Leading by Example Executive Orders and the Massachusetts Energy Code, and provisions for addressing environmental and community impacts.
- The schedule and cost budget should identify the need for swing space and other enabling needs to maintain continuous operations of existing activities on the selected campus.

Task 4 Deliverables:

Task 4 will culminate in the preparation of presentation of the preferred alternative, which will be also be summarized and incorporated into the certifiable study, that consists of a written narrative and supporting graphics and spreadsheets, that details the following components:

- Final space programs for buildings and exterior programs.
- Detailed recommended scope of work.
- Pre-schematic architectural design set including conceptual plans, exterior elevations and sections, and room data sheets for interior spaces.
- Building code analysis and report.
- Statement of compliance with the Commonwealth's Leading by Example Executive Orders and provisions for addressing environmental and community impacts.
- Accessibility compliance in collaboration with DCAMM's third-party accessibility consultant

- Equipment list and performance requirements.
- M/E/P/FP Systems narrative report of recommended systems and alternatives.
- Detailed Cost Estimate in Uniformat II / Level 3.
- Permitting / regulatory reviews with associated timelines for each.
- Implementation plan addressing schedule, phasing, permits and other requirements such as submittals to regulatory agencies or organizations.

SCHEMATIC DESIGN PHASE & CERTIFIABLE BUILDING STUDY PHASE

Authorization to progress to Tasks 5 - Schematic Design Documents and Task 6 - Certifiable Building Study Report will be based on a review of available funding sources for the total project cost and alignment with initial project goals. The fee associated with this phase of the Study will be negotiated during the study phase, following the determination of the final scope of work to be completed and the estimated construction cost. The Designer's contract will be amended to incorporate the Schematic Design fee and scope for this phase of work. No services beyond Draft Study Services (as defined in the Contract, specifically including Tasks 1- 4 above) may proceed without a Notice to Proceed issued by DCAMM pursuant to the Contract; the Commonwealth shall not be liable for any costs incurred in connection with services performed by Designer or Consultants in the absence of a Notice to Proceed.

Task 5: Schematic Design Documents

Objective: Prepare and submit a schematic design package in full compliance with all contract requirements, including, without limitation, those of DCAMM's Designer Procedures Manual.

Tasks under the Schematic Design Phase will include, but not be limited to, the following:

- Coordinate initial design conference.
- Develop and submit Workplan for Schematic Design/Certifiable Study Phase.
- Attend bi-weekly progress workshops with DCAMM and DOC.
- Prepare building site analysis (as required).
- Finalize Building Code Analysis.
- Coordinate with DCAMM's accessibility team (and, if applicable, third-party accessibility consultant) to ensure the buildings are designed to reflect Universal Design values, DCAMM best practices, and meets the intent and requirements of Title II of the ADA, the 2010 ADA Guidelines, and MAAB requirements.
- Evaluate energy efficiency and carbon reduction opportunities and conduct a life cycle cost analysis; the life cycle cost analysis will include review of all existing building systems (including those which have been determined to be past their useful life), as well as an analysis of all proposed systems;
- Prepare an updated cost estimate per the Cost Estimating Manual and participate in cost estimating activities.
- Coordinate with the Construction Manager, if determined applicable, and a third-party commissioning agent (to be hired by DCAMM).
- Implementation plan addressing schedule, phasing, permits and other requirements such as submittals to regulatory agencies, including, but not limited to, the local Conservation Commission, the Massachusetts Historical Commission, the Massachusetts Environmental Policy Act office (MEPA), and other relevant agencies or organizations.

