

THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE



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

**STATEMENT OF WORK (SOW)**  
**for**  
**FACILITY CONDITIONS ASSESSMENT OF**  
**MASSACHUSETTS CORRECTIONAL FACILITIES**

**Project No.: EPS1802 HS1**

**Issued April 17, 2019**

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

# 1. SCOPE AND DESCRIPTION

## 1.1 Project Objective

The Division of Capital Asset Management and Maintenance (DCAMM) and the Executive Office of Public Safety and Security (EOPSS) are seeking a pre-approved vendor to conduct a Facility Conditions Assessment (FCA) at each of the thirty-six (36) correctional campuses – 19 campuses under control of the Department of Correction (DOC) and 17 campuses under control of individual County Sheriffs (Sheriffs). This Facility Condition Assessment will focus on all pertinent state-owned buildings and grounds within the correctional facilities listed herein.

DCAMM and EOPSS are seeking information that will identify investment priorities and support predictable funding for the asset management of these correctional facilities over the next 10 years. The overall goals of the FCA are to gather updated documentation of the existing conditions (including basic building portfolio information), prioritize the information, provide cost estimates, and use updated documentation to inform future planning decisions at each correctional campus. This FCA will provide a tool for DCAMM and EOPSS to be strategic and proactive in facility-related planning and investment and thereby reduce the current backlog of deferred maintenance, plan and fund capital renewal and improvements, identify efficient conservation measures, and improve the functional aspects of all correctional facilities.

The FCA process will include the following:

- A. Review and analyze background data provided by DCAMM for each correctional campus, and update existing data from the Commonwealth Asset Management Information System (CAMIS);
- B. Conduct site visits, assess existing facility conditions, and identify deficiencies (starting with three pilot campuses in the Greater Boston area);
- C. Develop a framework for prioritizing improvements that will resolve deficiencies, in both the near and the long term, including items required for immediate repair;
- D. Determine the cost of needed improvements
- E. Based on analysis of each correctional building and grounds and the estimated costs for needed improvements or required maintenance, provide a recommended approach for corrective action that includes a timeline that clearly indicates the order of needed improvements.

DCAMM estimates that work will commence in May 2019 and that the anticipated duration of the Facility Conditions Assessment Contract will be twelve (12) months from contract execution.

## 1.2 Background

Correctional facilities under control of DOC and Sheriffs are located on thirty-six (36) correctional campuses totaling approximately 500 buildings and 9.6 million square feet. Building ages span from 1829 – 2017, with the majority over fifty years old, including:

- Buildings housing detainees and inmates in different holding classifications and security levels;
- Buildings with educational vocational training programs for detainees and inmates, including libraries, kitchens, laundry rooms, warehouses, auto repair garages, welding/carpentry shops, animal shelters, farm buildings, etc.;

- Buildings with recreational, medical, religious, and food service programs for detainees and inmates, including gymnasiums, weight rooms, health service/medical buildings, chapels, employee kitchens, cafeterias, canteens, etc.;
- Buildings with administrative and employee-only activities (including volunteers providing services), including intake/processing offices, office buildings, employee garages, etc.;
- Building serving visitors, including visitor centers, waiting rooms, visitation rooms, etc.;
- Buildings and structures used for observation and security, including tower buildings, guard towers, gate houses, vehicle traps, kennel and K-9 facilities, etc.;
- Buildings and structures used for water and sewage treatment, including sewage ejector sheds, wastewater sheds, pump houses, etc.;
- Buildings and structures used for power supply, including generator buildings, switchgear buildings, transformer buildings, power plants, etc. as well as underground storage tanks serving these buildings.

The following buildings or structures will not be inspected as part of the FCA:

- Offline structures, including greenhouses, pavilions, siloes, trailers, etc.
- Offline or utility buildings, including storage/tool sheds and barns, farm buildings not used for vocational training, etc.
- Utility structures, including radio towers, water towers, aboveground storage tanks, etc.

Outdoor areas, including parking lots for employee and visitor use as well as walkways, sidewalks, plazas, and recreation yards/fields for detainee and inmate use will also be inspected as part of the FCA.

