



## PUBLIC NOTICE OF DESIGNER SELECTION

### Designer Selection Board

One Ashburton Place | Boston, MA | 02108

Telephone: 617-727-4046 | [www.mass.gov/dsb](http://www.mass.gov/dsb)

DSB List#:	23-03		
Notice Date:	February 22, 2023		
Submission Deadline:	March 15, 2023	At 2:00 PM	
Project Number:	DSBA-02		
Project Title:	Study and Design for Mechanical, Electrical, Plumbing, Fire Protection Renovations and Upgrades		
Project Location:	Boston, MA (Bunker Hill Community College)		
Awarding Agency:	Bunker Hill Community College		
Estimated Construction Cost:	Varies per Project: Not to exceed authority delegated pursuant to M.G.L. c. 7C §5, for an individual project.		
Contract Term	Up to six (6) years		
Maximum Fee Per Contract (based on the scope of the work and services authorized, shall not exceed)	<b>\$750,000</b>		

**Contract Type:** This contract will be a "House Doctor" contract. Multiple projects of the type described in the Project Overview and Scope of Work may be assigned, and fee increments approved, up to the maximum fee per contract. Selection by the DSB under this advertisement does not guarantee that a contract will be executed with any given firm. The Awarding Agency will enter into House Doctor contract(s) with selected firm(s) at its sole discretion, based on the Awarding Agency's needs. The Awarding Agency may award up to **three (3)** contracts, each with a total value of **\$750,000** to qualified designers under this contract. Awarding Authority may assign a House Doctor with which it has signed a contract to perform individual project(s) of the type described in this advertisement directly for another Commonwealth entity.

#### Prime Firm Requested

- Architect
- Landscape Architect
- X** Engineer
- Interior Designer
- Programmer
- Construction Manager

#### Immediate Service Authorized

- x** Draft Study
- x** Certifiable Building Study
- x** Schematic Plans and Outline Specifications
- x** Design Development Plans and Specifications
- x** Construction Plans and Specifications
- x** Administration and Construction Contract
- Other

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## AGENCY INFORMATION

Founded in 1973, Bunker Hill Community College (BHCC) is a comprehensive, multi-campus urban institution. BHCC is the largest community college in Massachusetts and ranks among the 25 fastest growing public two-year colleges in the United States. The College currently enrolls more than 14,000 students per semester on a hybrid basis.

Built in 1973, the main campus is situated on approximately 32 acres in the historic Charlestown neighborhood of Boston, Massachusetts. As BHCC's primary location, the Charlestown campus features state-of-the-art classrooms, labs, and other facilities for the college's programs including nursing and allied health, domestic and international business, hospitality and culinary arts, early childhood development, electronics, computer applications, and an art gallery.



*Bunker Hill Community College – Charlestown Campus*

Additionally, Bunker Hill Community College has a campus in Chelsea, Massachusetts located at 70 Everett Avenue, in the former site of the Everest Institute. This campus provides higher education and job training opportunities to residents of Chelsea, Revere, Everett, East Boston, Winthrop and other surrounding communities. This campus is actively involved in the community through partnerships with local organizations, social service organizations, Chambers of Commerce, the City of Chelsea and the Chelsea Public Schools.



*Bunker Hill Community College – Chelsea Campus*

In addition to its two main campuses in Charlestown and Chelsea, Bunker Hill Community College has satellite locations in Malden and the South End, along with several instructional locations spread across many Greater Boston communities. The curricula available at these locations includes foundation courses that fulfill general education requirements for degrees and certificates, as well as courses in response to community interest, such as offerings in business, allied health and computer technology.



*Bunker Hill Community College - Satellite Locations*



## Current Projects

- **Academic Student Success Center Renovation and Addition (BHC1901):** this project involves the renovation of Building E, a new addition to accommodate programming, and the replacement of critical electrical infrastructure. The student center will become the new hub on campus, combining allied student advising programs, learning commons, classroom space, affinity space, study space, and the new library.
- **Energy Study for Building B (BHC2301):** study to implement various energy measures at identified by DCAMM in Building B.