Task 5 Deliverables:

Schematic Design submission requirements are set forth in DCAMM's Designers Procedures Manual, and include further development of the preferred alternative deliverables as well as the following:

- Design Premise: Premise upon which the design scheme is based, including sketches which illustrate indoor and outdoor program functional relationships, access, and future expansion.
- Commissioning Plan: A scope of the commissioning services (delineating which are provided by DCAMM's third-party commissioning agent and any responsibilities of Designer and contractor).
- Energy Modeling, Energy Conservation, and Life Cycle Cost Analysis: An energy conservation scope plan, including existing and target energy use intensity (EUI) metrics and energy conservation and carbon reduction design strategies, and targets for achievement of applicable certifications determined by DCAMM and DOC.
- Site plans: Site plans of the Project addressing impact of accessibility, zoning, context, utilities, environment, parking, drainage calculations, planting, and other related program criteria.
- Floor plans–Spaces: Floor plans of all levels identifying all program spaces.
- Floor Plans–Levels: Floor plans of all levels indicating each applicable building's general mechanical, electrical, plumbing, and structural systems.
- Floor Plans–Demolition and/or Current Conditions: Demolition and/or existing conditions floor plans for all trades.
- Site Relationship: Four elevations, for each applicable building, from the main orientation points of view indicating the relationship to site configurations.
- Floor Plans–Program Spaces and Site Configurations: Two cross-sections with floor heights, including basement spaces, if applicable, identifying program spaces and relationship to site configurations.
- Outline of Specifications: Preliminary outline of Project specifications.
- Floor Plans–Scales: The plan, section, and elevation drawings shall be 1/4" = 1'0". If the building is large or irregular in shape and will not adapt to the use of match lines, 1/8" = 1'0" scale may be approved for submission.

Task 6: Certifiable Building Study Report

Objective: Develop a draft and final report, compiling and revisiting the products of Tasks 2-5 for review.

The final report, including an executive summary and Project narrative, is to be prepared and submitted for certification in required digital and hard copy formats, and includes all approved Schematic Design documents. Draft and final documentation of the study process shall include all drawings, tables, charts and narrative required to record decisions and support final design. The development of a finish model and final renderings of the preferred concept are also included in the final report.

An Appendix to the final report may include full copies of applicable assessments, room data sheets, full cost estimates, presentations, specifications, etc.

Task 6 Deliverables:

- Draft report compiling and revisiting the products of Task 2-5 for review and comment by DCAMM and DOC.
- Certifiable Building Study Report: a professional, detailed study report that includes all of the analyses, findings, and relevant background information, and serves as the basis for design. Documents are required to be submitted electronically in a format and software acceptable to DCAMM. The report package should provide a sufficiently detailed information package that describes all relevant aspects of

the proposed phased renovation strategy and includes: 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).

• Executive presentation of the Project, in summary form with accompanying visuals (such as PowerPoint), to be used in presentations to key DCAMM, DOC, and EOPSS stakeholders.

APPLICATION EVALUATION

Applications will be evaluated based on the DSB criteria for selection of semi-finalist and finalist appearing on the DSB website <u>https://www.mass.gov/files/documents/2018/12/19/criteria-for-selection-of-semi-finalists-and-finalists-160707.pdf</u>. The specific Personnel and Project Experience required is listed below.

PERSONNEL

- 1. Architect (Prime Firm)
- 2. Mechanical Engineer (M/P/FP)
- 3. Electrical Engineer
- 4. Structural Engineer
- 5. Civil Engineer
- 6. Landscape Architect
- 7. Specifications Consultant
- 8. Cost Estimator (independent consultant required)
- 9. MA Building Code Consultant
- 10. Hazardous Materials Consultant
- 11. Corrections Planning Consultant
- 12. Corrections Security Consultant
- 13. Food Service Consultant
- The title "Architect" refers to design professionals that maintain a current registration with the Massachusetts Board of Registration of Architects; and
- The title "Landscape Architect" refers to design professionals, licensed or unlicensed, that exhibit through their application that they possess acceptable experience to provide design services in the field of landscape architecture as needed for the Project; and
- The title "Engineer" refers to design professionals that maintain a current registration in any one of the engineering categories governed by the Massachusetts Board of Registration of Professional Engineers and of Land Surveyors.