As part of a needs assessment for each correctional campus, an updated analysis of the existing conditions of building and grounds is essential. Along with site visits, the Consultant will assess the condition of each pertinent correctional building and grounds. The Consultant will also develop a prioritized list of deferred maintenance and critical repair projects at each building and a prioritized list across each individual correctional campus and as part of a whole for DOC and Sheriffs.

For the assessment of facilities at each correctional campus, DCAMM will provide available documentation of each facility:

- CAMIS reports and data files;
- Record or construction drawings in PDF or TIF formats, including site plans and M-E-P-FP documents with information about building systems, utilities, equipment, etc.;
- CAD and Building Information Models (BIM);
- Other relevant condition assessments and studies previously commissioned by DCAMM or EOPSS;
- Information on historic properties listed by the Massachusetts Cultural Resource Information System (MACRIS).

DCAMM provides no assurance as to the accuracy and/or currency of any documentation provided to or acquired by the Consultant.

The FCA will specifically focus on the following building systems, equipment, and compliance:

- **Windows**
- **Exterior Closure and Roofing**
- **Interior Construction**
- **Elevators**
- **HVAC Equipment and Controls**
- **Plumbing and Fixtures**
- **Fire Protection and Life Safety**
- **Electrical Distribution and Equipment**
- **Lighting**
- **Emergency Power**
- **Site Improvements**, including parking lots, walkways, and recreation yards/fields.
- **Security**, both physical and electronic assessments, including site security (perimeter fencing, security gates, vehicular access, site lighting, building envelope such as windows, doors, and security screens), access control systems (intercom systems, card readers, door monitoring systems, automatic doors, etc.), video surveillance systems (cameras, monitors, recorders, headend rooms, etc.), and duress alarm systems.
- **Climate Change Resilience**, utilizing assessment tools developed by DCAMM.
- **Accessibility Compliance**: related data collection and analysis will be performed and managed by DCAMM’s Statewide Accessibility Initiative’s Accessibility Consultant. The SAI Consultant will identify needed improvements related to accessibility and provide this information to the Consultant selected for this work. The Consultant will be responsible for estimating the cost of each accessibility improvement.

### 1.2.1 DOC Facilities

The Department of Correction has 19 campuses in nine municipalities in Massachusetts. Most of these campuses are a grouping of specialized buildings on a large land parcel that serve a distinct inmate population serving terms of over 30 months. These include correctional centers (at minimum, medium, or maximum security levels), pre-release facilities, specialized treatment centers, and a wastewater treatment plant. Pertinent buildings at each correctional campus to be assessed are listed in the attached Facility Summary document as Attachment C. The table below lists the DOC facilities to be assessed, their location, and the total building area to be evaluated.

<b>DOC Facilities</b>	<b>Location</b>	<b>Area (GSF)</b>	<b># of Bldgs</b>
Bay State Correctional Center	Norfolk	217,107	11
Boston Pre-release Center	Roslindale	45,676	2
Bridgewater State Hospital	Bridgewater	164,974	13
Bridgewater Water Pollution Control Facility	Bridgewater	8,292	5
Massachusetts Treatment Center	Bridgewater	117,982	3
MCI Cedar Junction	South Walpole	681,197	24
MCI Concord	Concord	179,618	31
MCI Framingham	Framingham	306,743	18
MCI Norfolk	Norfolk	652,449	72
MCI Plymouth	South Carver	54,588	17

MCI Shirley - <i>Medium Security</i>	Shirley	318,593	22
MCI Shirley - <i>Minimum Security</i>	Shirley	293,843	37
North Central Correctional Institution - <i>Min &amp; Med</i>	Gardner	420,532	49
Northeastern Correctional Center	Concord	63,007	9
Old Colony Correctional Center - <i>Medium Security</i>	Bridgewater	267,920	2
Old Colony Correctional Center - <i>Minimum Security</i>	Bridgewater	43,327	5
Pondville Correctional Center	Norfolk	82,721	5
South Middlesex Correctional Center	Framingham	73,598	5
Souza-Baranowski Correctional Center	Shirley	553,076	3
<b>Total</b>		<b>4,844,243</b>	<b>320</b>

For the location of the DOC facilities, please see Attachments A and B to this Statement of Work.