## OVERVIEW AND SCOPE OF WORK

Bunker Hill Community College is seeking House Doctor services for mechanical systems upgrades, repairs, replacement, renovation, or modification of existing buildings, rooms, and/or systems in classrooms, laboratories, computer labs, offices, building systems equipment, and public assembly spaces.

Projects will include feasibility and planning studies, cost analysis, design, preparation of bidding documents, bidding administration, construction administration, project close out, commissioning, and other associated functions.

The selected designer would be required to provide technical advice, creative problem solving, building code reviews, construction administration, and project oversight. Familiarity with jurisdictional authorities, knowledge of DCAMM's Designer Procedure Manual, effective schedule management, and communication are required.

Projects may include, but are not limited to, evaluations of existing structures and components including interior finishes and systems, roofing and building envelope assessments, MEP and Fire Protection assessments, strategic evaluation, programming analysis, space use analysis, and design and construction administration, as they relate to a particular project.

For each project, the selected team will be asked to prepare a scope of work, a fee estimate, and a proposed schedule for the project. After review and approval by Bunker Hill Community College, a notice to proceed will be issued to the House Doctor.

Sample projects may include, but are not limited to:

- Specify HVAC equipment to replace in kind components or total unit, provide schematic drawings to include piping, valves, dampers and electrical where modifications to existing is required;

- Provide study for roof replacement on the Charlestown Campus D Building, including but not limited to removal, roofing system and flashing on main roof and penthouse roofs, lightning protection, lighting and doors;
- Provide study for roof replacement on the Charlestown Campus C Building, including but not limited to removal of three roofing systems, roofing system and flashing, lightning protection, and lighting;
- Provide study for masonry envelope repairs on the Charlestown Campus buildings B, C, D, and G;
- Update the Charlestown campus C202 lecture hall study; and
- Provide civil engineering study to remove and replace all asphalt paved surfaces, parking lots, roadways, and sidewalks which will require site improvements and landscape Interventions;
- Boiler upgrades and replacement and;
- HVAC installation and upgrades

The scope of work may include but is not limited to:

1. Investigating the nature and challenges or severity of the issues to be addressed under the task order.
2. Documenting existing conditions.
3. Recommending scope, schedule, and cost to address the identified problem.
4. Providing a magnitude of cost for such repairs and any associated work, including energy costs, sustainability principles, expected remaining useful life of building systems and related life cycle costs.
5. Proposing alternate methods of repairs for resolution of the problem, including energy efficient alternatives.
6. Developing the preferred solution through schematic design and/or design development.
7. Preparing construction specifications and documents, cost estimates, and providing construction administration services.
8. Construction administration and management

If the selected House Doctor is appointed for final design, the general scope of services will be defined by the certified building study and the current version of the [DCAMM Designer Procedures Manual](https://www.mass.gov/doc/designers-procedures-manual/download).<sup>1</sup>

Consideration in the analysis should include energy costs, sustainability principles, expected remaining useful life of building systems and related life cycle costs. Particular attention should be paid to the constructability, reliability, durability and maintainability of building systems and materials.

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<sup>1</sup> <https://www.mass.gov/doc/designers-procedures-manual/download>

## APPLICATION EVALUATION

Applications will be evaluated based on the Designer Selection Board (DSB) criteria for selection of semi-finalist and finalist appearing on the [DSB website](#).<sup>2</sup> The required House Doctor team and required experience is listed below.

### Personnel

1. Mechanical Engineer (M/P/FP) (Prime Firm)
  2. Architect
  3. Civil Engineer
  4. Electrical Engineer
  5. Structural Engineer
  6. Landscape Architect
  7. Specifications Consultant
  8. Cost Estimator (independent consultant required)
  9. MA Building Code Consultant
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- 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 that maintain a current registration with the Massachusetts Board of Registration of Landscape Architects; and the title “Landscape Professional” refers to an individual who may not hold a certificate of registration from the Board of Landscape Architects, but can prove requisite experience, education and training that enable them to perform the landscape design services outlined herein; 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.