EXPERIENCE FACTORS

Applications will be evaluated based upon the requirements of M.G.L. C. 7C, § 49 and the work listed on DSB Application Form Sections 4 and 5 which illustrate current qualifications in the following areas:

- 1. Diversity Focus Statement (Section 5): Approach to enhancing diversity in assembling the team for this Project and the inclusion of firms that expand the overall breadth of different firms working on DCAMM Projects including description of specific working relationships and responsibilities between and amongst team members for both MBE/WBE firms and those with which they will be teaming.
- 2. Demonstrated experience in the planning and design of correctional facilities of similar size and complexity, including experience in phasing corrections construction projects with high security requirements.

- 3. Demonstrated experience in planning and designing buildings offering rehabilitation and programs that are focused on women, including creative approaches to balancing security requirements with traumainformed, more normative design than typical correctional environments.
- 4. Demonstrated team experience with no/low carbon building systems, high-performance, zero-net energy (in new buildings), Passive House criteria and certification, and building design with measured outcomes (actual energy performance meets predicted target outcomes). Mechanical Engineer shall demonstrate experience with high performance building systems.

SUPPORTING DOCUMENTS

The scope of work for this Project is supported by the materials listed below:

- Request for Proposal for the Strategic Plan, December 28, 2020. <u>https://www.mass.gov/doc/dsb-20-22-doc2104-statement-of-work-for-strategic-planning-consultant-20-1228/download</u>
- Program Description Booklet by DOC, February 2019. <u>https://www.mass.gov/files/documents/2019/11/26/DSB-19-40-DOC-Program-Description-Booklet-Feb-2019.pdf</u>
- Facility Summary for MCI Framingham per CAMIS database (by DCAMM, 2020). https://www.mass.gov/doc/dsb-20-22-facility-sheet-mci-framingham/download
- Facility Summary for South Middlesex Correctional Center per CAMIS database (by DCAMM, 2020). https://www.mass.gov/doc/dsb-20-22-facility-sheet-south-middlesex-correctional-center/download
- Facility Summary for Bay State Correctional Center per CAMIS database (by DCAMM, 2020). https://www.mass.gov/doc/dsb-20-22-facility-sheet-bay-state-correctional-center/download

PROJECT REQUIREMENTS

Project requirements, general conditions and/or requirements of this public notice include, but are not limited to:

Affirmative Marketing

MBE/WBE Participation

The Commonwealth is committed to helping address the disparity in the participation of minorities and women in design. Along with the MBE and WBE participation goals which reflect ownership status set forth below, the Designer Selection Board and DCAMM are interested in learning about the applicant firm's approach and commitment to diversity in its HR policy, its overall business practices and in assembling this Project team. Firms are encouraged to be creative in assembling their teams by considering dividing the work of a particular discipline, when appropriate, including work it would typically provide in house, partnering, offering opportunities to qualified firms with which it or its consultants have not previously worked or firms that may have less experience working on public projects, and other means that provide additional opportunities for MBE and WBE firms in new ways.

Applicants, as prime firm and team lead, should include in their application, under Section 5, a Diversity Focus Statement directly addressing their approach to enhancing diversity in assembling the team for this Project, including a clear description of each working relationship, and in their overall HR and business practices. The

Designer Selection Board strongly encourages teams composed of firms that expand the overall breadth of different firms working on DCAMM Projects. See also Evaluation Factors.

In accordance with M.G.L. C.7C, § 6 and Executive Orders 526 and 565, the **DCAMM** has established minimum MBE and WBE participation goals of **5.2% MBE and 10.2% WBE** of the overall value of the study and final design contracts for this Contract/Project. Applicants must utilize both MBE and WBE firms whose participation meet these separate participation goals set for the Contract. The separate MBE and WBE participation goals must be met within the list of requested prime and sub-consultants and those MBE and WBE firms with which they team. MBE and WBE firms providing extra services, such as surveying or testing, can also contribute to the MBE and WBE participation on the Project.

All applicants must indicate in their applications how it or its consultants will meet these goals and will be evaluated on that basis. Further information about the MBE and WBE Program appears in the "Participation by Minority Owned Businesses and Woman Owned Businesses," in the <u>Commonwealth of Massachusetts Contract for Study, Final Design, and Construction Administration Services</u> (October 2020) at Attachment C, and a list of firms currently MBE or WBE certified appears on the Supplier Diversity Office website: <u>http://www.mass.gov/sdo</u>.

