

# **PUBLIC NOTICE OF DESIGNER SELECTION**

### **Designer Selection Board**

One Ashburton Place | Boston, MA | 02108 Telephone: 617-727-4046 | <u>www.mass.gov/dsb</u>

DSB List#:	23-07
Notice Date:	April 19, 2023
Submission Deadline:	May 10, 2023 At 2:00 PM
Project Number:	DSBA-05
Project Title:	Study and Design for General Building Renovations,
	Repairs, and Upgrades
Project Location:	Haverhill & Lawrence, MA
Awarding Agency:	Northern Essex 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)	<u>\$1,000,000</u>

**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 **\$1,000,000** 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**

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

#### **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

Northern Essex Community College (also known as NECC) is a state-assisted, two-year community college located in Essex County in Northeastern Massachusetts. The college serves residents of the Merrimack Valley and Southern New Hampshire. It has campuses in Haverhill and Lawrence, Massachusetts. Northern Essex is one of 15 community colleges in the Massachusetts Higher Education system. More than 5,000 students are enrolled in 70 credit associate degree and certificate programs. Another 2,000 take noncredit workforce development and community education classes on campus, and at businesses and community sites across the Merrimack Valley.

NECC offers post-secondary education through the associate degree level, including career programs in areas such as; nursing and allied health, computers, criminal justice, paralegal studies, and deaf studies. Additionally, NECC provides dozens of transfer programs for students who start their education at Northern Essex and then transfer their junior or senior years, eventually earning a bachelor's degree or higher. The college also offers developmental courses in writing, math, and English as a second language, designed to prepare students for college-level work, and noncredit programs for career advancement or personal enrichment.

Northern Essex Community College, operates from two campuses in Haverhill, MA and Lawrence, MA. The 106-acre rural Haverhill campus (100 Elliott Street) features seven campus buildings including the David Hartleb Technology Center, the Behrakis One-Stop Student Center, the Bentley Library and Sports & Fitness Center. The Lawrence campus includes six locations; the Dimitry Building located (45 Franklin Street), The Louise Haffner Fournier Education Center (78 Amesbury Street); the Dr. Ibrahim El Hefni Allied Health and Technology Center (414 Common Street); and another facility at 420 Common Street.



El-Hefni Allied Health & Technology Center, NECC Lawrence Campus

Campus maps are located below. Interactive campus maps are also available on the NECC website here.



For the NECC Parking Policy, visit www.necc.mass.edu/parking

NECC Haverhill Campus Map

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202103-009



### **Lawrence Campus**



202103-009

NECC Lawrence Campus Map

## **OVERVIEW AND SCOPE OF WORK**

Northern Essex Community College is seeking procure House Doctor services for the following project types including, but not limited to; building system upgrades, interior & exterior renovations, architectural upgrades, roofing projects and accessibility projects. The House Doctor(s) will be required to provide technical advice, creative problem solving, building code reviews, construction administration and project oversight.

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.
- Recommending detailed repairs and magnitude of cost for such repairs, including energy costs, sustainability principles, expected remaining useful life of building systems and related life cycle costs.
- 4. Proposing alternate methods of repairs for resolution of the problem, including energy efficient alternatives.
- 5. Developing the preferred solution through schematic design and/or design development.
- 6. Preparing construction specifications and documents, cost estimates, and providing construction administration services.

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 <u>DCAMM Designer Guidelines and</u> <u>Procedures Manual</u><sup>1</sup> (dated March 2023).

Selected House Doctors are expected to partner with NECC to assess the scope and develop the most effective strategy to address the assigned project. Assignments will be undertaken with NECC and involve a highly interactive process that requires experience in managing the expectations of stakeholders. The selected House Doctor(s) will be responsible for developing detailed work plans including tasks, schedules, deliverables, fee breakdown, etc. Notice(s)-to-proceed will be provided upon the completion of an approved scope of services.

The scope of work for the higher education facilities may include, but is not limited to, repairs, system upgrades or replacements, renovations, modernizations, and additions. The work may range from improvements to a space within a higher education building, to a single building or multiple buildings on campus. Possible assignments may include, but are not limited to:

<sup>&</sup>lt;sup>1</sup> https://www.mass.gov/info-details/designer-guidelines-and-procedures

#### Strategic Planning and Preparation of Certifiable Study (including Schematic Design)

Strategic Planning:

- o Evaluating and/or updating previously completed Master Plans or Building Studies.
- o Developing and/or confirming project vision, including research related to best practices.
- Master planning (assessment of opportunities and constraints, site capacity, and analysis of potential for consolidation or expansion).
- Capital investment planning, project budgeting and financial analysis.

#### Space Use:

- Programming/space needs analysis.
- Space utilization analysis (facility right-sizing and assessment of space use).