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<sup>2</sup> <https://www.mass.gov/files/documents/2018/12/19/criteria-for-selection-of-semi-finalists-and-finalists-160707.pdf>

## Evaluation Factors

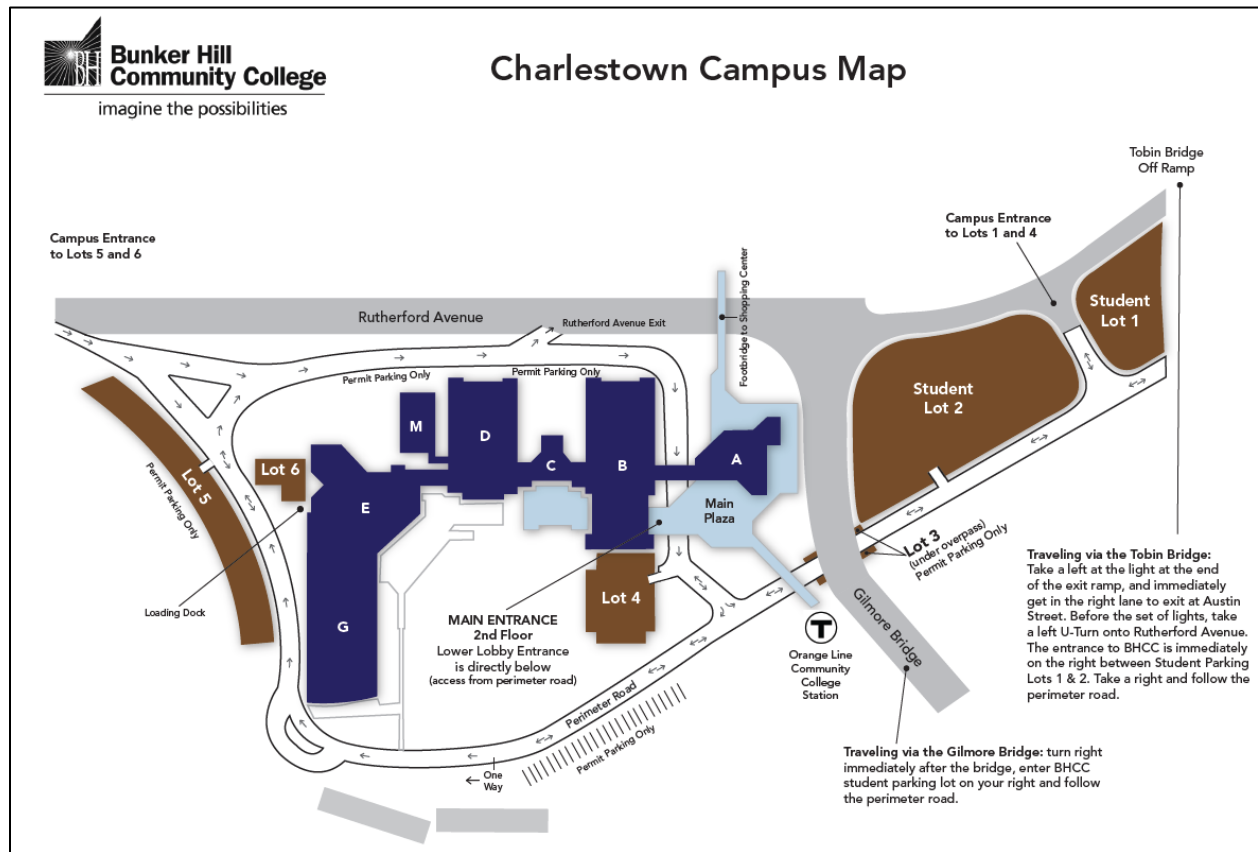
Applications will be evaluated based upon the requirements of M.G.L. C. 7C, § 49 and the work listed on DSB Application Form Sections 4 and 5 which illustrate current qualifications in the following areas:

1. The House Doctor, through their Diversity Focus Statement (in Section 5), shall demonstrate their firm's implementation of Equity, Diversity, and Inclusion (EDI) principles within its organization and within the design profession. The Statement shall:
  - a. document the firm's track record for meeting and exceeding EDI goals, including the demonstrated track record of the House Doctor for meeting diversity goals, highlighting in particular prior projects that have met or exceeded these goals;
  - b. specify the firm's approach toward assembling the team for this project, both with internal staff and the inclusion of Minority Owned Business Enterprise (MBE)/Woman Owned Business Enterprise (WBE)/Veteran Owned Business Enterprise (VBE) firms; and
  - c. detail the experience of the working relationships among the team, including a description of the roles and responsibilities among the team members assigned to this project.
2. Experience working in occupied Higher Education space of comparable age and condition, and working knowledge and experience preparing for and managing MGL c. 149, MGL c. 30 public construction projects and procurement regulations.
3. The consultants comprising the team must have experience in designing and planning phased construction projects that will be completed in an occupied, operational educational facility that will allow the normal activity of the college to continue with the least disruption.
4. Ability to integrate DCAMM design and construction standards into every project, and to produce DCAMM Certifiable Studies, MAAB Scoping reports, and bid documents in a timely manner with a minimum of errors or omissions; provide quick turn-around to meet multiple and/or complex project schedules. Must possess current working knowledge of state building codes, and experience in developing renovation and repair projects that fully address ADA and building code requirements.
5. Experience with the renovation and repair of HVAC, electrical plumbing and building envelope systems in classroom and office buildings, public assembly venues, science laboratory design, sports/athletic facilities, art classroom/laboratory, and music support areas.
6. Key team members will have demonstrated experience in leading and facilitating projects which target high efficiency and climate resiliency in design and systems, including knowledge of Passive House and Net Zero building design principles, resilient design, considerations of site-specific resilience enhancements, decarbonization of fossil fuel systems, the integration of architectural elements and mechanical systems, and strategic electrification.



## SUPPORTING DOCUMENTS

Link to campus map: <https://www.bhcc.edu/media/02-images/campusshots/College-Direcotry-Map-Small-2022.pdf>



Bunker Hill Community College – Charlestown Campus Map

## PROCUREMENT REQUIREMENTS

Procurement requirements for this public notice include, but are not limited to:

### Affirmative Marketing

Affirmative Marketing Program (AMP) law, c. 7C, s.6 applies to two categories of projects 1) DCAMM projects, and 2) state funded municipal projects. All other governmental agencies or entities are asked and given the choice/option to adopt AMP goals.

While client agencies are not required to adopt MBE and WBE goals, DCAMM strongly encourages agencies to set goals to further Commonwealth's AMP goals.

If your agency would like to adopt AMP goals, please 1) indicate your approval, and 2) provide a percentage breakdown of scope disciplines (Ex. 65% Architect, 35% Engineering) for this public notice to help set your goals to [compliance.DCMM@mass.gov](mailto:compliance.DCMM@mass.gov).

## **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 DSB and the Awarding Agency 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.

House Doctor applicants 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 DSB strongly encourages teams composed of firms that expand the overall breadth of different firms working on Awarding Agency projects. See also the Evaluation Factors listed above.

In accordance with M.G.L. C.7C, §6 and Executive Orders 565 and 592, the **Awarding Agency** has established minimum MBE and WBE participation goals of **4.6% MBE and 9.2% WBE** of the overall value of the study and final design contracts for this Contract. 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 participation program appears in the "Participation by Minority Owned Businesses and Woman Owned Businesses," in the Commonwealth of Massachusetts Contract for House Doctor Services at Exhibit F, and a list of firms currently MBE or WBE certified appears on the [Supplier Diversity Office website](https://www.mass.gov/orgs/supplier-diversity-office-sdo).<sup>3</sup>

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

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<sup>3</sup> <https://www.mass.gov/orgs/supplier-diversity-office-sdo>

necessary Supplier Diversity Office 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.