### 1.2.2 Sheriffs' Facilities

Each county in Massachusetts has an elected Sheriff, whose department oversees the detainment and correctional system for pre-trial detainees and inmates sentenced to terms under 30 months. Thirteen counties (all except Nantucket county) have a centralized house of correction, and some have additional facilities, that include pre-release facilities and repurposed buildings at other campuses. There are 17 Sheriffs' campuses in 16 municipalities in Massachusetts. Pertinent buildings at each correctional campus to be assessed are listed in the attached Facility Summary document as Attachment C. The table below lists the Sheriffs' campuses to be assessed, their location, and the total building area to be evaluated.

<b>Sheriffs' Facilities</b>	<b>Location</b>	<b>Area (GSF)</b>	<b># of Bldgs</b>
Barnstable County Correctional Facility	Bourne	178,769	11
Berkshire County Jail and House of Correction	Pittsfield	220,705	7
Bristol County Jail	New Bedford	204,979	3
Bristol County Jail and House of Correction	N. Dartmouth	269,792	9
Dukes County Jail and House of Correction	Edgartown	12,358	4
Essex County Alternative Center	Lawrence	104,676	9
Essex County Correctional Facility	Middleton	263,169	13
Franklin County Jail and House of Correction	Greenfield	133,150	4
Hampden Western Massachusetts Regional Women's Correctional Center	Chicopee	195,686	6
Hampden County Jail and House of Correction	Ludlow	596,668	22
Hampshire County Jail and House of Correction	Northampton	112,041	7
Middlesex County Jail and House of Correction	Billerica	431,715	13
Norfolk County Correctional Center	Dedham	154,500	3
Plymouth County Correctional Facility	Plymouth	462,665	24
Suffolk County Jail and House of Correction	Boston	565,642	8
Suffolk County Jail	Boston	342,316	1
Worcester County Jail and House of Correction	West Boylston	529,379	33
<b>Total</b>		<b>4,705,210</b>	<b>177</b>

For the location of the Sheriffs' facilities, please see Attachments A and B to this Statement of Work.

To assist Consultants with responding to this Statement of Work, DCAMM has included the following relevant documents about the correctional campuses:

- **Attachment A:** Map with locations of state-owned correctional campuses.
- **Attachment B:** Google Earth file with locations of state-owned correctional campuses.
- **Attachment C:** Facility Sheets with a description of each correctional campus and a list of buildings to be inspected in the campus.
- **Attachment D:** Relevant documents, including previous studies and drawings.
- **Attachment E:** Sample of CAMIS database for facility matrix for each correctional campus.
- **Attachment F:** Sample of DCAMM Climate Resiliency Checklist for each correctional campus.

### **1.3 Proposal Submission in COMMBUYS**

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

### **1.4 Number of Awards**

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

### **1.5 Selection Team**

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

### **1.6 Contract and Schedule Duration**

DCAMM estimates that work will commence in May 2019 and that the anticipated duration of the Facility Conditions Assessment is twelve (12) months from contract execution. The term of the contract may be extended to provide any associated services as determined by DCAMM.

## **2. PROCUREMENT CALENDAR**

### **2.1 Calendar**

<b>EVENT</b>	<b>DATE</b>
Availability of SOW on COMMBUYS	April 17, 2019
Deadline for Submission of Consultant Questions through COMMBUYS	April 24, 2019
Responses to Consultant Questions posted in COMMBUYS	April 26, 2019
Proposal Submission Deadline	May 8, 2019 at 2:00 PM
Interviews (if determined to be necessary by the Selection Team)	Week of May 13, 2019
Estimated Contract Start Date	May 20, 2019

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

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

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

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

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

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

## **3. SCOPE OF SERVICES**

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

- A. Develop a Work Plan and Organize the Kick-off Session**
- B. Analyze Background Data**
- C. Perform Site and Building Inspections, Synthesize Information, Prioritize Improvements, and Estimate Costs at Pilot Correctional Campuses**
- D. Perform Site and Building Inspections at Remaining Correctional Campuses**
- E. Synthesize Information, Prioritize Improvements, and Estimate Costs**
- F. Site-Level Reports and Recommended Approach**
- G. Implementation Timeline/Matrix**