Site assessment, planning and design:

- Site planning and accessibility compliance, including, but not limited to campus areas with fencing, walkways, sidewalks, recreational fields, etc.
- Parking for employee and visitor use, vehicular traffic, and transportation analysis and planning.
- Landscape planning.
- Evaluation of site for potential risks and vulnerabilities related to environmental sustainability and climate change and preparation of a resilience analysis to identify mitigation requirements and specific opportunities to meet or exceed Commonwealth goals (refer to Executive Order 594: Leading by Example under 'Energy, Sustainability and Climate Change Adaptation').

Building assessment, planning and design:

- Existing condition assessments of buildings and systems, including but not limited to building envelope, mechanical, electric, plumbing, fire protection, and security systems.
- Evaluation of specific opportunities to meet or exceed Commonwealth goals for the elimination of fossil fuels and use of renewable thermal technologies (such as ground source heat pumps or other renewables) for heating and cooling. 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.
- Infrastructure and/or engineering evaluations including, but not limited to utility systems, technology, site security, and stormwater analysis.
- Mobility and accessibility analysis and planning.
- Assessment of hazardous materials. Asbestos inspection, design and monitoring, and indoor air quality testing.

#### Cost Estimating:

- Conceptual and schematic design cost estimating.
- Scheduling and phasing analysis and development.

 Preparation of a Certifiable Building Study, including preparation of Schematic Design documents. Particular attention should be paid to the constructability, reliability, durability and maintainability of building systems and materials.

#### Design:

- If the selected designer is appointed for final design, the General Scope of Work will be defined by the certifiable building study and the current version of the DCAMM Designer Procedures Manual.1
- Cost estimating throughout each phase of design.
- Preparation of Design Development Documents.
- Preparation of Construction Documents.

#### Construction:

- Construction administration.
- Construction 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 <u>DCAMM Designer Guidelines and</u> <u>Procedures Manual</u><sup>2</sup> (dated March 2023).

<sup>&</sup>lt;sup>2</sup> https://www.mass.gov/info-details/designer-guidelines-and-procedures

## **APPLICATION EVALUATION**

Applications will be evaluated based on the DSB criteria for selection of semi-finalist and finalist appearing on <u>the DSB Website</u>.<sup>3</sup> The application must include resumes for the consultants associated with the specific Personnel and Project Experience listed below. Include resumes for all personnel.

## Personnel

- 1. Architect (Prime Firm)
- 2. Landscape Architect
- 3. Civil Engineer
- 4. Mechanical Engineer (M/P/FP)
- 5. Electrical Engineer
- 6. Structural Engineer
- 7. Specifications Consultant
- 8. Cost Estimator (independent consultant required)
- 9. MA Building Code Consultant
- 10. Hazardous Materials Consultant
- 11. Environmental Consultant
- 12. Energy Modeler
- 13. LEED Consultant
- 14. Interior Designer
- 15. Graphic Designer/ Environmental Signage Consultant
- 16. Accessibility and Universal Design 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 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.
- The title "Hazardous Materials Consultant" refers to design professionals that can demonstrate requisite experience in the identification and management of hazardous materials, and hazardous waste; and

<sup>&</sup>lt;sup>3</sup> https://www.mass.gov/files/documents/2018/12/19/criteria-for-selection-of-semi-finalists-and-finalists-160707.pdf

- The title "Environmental Consultant" refers to design professionals that can demonstrate requisite experience in environmental regulations planning and design; and
- The title "Energy Modeler" refers to design professionals that can demonstrate requisite experience in energy planning, modeling, and design; and
- The title "LEED Consultant" refers to design professionals that maintain a current Leadership in Energy and Environmental Design (LEED) certification and are subject matter experts in sustainability and environmental planning, design, and building projects that meet the standards set forth by the U.S. Green Building Council; and
- The title "Interior Designer" refers to design professionals that demonstrate competence by holding a nationally recognized certification; and
- The tile "Graphic Designer / Environmental Signage Consultant" refers to design professionals that can demonstrate requisite experience in graphic design, wayfinding, and environmental signage; and
- The title "Accessibility and Universal Design Consultant" refers to design professionals that can demonstrate requisite experience in Americans with Disabilities Act (ADA) consulting, and Universal Design.

### **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;
  - 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. Demonstrated experience in the planning or designing of higher education facilities of similar size and complexity, including experience in phasing construction projects in occupied buildings.
- 3. Familiarity with Commonwealth of Massachusetts Public Bidding requirements M.G.L. c. 149 and M.G.L. c. 30, § 39M.
- 4. Demonstrated experience with buildings of similar type, including interior and exterior architectural systems, materials, details and technology; renovation and repair to infrastructure including utilities, roadways and parking areas; energy efficiency projects, such as solar or wind; and, experience with ADA compliance and building access innovation and design, including alterations in existing facilities to resolve accessibility deficiencies.

5. 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.

## **PROCUREMENT REQUIREMENTS**

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

### **DCAMM Designer Guidelines and Procedures**

The House Doctor must be familiar with the procedures established in <u>DCAMM's Designer Guidelines</u> and <u>Procedures</u><sup>4</sup> (dated March 2023) which provides direction and guidance to Designers who work on DCAMM Projects. This document replaces the August 2008 Designers Procedures Manual and incorporates the Guidelines for the Preparation of Studies for Building Projects.