### **Additional Diversity Programs:**

#### **Veteran Owned Business Participation Benchmark – Chapter 108 of the Acts of 2012; Executive Order 565**

The Commonwealth encourages the participation of Service-Disabled Veteran-Owned Business Enterprises (SDVOBE) and VBEs on its design projects. The benchmark for combined SDVOBE and VBE participation on design projects is 3% of the contract price.

In addition, the Commonwealth encourages the participation of Disability-Owned Business Enterprises (DOBEs) and Lesbian, Gay, Bisexual, and Transgender Business Enterprises (LGBTBEs) firms on its design projects. See Executive Order 565 -No. 565: Reaffirming and Expanding the Massachusetts Supplier Diversity Program | Mass.gov.

### **Energy, Sustainability and Climate Change Adaptation**

#### **Executive Order 569: Establishing an Integrated Climate Change Strategy for the Commonwealth**

Tasks undertaken by the House Doctor shall comply with all applicable requirements of [Executive Order 569](#).<sup>4</sup>

Project teams are required to complete both the DCAMM Climate Resilience Checklist and Resilient MA's [Climate Resilience Design Standards Tool](#)<sup>5</sup> for each project.

#### **Executive Order 594: Leading by Example – Decarbonizing and Minimizing Environmental Impacts of State Government**

In support of the Commonwealth's commitment to sustainable design, the design team is expected to identify and integrate carbon reduction strategies including, but not limited to, low/no carbon fuel sources, high efficiency measures, and renewable energy sources such as geothermal and solar. Civil and landscape design should emphasize water conservation, integrated storm water management, and low-

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<sup>4</sup> <https://www.mass.gov/executive-orders/no-569-establishing-an-integrated-climate-change-strategy-for-the-commonwealth>

<sup>5</sup> [https://resilientma.mass.gov/rmat\\_home/designstandards/?focus=l2dyYW50QmFubmVzSGVhZGVy](https://resilientma.mass.gov/rmat_home/designstandards/?focus=l2dyYW50QmFubmVzSGVhZGVy)

maintenance ecologically appropriate planting design. Projects undertaken under this contract shall comply with all applicable requirements of Executive Order 594 (EO 594) or the most recent Leading by Example Executive Order (see, especially, Section 3 – Standards for New Construction and Section 4 - Information about requirements for existing buildings). See [Executive Order 594](#).<sup>6</sup>

Building studies may include preliminary estimates of the project's energy use, water use, and greenhouse gas emissions using protocols established by EOEEA or as determined by Awarding Agency. 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.

## 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. The Commonwealth welcomes innovative design strategies that are usable by the widest range of people operating in the widest range of situations without the need for special or separate design. The House Doctor is expected to utilize the [Goals of Universal Design](#)<sup>7</sup> as guidance for applying Universal Design solutions to the project.

### Accessibility

The House Doctor's team must comply, at a minimum, with 521 CMR, The Rules and Regulations of the [Architectural Access Board](#)<sup>8</sup> as well as the [2010 ADA Standards for Accessible Design](#)<sup>9</sup> If the requirements of these two laws differ, the House Doctor's team shall comply with the one that provides the greater degree of accessibility.

The House Doctor'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](#)<sup>10</sup> to provide equal access to programs, services, activities and comply with ADA scope requirements for alteration of primary function areas, as applicable. If required on House Doctor team, the House Doctor 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.

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<sup>6</sup> <https://www.mass.gov/executive-orders/no-594-leading-by-example-decarbonizing-and-minimizing-environmental-impacts-of-state-government>

<sup>7</sup> <https://idea.ap.buffalo.edu/about/universal-design/>

<sup>8</sup> <https://www.mass.gov/orgs/architectural-access-board>

<sup>9</sup> <https://www.ada.gov/regs2010/2010ADASTandards/2010ADASTandards.htm>

<sup>10</sup> [https://www.ada.gov/regs2010/titleII\\_2010/titleII\\_2010\\_regulations.htm](https://www.ada.gov/regs2010/titleII_2010/titleII_2010_regulations.htm)

The House Doctor will incorporate the work of the accessibility consultant into their construction documents. If an accessibility consultant is assigned, then the House Doctor must review and incorporate the accessibility consultants' findings into their proposed work. Assignment of an accessibility consultant does not relieve the House Doctor, or their code consultant of their obligation to make sure all accessibility requirements are met on the project.