Each task and related deliverables including for are as follows:

**A. Develop a Work Plan and Organize the Kick-off Session**

*Task:*

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

- Establish project goals and objectives;
- Describe project tasks and list required deliverables;
- Document the approach and methodology to completing all tasks and deliverables;
- Identify team responsibilities and resources that the Consultant plans to commit to the project;
- Determine a preliminary project schedule, including the Kick-off Session, site inspections, weekly check-in meetings, workshops, and presentations;
- Determine the breakdown of fees by task;
- Establish a method to keep the data current, including frequency and scope of updates.

As part of the Work Plan, the Consultant shall quickly develop an agenda and presentation for the first meeting, a Kick-off Session with the selected Consultant, DCAMM and leadership from EOPSS, DOC, and MSA. The Kick-off Session will be hosted at DCAMM and will provide an opportunity for the leadership to communicate potential challenges with infrastructure and facilities; this information will inform the FCA process. The Consultant shall also present an outline of the Facility Condition Assessments reports.

*Deliverables:*

- Workplan.
- Kick-off Session’s agenda, presentation, and meeting minutes.

**B. Analyze Background Data**

*Tasks:*

- Concurrently to Task A, the Consultant shall develop a broad understanding of the key areas relevant to the goals of this project by reviewing existing building and site condition data (where available) provided by DCAMM for verification under this SOW. This task includes, without limitation, the following steps:
  - Develop an understanding of the condition of the facility by reviewing existing information including, but not limited to: CAMIS documentation, prior studies, project information, and prior facility condition assessments (if available).



- Identify relevant areas of inconsistency or data gaps in order to establish consistency.
- If additional data collection is needed, propose a methodology for gathering additional information for review and approval.
- The Consultant shall develop a broad understanding of the key areas relevant to the goals of this SOW by reviewing templates provided by DCAMM, which comply with DCAMM-specific requirements for the collection of existing condition data during FCAs. The Consultant is responsible for identifying relevant areas of inconsistency or data gaps in these templates, which will be used to quantify capital costs and prioritizing deferred maintenance issues for the correctional campuses. This task includes, without limitation, the following templates:
  - CAMIS database for facility matrix, including but not limited to CAMIS ID, building name, Uniformat code, language to describe project and deficiency, system condition, priority, ADA program access/minimum compliance, etc.
  - DCAMM Climate Resiliency Checklist for each correctional campus, including information on extreme heat events, extreme precipitation events, and sea level rise and flooding;
  - DCAMM Accessibility Audit Reports, including information on needed building improvements related to accessibility compliance, which will be cost estimated by the FCA Consultant.

*Deliverables:*

- Assessment of existing data for site, buildings and equipment.
- Documentation of existing conditions (in PowerPoint, memo, or other relevant format);
- Confirmation of a Data Collection Template (DCAMM will share a draft version, to be modified by Consultant, as necessary) with review and approval by DCAMM.

**C. Perform Site and Building Inspections, Synthesize Information, Prioritize Improvements, and Estimate Costs at Pilot Correctional Campuses**

*Tasks:*

- The Consultant shall comply with all security clearance procedures by DOC and the Norfolk County Sheriff for site and building inspections (see Attachments A, B, C and D).
- At the start of the project, the Consultant shall inspect the following correctional campuses identified as a pilot project by DCAMM:
  - **Boston Pre-release Center** at 430 Canterbury Street, Roslindale.
  - **Pondville Correctional Center** at 1 Industries Drive, Norfolk.
  - **Norfolk County Correctional Center** at 200 West Street, Dedham.
- For the three pilot correctional campuses listed above, the Consultant shall synthesize the information and data gathered and perform an analysis in accordance to Task E below. Information on accessibility compliance for these pilot correctional campuses will be provided by DCAMM.

*Deliverables:*

- Assessment of each correctional building and grounds on pilot correctional campuses.
- Draft version of the Facility Condition Assessments report for each pilot correctional campus;
- Spreadsheets for loading in CAMIS.