The document is intended to set clear expectations, improve productivity, enhance communication, and ensure consistency to help Designers translate DCAMM requirements more efficiently into successful design solutions. Designers are expected to adhere to all applicable aspects of the Designer Guidelines and Procedures, including the following areas:

#### • ENERGY, SUSTAINABILITY, AND CLIMATE ACTION

Projects undertaken under this contract shall comply with the applicable requirements of <u>Executive</u> <u>Order 569 (EO 569)</u><sup>5</sup>: Establishing an Integrated Climate Change Strategy for the Commonwealth, and <u>Executive Order 594 (EO 594)</u><sup>6</sup> Leading by Example – Decarbonizing and Minimizing Environmental Impacts of State Government. No building study shall be certified for final design unless all means, methods, and commitments required to mitigate the project's impact on the environment, and 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.

#### BUILDING COMMISSIONING

DCAMM or the Awarding Agency 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

<sup>&</sup>lt;sup>4</sup> https://www.mass.gov/info-details/designer-guidelines-and-procedures

<sup>&</sup>lt;sup>5</sup> https://www.mass.gov/executive-orders/no-569-establishing-an-integrated-climate-change-strategy-for-the-commonwealth

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

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.

#### ACCESSIBILITY AND UNIVERSIAL DESIGN

The Designer's team is expected to utilize the <u>Goals of Universal Design</u><sup>7</sup> solutions and must comply, at a minimum, with 521 CMR, The Rules and Regulations of the <u>Architectural Access Board</u><sup>8</sup> as well as the <u>2010 ADA Standards for Accessible Design</u>. The Designer's team is expected to understand and reflect in its design the civil rights obligations of the Commonwealth under <u>Title II of the</u> <u>Americans with Disabilities Act</u><sup>9</sup> to provide equal access to programs, services, activities and comply with ADA scope requirements for alteration of primary function areas, as applicable.

In addition to the general project requirements found in the Designer Guidelines and Procedures Manual, the House Doctor must be familiar with the procedures, project requirements, general conditions and/or requirements of this public notice include, but are not limited to:

### **Affirmative Marketing**

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.

#### **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

<sup>&</sup>lt;sup>7</sup> https://idea.ap.buffalo.edu/about/universal-design/ as guidance for applying Universal Design

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

<sup>&</sup>lt;sup>9</sup> http://www.ada.gov/regs2010/titleII\_2010/titleII\_2010\_regulations.htm

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 **5.4% MBE and 10.4% 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 <u>Commonwealth of Massachusetts Contract for House Doctor Services</u> at Exhibit F, and a list of firms currently MBE or WBE certified appears on the <u>Supplier Diversity Office website</u>.<sup>10</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 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 in Section 5 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 - Ch. 108 of the Acts of 2012; Executive Order 565 The Commonwealth encourages the participation of Service-Disabled Veteran-Owned Business Enterprises ("SDVOBE") and Veteran-Owned Business Enterprises ("VBE") on its design projects. The benchmark for combined SDVOBE and VBE participation on DCAMM and other Executive Branch agencies 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

<sup>&</sup>lt;sup>10</sup> https://www.mass.gov/orgs/supplier-diversity-office-sdo

projects (see Executive Order 565 -No. 565: Reaffirming and Expanding the Massachusetts Supplier Diversity Program | Mass.gov.

### **Policies & Procedures**

#### CM at Risk

Certain tasks under this contract may be performed utilizing a construction manager at-risk (CMAR) contract in accordance with M.G.L. c. 149A.

#### **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.

#### Workshops

The House Doctor's team may be asked to 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 House Doctor'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. 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.

#### **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 Uniformat 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 <u>here</u>.<sup>11</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.

## **CONTRACT REQUIREMENTS**

Awarding Agency may elect to use a customized version of DCAMM's <u>Contract for House Doctor</u> <u>Services</u>.<sup>12</sup> A non-customized version is available at <u>https://www.mass.gov/doc/contract-for-house-doctor-services/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 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

<sup>&</sup>lt;sup>11</sup> https://www.mass.gov/doc/bim-list-of-services/download

<sup>&</sup>lt;sup>12</sup> https://www.mass.gov/doc/contract-for-house-doctor-services/download

provides an online registration system that can be accessed <u>here</u>.<sup>13</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 <u>Designer Selection Board Online Portal</u>.<sup>14</sup> New users can request credentials through the system <u>login screen</u>.<sup>15</sup>

<sup>&</sup>lt;sup>13</sup> https://www.mass.gov/service-details/dsb-online-registration-process

<sup>&</sup>lt;sup>14</sup> https://dsb.formverse5.com/FORMVERSESERVER-DSB/WebApp/Login.aspx

<sup>&</sup>lt;sup>15</sup> https://dsb.formverse5.com/FORMVERSESERVER-DSB/WebApp/Login.aspx