## **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 the Awarding Agency, and continue to do so annually throughout the term of the contract; and
- 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 House Doctor must be familiar with the procedures established in [DCAMM's Designer Procedures Manual](#)<sup>11</sup> (dated August 2008) Applicants are urged to review and become familiar with the following supplemental material, which is available on [the DCAMM website](#).<sup>12</sup>

### **Electronic Project Management Information Systems**

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

### **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. The Awarding Agency reserves the right to obtain supplemental services through independent consultants who will collaborate with the House Doctor'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.

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<sup>11</sup> <https://www.mass.gov/doc/designers-procedures-manual/download>

<sup>12</sup> <https://www.mass.gov/orgs/division-of-capital-asset-management-and-maintenance>

## **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 Uniform II in the study phase and in both Uniformal II to Level 3 and CSI Masterformat or other mutually agreeable format in the design phase.

## **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 [here](#).<sup>13</sup>

This List of Services document is a general statement of Awarding Agency's current requirements regarding the use of BIM 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 Awarding Agency's approved BIM Execution Plan for the project, and the diverse purposes for which Awarding Agency 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**

The Awarding Agency may retain an independent third-party building commissioning agent as part of a particular project. The commissioning agent will develop in collaboration with Awarding Agency an operations and maintenance plan as a reimbursable expense during the building commissioning phase. The commissioning agent will meet with Awarding Agency and the House Doctor'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.

## **Integrated Project Delivery Approach/Lean Construction Tools**

To the extent allowed under the Commonwealth public procurement laws and regulations, Awarding Agency 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 \(2007\)](#).<sup>14</sup> To the extent the IPD approach and/or Lean Construction Tools conflict with Awarding Agency's contract terms or the laws governing Awarding Agency, then the contract documents and laws shall take precedence. Awarding Agency's preliminary approach to IPD will use CM procurement with the goal that Awarding Agency, House Doctor, CM, trade partners, and other key stakeholders will work as an integrated project delivery team within the existing statutory and contractual frameworks.

Awarding Agency may elect to use Lean Construction Tools as part of the IPD project delivery approach. The Lean Tools that Awarding Agency may use in connection with the project include Value

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<sup>13</sup> <https://www.mass.gov/doc/bim-list-of-services/download>

<sup>14</sup> [https://zdassets.aiacontracts.org/ctrzdweb02/zdpdfs/ipd\\_guide.pdf](https://zdassets.aiacontracts.org/ctrzdweb02/zdpdfs/ipd_guide.pdf)



Stream Mapping, Set Based Design, Target Value Design, A3 Decision-making, and Last Planner™ - (see the [Lean Construction Institute Glossary](#)<sup>15</sup> for informational purposes).

## CONTRACT REQUIREMENTS

Awarding Agency may elect to use a customized version of DCAMM's [Contract for House Doctor Services](#).<sup>16</sup> A non-customized version is available at <https://www.mass.gov/doc/contract-for-house-doctor-services/download>

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 House Doctor.

## 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 DSB provides an online registration system that can be accessed [here](#).<sup>17</sup> 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

Applicants are required to use the [Designer Selection Board Online Portal](#).<sup>18</sup> New users can request credentials through the system [login screen](#).<sup>19</sup>

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<sup>15</sup> <https://leanconstruction.org/glossary/>

<sup>16</sup> <https://www.mass.gov/doc/contract-for-house-doctor-services/download>

<sup>17</sup> <https://www.mass.gov/service-details/dsb-online-registration-process>

<sup>18</sup> <https://dsb.formverse5.com/FORMVERSESERVER-DSB/WebApp/Login.aspx>

<sup>19</sup> <https://dsb.formverse5.com/FORMVERSESERVER-DSB/WebApp/Login.aspx>