#### **D. Perform Site and Building Inspections at Remaining Correctional Campuses**

##### *Tasks:*

- The Consultant shall comply with all security clearance procedures by DOC and Sheriffs for site and building inspections. While DOC has one security clearance procedure for its entire systems, each individual Sheriff has unique security clearance procedures.
- The Consultant shall perform site and building inspections, including photographs to illustrate deficiencies. The cataloged data must match CAMIS database for facility matrix, including but not limited to building code, building name, Uniformat code, language to describe project and deficiency, system condition, priority, ADA program access/minimum compliance, etc. (see Attachments A, B, C and D).
- The Consultant shall validate information from the CAMIS database for each building (see Attachment E), including but not limited to a confirmation of:
  - Building name;
  - Building usage;
  - Number of floors;
  - Original construction date;
  - Total gross square footage (measurement of drawings may be required).
- The Consultant shall assess the vulnerability to future climate conditions at each correctional campus using a checklist provided by DCAMM (see Attachment F).
- The Consultant shall provide a list of equipment with a remaining useful life of five years or less.
- The Consultant shall not collect or analyze information related to accessibility compliance in each building and its grounds. This specific task will be performed by DCAMM's Statewide Accessibility Initiative, an in-house unit that specializes in accessibility and civil rights compliance for all state-owned facilities. The Statewide Accessibility Initiative will contract with one or more of its Accessibility Consultants to independently audit accessibility elements at the correctional campuses for compliance with the American with Disabilities Act (ADA) and 521CMR. Prior to collecting data, the FCA Consultant shall meet with the Statewide Accessibility Initiative and the Accessibility Consultant(s) to coordinate formats for data collection and reporting, level of detail required for costing, and protocol for transfer of data from the Accessibility Consultant to the FCA consultant. The FCA consultant shall incorporate the findings and estimate the cost of each accessibility improvement identified by the Statewide Accessibility Initiative.

##### *Deliverables:*

- Assessment of the remaining correctional campuses.
- Weekly status reports about upcoming and past site visits (in memorandum format).

#### **E. Synthesize Information, Prioritize Improvements, and Estimate Costs**

##### *Tasks:*

- The Consultant shall synthesize the information and data gathered and perform an analysis summarizing overall site infrastructure and facility conditions to provide an overview of deferred maintenance requirements for all correctional campuses. The Consultant will use this information to develop a list of projects across all correctional campuses, in order of priority and regardless of location, to be used in support of funding decisions. This task must identify:

- The level and criticality for each recommended repair project (less assessment effort may be required for building systems determined to be within five years of the end of useful life, but cost estimates for replacement systems are still desired).
- A cost estimate, including annual escalation, for each project on the list. Cost estimates must be compatible with historical cost indexes by RSMeans.
- The level and criticality of each measure needed for each correctional campus, according to DCAMM Climate Resiliency Checklist.
- The Consultant shall review all accessibility information provided by DCAMM’s Statewide Accessibility Initiative, which is intended to supplement information provided by the Consultant. The Consultant will collaborate with DCAMM to synthesize information and prioritize improvements related to accessibility compliance. The Consultant will provide cost estimates for accessibility improvements identified by DCAMM, which will include improvements that may be triggered by 521 CMR during potential alterations or by DOC or Sheriffs’ on-going civil rights obligations to people with disabilities under the American with Disabilities Act (ADA).
- The Consultant shall prioritize each identified project according to the following criteria:
  - Priority 1: Currently Critical. These are needs and/or projects which require immediate action to return a facility to normal operation, stop accelerated deterioration, or correct a cited safety hazard, especially those conditions which potentially impact an entire site or pose a significant risk to health and safety. Examples of such conditions would be:
    - Overall facility impact: A chilled water system is in imminent danger of failing. Failure would make all buildings at a particular site non-functional.
    - Health and Safety Impact: Previously undiscovered dry rot has compromised structural beams. The building cannot be safely used without immediate repair.
  - Priority 2: Potentially Critical, Will Become Critical. These needs and/or projects will become critical within a year if not corrected expeditiously. Situations in this category include intermittent interruptions, rapid deterioration, and potential safety hazards.
  - Priority 3: Necessary, Not Yet Critical. These needs and/or projects include conditions requiring reasonably prompt attention to preclude predictable deterioration or potential downtime and the associated damage or higher costs if deferred further.