Applications from MBE and WBE firms as prime consultant are encouraged. Applicants that are themselves MBE or WBE certified may use their participation toward meeting the goal for the certification they hold and will be required to bring participation by additional firm(s) that holds the necessary SDO certifications to meet or exceed the goals on this Contract. Applicants are strongly encouraged to utilize multiple disciplines and firms to meet the MBE and WBE goals. Consultants to the prime can team within their disciplines in order to meet the MBE and WBE goals, but must state this relationship on the organizational chart (Section 6 of the application form). Please note that only firms that are currently Massachusetts Supplier Diversity Office certified as MBE or WBE can be credited toward meeting Project MBE or WBE goals.

Energy & Sustainability

Executive Order 484: Leading by Example - Clean Energy and Efficient Buildings

Projects undertaken under this contract shall comply with all applicable requirements of Executive Order 484 (EO 484) or the most recent Leading by Example Executive Order: see <u>https://www.mass.gov/doc/executive-order-484-mass-register-1077/download</u>.

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 goals of the relevant Executive Orders are documented in the consensus solution, implementation plan and estimated construction cost.

LEED Certification

If applicable, as determined by DCAMM, the Project designated under this contract shall be certified at a level of Silver or higher, including Mass LEED Plus requirements. All measures proposed to achieve a LEED rating shall be incorporated into final design as part of the Designer's base fee; administration of the certification process by the Designer during the final design and construction phases of the Project will be considered an extra service.

Universal Design/Accessibility

Universal Design

Design solutions provided under this contract are expected to 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 Designer's team must comply, at a minimum, with 521 CMR, The Rules and Regulations of the Architectural Access Board (<u>http://www.mass.gov/ocabr/government/oca-agencies/dpl-lp/opsi/consumer-prot-and-bus-lic/license-type/aab/aab-rules-and-regulations.html</u>), as well as the 2010 ADA Standards for Accessible Design (<u>http://www.ada.gov/regs2010/2010ADAStandards/2010ADAstandards.htm</u>). When the requirements of these two laws differ the Designer's team shall comply with the one that provides the greater degree of accessibility. The Designer's team 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/titlell 2010/titlell 2010 regulations.htm) to provide equal access to programs, services, activities and comply with ADA scope requirements for alteration of primary function areas, as applicable. 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.

Policies & Procedures

Financial Statement

M.G.L. c. 7C, §51 requires that on public design contracts where the total design fee is expected to exceed \$30,000 and for the design of a project for which the estimated construction cost is expected to exceed \$300,000 the Designer shall:

- a) File its latest CPA or PA audited financial statement with 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 to the Awarding Agency.

DCAMM Procedures

The Designer must be familiar with the procedures established in DCAMM's Designer Procedures Manual dated August 2008 (<u>https://www.mass.gov/files/documents/2017/12/19/designers-procedures-manual-aug08.pdf</u>). Applicants are urged to review and become familiar with the following supplemental material, which is available on the web at: (<u>http://www.mass.gov/dcam</u>).

Electronic Project Management Information Systems

Consultants will be required to use DCAMM's electronic web-based project management information system as a repository for Project correspondence, documentation, Project budgeting, and scheduling. No special software is required.

Workshops

DCAMM and the Designer's team 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 members of the Designer's team will be required at all workshops.

Environmental and other supplemental services

Development of any hazardous materials assessments, specifications, and documents will be provided through the Hazardous Materials Consultant design team member identified above. DCAMM reserves the right to obtain supplemental services through independent consultants who will collaborate with the Designer's team. These supplemental services may include, but are not limited to, asbestos inspection and monitoring, and indoor air quality testing and monitoring.