Although determining a need and/or project priority can be a subjective process, the potential for failure and criticality of the system should determine the priority of deferred maintenance and capital renewal requirements. If the Consultant developed computerized databases and files in the course of the Facility Condition Assessments, the Consultant will provide such computer databases and electronic files to DCAMM.

*Deliverables:*

- Draft version of the Facility Condition Assessments report for each correctional campus;
- Spreadsheets for loading in CAMIS.

## F. Site-Level Reports and Recommended Approach

### Tasks:

- As a part of the Facility Conditions Assessment report, or as an Appendix to the report, the Consultant will create a site-level report for each correctional campus, with a recommended approach to the work for each correctional building and grounds.
- As a part of the Facility Conditions Assessment report, or as an Appendix to the report, the Consultant will create a graphic timeline, listing needed improvements at each correctional campus in order of priority, and outlining the annual costs for each needed improvement. The matrix will clearly illustrate the critical improvements, the duration of time needed for completion, and the annual cost of each repair.

### Deliverables:

- A building specific analysis that summarizes overall infrastructure and facility conditions, and a list of projects with budget level cost estimates in order of priority.
- Recommendations for Climate Change Resilience measures for the facility, per the vulnerability and site assessment outcomes.
- A ranked list of projects with budget-level cost estimates in order of ranking.
- Electronic file containing the Implementation Matrix (in Microsoft Excel or similar).

## G. Additional Services

*Tasks and Deliverables: TBD. Any additional services not identified in this SOW.*

## 3.4 Schedule

The contract for the selected consultant to begin work is anticipated to be complete within twelve (12) months, and the tentative schedule is outlined below:

**Month 1:** Work plan, review of background data provided by DCAMM, Kick-off Session.

**Month 2:** Site visits of pilot correctional campuses, complete draft FCA reports, progress meeting with DCAMM, DOC and County Sheriffs to review and refine draft reports for pilot correctional campuses.

**Months 3-9:** Site visits of the remaining correctional campuses, synthesis of information, prioritization of improvements, and cost estimation, complete draft FCA reports.

**Months 9-11:** Progress meetings with DCAMM, DOC and County Sheriffs to review and refine draft reports, complete spreadsheet for loading in CAMIS.

**Month 12:** Final adjustments, present findings.

## 4. RESPONSE SUBMISSION REQUIREMENTS

### 4.1 Required Components for Response Submissions

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

- A) Response Cover Sheet – Exhibit A**
- B) Consultant Cover Memo**
- C) Schedule and Approach**
- D) Consultant Team and Resumes**
- E) Pricing Response - Exhibit B**

Specifics for each required Response component are as follows:

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

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

**B) Consultant Cover Memo**

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

**C) Schedule and Approach**

Provide a schedule and narrative description of Facility Conditions Assessment schedule and approach.

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

- What is the Consultant’s experience with FCAs of correctional facilities?
- What is the Consultant’s experience with large-scale FCAs? Share samples of data collection.
- How would the Consultant plan to utilize staff to perform this FCA?
  - How many teams would be assigned to the project?
  - How many staff would each team consist of?
  - How would the Consultant ensure consistency across teams?
- What would be the Consultant’s approach for site and building inspections?
  - By agency, with either DOC or Sheriff facilities done first.
  - By geographic location, with correctional campuses in each county or region at a time.
  - How would the Consultant approach the pilot projects?
- What would be the Consultant’s schedule for site and building inspections?
  - In average, how many gross square feet per day could each team handle in one day in correctional facilities with rigorous security clearance procedures?
  - How many days or weeks would it take to inspect thirty-six (36) correctional campuses totaling approximately 500 buildings and 9.7 million square feet?
- How would the Consultant determine the cost of needed improvements? What would the cost be based on?
- How would the Consultant deliver quality assurance and quality control of deliverables?

**D) Consultant Team and Resumes**

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

**E) Pricing Response – Exhibit B**

Complete the Pricing Response Form, a copy of which is attached as Exhibit B. Submit a proposed fee for services for completion of the Facility Condition Assessments. This fee must include all out-of-pocket expenses for the full Scope of Work. Costs not included in the fee for these Facility Condition Assessments will not be compensated.

The Facility Condition Assessments budget should be broken down into five (5) parts to reflect the five (5) parts described in the Scope of Work.

## **5. RESPONSE EVALUATION CRITERIA**

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

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

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

### **5.1 Evaluation Components**

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

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

- A) Proposed Consultant Team and Resumes**
- B) Proposed Schedule and Approach**
- C) Proposed Pricing Response**

The Selection Team will rate highly the respondents that provide competitive pricing.

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

## **ATTACHMENT – 1**

**EXHIBIT A – RESPONSE COVER SHEET**



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



Response Cover Sheet for

**STATEMENT OF WORK  
for  
FACILITY CONDITION ASSESSMENTS OF  
MASSACHUSETTS CORRECTIONAL FACILITIES**

**Issued by:**

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

**Issued on:**

April 17, 2019

**VENDOR SUBMITTING RESPONSE**

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Name of Firm

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Address of Firm

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Contact Person at Firm

Title

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Phone Number

E-Mail

## EXHIBIT B – PRICING RESPONSE FORM

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

TASK AND DELIVERABLES	SCHEDULE	PRICE
<p><b>A. Develop a Work Plan and Organize the Kick-off Session</b>  <u>Deliverables</u></p> <ul style="list-style-type: none"> <li>• Work Plan.</li> <li>• Kick-off Session’s agenda, presentation, and meeting minutes.</li> </ul>	<p><b>Work Plan</b> due within 2 weeks from NTP.  <b>Kick-off Session</b> due within 3 weeks from NTP.</p>	\$
<p><b>B. Analyze Background Data</b>  <u>Deliverables</u></p> <ul style="list-style-type: none"> <li>• Assessment of existing data.</li> <li>• Documentation of existing conditions.</li> <li>• Confirmation of a Data Collection Template.</li> </ul>	<p><b>Task</b> due within 3 weeks from NTP and in preparation to Kick-off Session.</p>	\$
<p><b>C. Perform Site and Building Inspections, Synthesize Information, Prioritize Improvements, and Estimate Costs at Pilot Correctional Campuses</b>  <u>Deliverables</u></p> <ul style="list-style-type: none"> <li>• Assessment of each correctional building and grounds on pilot correctional campuses.</li> <li>• Draft version of the Facility Condition Assessments reports.</li> <li>• Spreadsheets for loading in CAMIS.</li> </ul>	<p><b>Assessments</b> due within 2 weeks from Kick-off Session.  <b>Draft reports</b> due within 4 weeks from the inspection of each pilot correctional campus.</p>	\$
<p><b>D. Perform Site and Building Inspections at Remaining Correctional Campuses</b>  <u>Deliverables</u></p> <ul style="list-style-type: none"> <li>• Assessment of remaining correctional campuses.</li> <li>• Weekly status reports about upcoming and past site visits.</li> </ul>	<p><b>Task</b> due within 7 months from NTP.</p>	\$
<p><b>E. Synthesize Information, Prioritize Improvements, and Estimate Costs</b>  <u>Deliverables</u></p> <ul style="list-style-type: none"> <li>• Draft version of the Facility Condition Assessments report for each correctional campus.</li> <li>• Spreadsheets for loading in CAMIS.</li> </ul>	<p><b>Draft report and spreadsheet for each correctional campus</b> due within 4 weeks from the inspection of each correctional campus.</p>	\$
<p><b>F. Site-Level Reports and Recommended Approach</b>  <u>Deliverables</u></p> <ul style="list-style-type: none"> <li>• A building specific analysis that summarizes overall infrastructure and facility conditions, and a list of projects with budget level cost estimates in order of priority.</li> <li>• Recommendations for Climate Change Resilience.</li> <li>• A ranked list of projects with budget-level cost estimates in order of ranking.</li> <li>• Electronic file containing the Implementation Matrix.</li> </ul>	<p><b>Task</b> due within 10 weeks from the inspection of the last correctional campus.</p>	\$
<b>TOTAL COST/PRICE FOR SERVICES IDENTIFIED IN THE SOW</b>		\$

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