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 Uniformat II in the study phase and in both Uniformat II to Level 3 and CSI Masterformat in the design phase. The Cost Estimating Manual can be found at https://www.mass.gov/files/documents/2017/12/19/cost-estimating-manual.pdf and Uniformat II can be found at https://www.mass.gov/files/documents/2017/12/19/cost-estimating-manual.pdf and Uniformat II can be found at https://tite.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/pubbldgconstr/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 agent 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 and the Designer's 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 M.G.L. c. 149A. It is anticipated that the CM will be on board during the Schematic Design phase of the 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 CM 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).

CONTRACT REQUIREMENTS

Contract for Study, Final Design, and Construction Administration Services

DCAMM uses one standard *Contract for Study, Final Design and Construction Administration Services* (October 2020) (Contract). If selected for study services, the applicant agrees to execute the Contract or its successor,

without revisions or modifications. No costs shall be incurred or work performed before all contract documents are properly executed and a Project Notice to Proceed is issued in accordance with the terms of the Contract.

If this Notice indicates that the Schematic Design/Certifiable Building Study fee is to be negotiated, following successful fee negotiations, the Contract will be amended to incorporate a scope and fee for schematic design and certifiable study services. If study certification pursuant to M.G.L. c. 7C is completed, the Contract may be amended to incorporate the design and construction administration scope of services and fee. At the conclusion of the study, if the applicant is requested by DCAMM to perform final design services, the applicant agrees to amend the Contract's scope of services to include final design and construction administration services (Attachment G – Design Phase Scope of Services), and the certified study, and any other documents as necessary. Designers awarded the Contract for Study and/or schematic design are not guaranteed to be awarded the Design Phase.

Study Phase: DCAMM has established a goal of nine (9) months to complete a Study.

<u>Schematic Design & Certifiable Building Study Phase</u>: DCAMM has established a goal of **three (3) months** to complete the Schematic Design and Certifiable Study.

<u>Design Phase</u>: DCAMM has established a goal of **nine (9) months** to complete design (DD and CD). The schedule for construction administration services will be established (if applicable, in consultation with the CM) as part of the study phase.

The Contract is available on the DCAMM website at: <u>https://www.mass.gov/doc/contract-for-study-final-design-and-construction-administration-services-</u><u>0/download</u>.

Also available is a template Design Phase Amendment, which includes a sample form of Attachment G – Design Phase Scope of Services. <u>https://www.mass.gov/doc/design-phase-amendment-to-contract-for-study-final-design-and-construction-administration/download</u>.

Applicants are advised that certain documents are required as a condition of contract execution, including, without limitation, evidence of 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 (i.e., minimum coverage of \$250,000 up to \$5,000,000 per claim depending on the construction cost). Evidence of pollution liability coverage in compliance with the Contract requirements may be carried by the Hazardous Materials Consultant identified above. All other coverage must be carried by the Designer.

CONDITIONS FOR APPLICATION

Before a Designer can apply for a Project within DSB jurisdiction, they must file a written "disclosure statement" in accordance with M.G.L. c. 7C, § 48. The statement provides the basis for the DSB informational database and verifies that the Designer meets certain general qualification and ownership requirements detailed in M.G.L. c. 7C, §§ 44 and 48. To help firms meet this requirement, the Designer Selection Board provides an online registration system that can be accessed at <u>https://www.mass.gov/service-details/new-dsb-online-registration-process</u>. Firms must register on this platform to submit the required disclosure statement; paper disclosure statement submissions are no longer accepted. As part of applying for a particular Project, firms must verify that the information provided remains accurate and up-to-date or, if necessary, submit updated information.

APPLICANTS PLEASE NOTE

The Designer Selection Board is transitioning to a new online system for all of its operations on the AUTOCENE Enterprise Automation Platform. We encourage everyone in the design community to enter all their information and start getting used to this powerful new product! As of September 30, 2020, we will no longer be accepting jurisdictional applications through our old application system and all new applications must be completed within Autocene. New users can request credentials through the system login screen: https://dsb-dev.formverse5.com/FORMVERSESERVER-DSB/WebApp/Login.aspx?ReturnUrl=%2fFORMVERSESERVER-DSB/2fHome.aspx.