What We Do

Capital Planning and Project Delivery
- Strategic capital planning
- Design and construction for new buildings, major renovations, repairs
- Energy efficiency retrofits and installation of renewables
- Accessibility planning & improvements

Facility Management
- Property operations, including management of surplus real estate
- Technical assistance for all agencies (training, contracting, and hazmat)
- Space Planning & Interior Design

Real Estate
- Acquisitions for all agencies, including sites for new buildings
- Disposition of surplus property and leasing/ licensing access to other properties
- Leasing/ Lease Management

Other responsibilities
- MBE/WBE – statewide goals and compliance on DCAMM projects
- Contractor certification and evaluation
- Emergency waiver requests
- Statewide CAMIS and MAssetts state property inventory report
Portfolio of Active State Buildings

Active Major and Minor Buildings by Program
(in Millions Gross SF)
Data as of August 2017

The Commonwealth owns ≈ 4,300 active buildings comprising nearly 66 million square feet
Commonwealth Assets by Date of Construction - Higher Ed
E&G Space example
Baker-Polito Administration Capital Investment Plan Themes

Taking Care of What We Have
- Protecting, maintaining and modernizing existing assets.
- Addressing critical health and safety issues that affect our people and natural resources.
- Considering impact of investments on climate change, climate resiliency, and energy efficiency.

Driving Government Performance
- Improving performance of critical infrastructure for the public.
- Increasing efficiency and functionality for agencies to deliver better service.
- Securing IT systems and leveraging Commonwealth data.

Enhancing Workforce Skills and Economic Vitality
- Providing tools to build workforce skills and prepare for the future.
- Building and preserving affordable and workforce housing.
- Promoting regionally relevant development initiatives.

Optimizing the Value of Our Investments
- Leveraging outside resources.
- Collaborating across agencies.
- Building effective partnerships with federal, local, quasi-public and private entities.

Engaging and Supporting Communities
- Supporting key local infrastructure initiatives.
- Catalyzing renewal, growth, innovation and development.
- Protecting natural resources and special places.
Funding for the Commonwealth’s overall capital plan totals $4.366 billion in FY2018

<table>
<thead>
<tr>
<th>Source</th>
<th>FY18 Proposed ($B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Bonds</td>
<td>$2,260.0</td>
</tr>
<tr>
<td>Special Obligation (CTF) Bonds</td>
<td>351.9</td>
</tr>
<tr>
<td>Federal Funds</td>
<td>1,093.7</td>
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<tr>
<td>Project/Self-Funded</td>
<td>63.7</td>
</tr>
<tr>
<td>Other Contributions (authority, private, etc.)</td>
<td>326.9</td>
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<tr>
<td>Pay-as-you go (PAYGO)</td>
<td>269.7</td>
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</table>

**FY2018 State Plan TOTAL**  $4,365.9

## FISCAL YEAR 2018 BOND CAP ALLOTMENT

<table>
<thead>
<tr>
<th>CAPITAL AGENCY</th>
<th>FY2018 ($ thousands)</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>MassDOT</td>
<td>$884,147</td>
<td>39.1%</td>
</tr>
<tr>
<td>DCAMM</td>
<td>$522,509</td>
<td>23.1%</td>
</tr>
<tr>
<td>DHCD (Housing and Comm. Dev.)</td>
<td>$210,807</td>
<td>9.3%</td>
</tr>
<tr>
<td>EOEEA</td>
<td>$210,953</td>
<td>9.3%</td>
</tr>
<tr>
<td>Housing and Econ. Dev.</td>
<td>$131,875</td>
<td>5.8%</td>
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<tr>
<td>MassIT</td>
<td>$138,496</td>
<td>6.1%</td>
</tr>
<tr>
<td>ANF</td>
<td>$123,889</td>
<td>5.5%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>$19,223</td>
<td>0.9%</td>
</tr>
<tr>
<td>Education*</td>
<td>$19,000</td>
<td>0.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,260,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Does not include Higher Education Capital Projects, which are funded through DCAMM.

---

**FY2018 ($ thousands)**

<table>
<thead>
<tr>
<th>$Millions</th>
</tr>
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<tbody>
<tr>
<td>$1,000,000</td>
</tr>
<tr>
<td>$900,000</td>
</tr>
<tr>
<td>$800,000</td>
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<tr>
<td>$700,000</td>
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<tr>
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<tr>
<td>$200,000</td>
</tr>
<tr>
<td>$100,000</td>
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<tr>
<td>$0</td>
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</tbody>
</table>

**FY18 Approved Capital Spending**

% Allocated by Capital Agency
### Summary of DCAMM’s FY18 Cap Spending by Program

<table>
<thead>
<tr>
<th>Program</th>
<th>FY18 ($ thousands)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Education</td>
<td>$190,480</td>
<td>36.5%</td>
</tr>
<tr>
<td>State Gov’t Infrastructure</td>
<td>$158,240</td>
<td>30.3%</td>
</tr>
<tr>
<td>Courts</td>
<td>$87,350</td>
<td>16.7%</td>
</tr>
<tr>
<td>Energy and Enviroment</td>
<td>$10,055</td>
<td>1.9%</td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>$44,535</td>
<td>8.5%</td>
</tr>
<tr>
<td>Public Safety and Security</td>
<td>$31,850</td>
<td>6.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$522,510</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Bar Chart

- **Higher Education**: $190,480
- **State Gov’t Infrastructure**: $158,240
- **Courts**: $87,350
- **Energy and Enviroment**: $10,055
- **Health and Human Services**: $44,535
- **Public Safety and Security**: $31,850

- **Total**: $522,510

The bar chart visually represents the approved capital spending by program for FY18.
DCAMM’s Capital Program – Looking Forward

Projected Trends: DCAMM Spending Request by Type ($000s)

<table>
<thead>
<tr>
<th>Year</th>
<th>Targeted Growth</th>
<th>Modernization</th>
<th>Maintenance</th>
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<tbody>
<tr>
<td>FY16</td>
<td>$200,000</td>
<td>$300,000</td>
<td>$100,000</td>
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<tr>
<td>FY17</td>
<td>$200,000</td>
<td>$300,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>FY18</td>
<td>$200,000</td>
<td>$300,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>FY19</td>
<td>$200,000</td>
<td>$300,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>FY20</td>
<td>$200,000</td>
<td>$300,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>FY21</td>
<td>$200,000</td>
<td>$300,000</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

Note: Figures for FY18 and beyond subject to review in the next capital planning cycle.
Agency Priorities

- Strategic planning
- Improving project delivery
- Focusing facilities management & stewardship role
- **Agency operations & customer service**
- Realizing value from State-owned assets
- Being more strategic in capital planning
- **Sustainability & resiliency**
- Expanding access and opportunity

Mass Art- Center for Design and Media

Taunton State Hospital-Chambers Renovation
Organizational Chart

Carol Gladstone
Commissioner

David Abdo
Chief of Staff

James Henderson
Director of Human Resources

Matthew Cocciardi
Director of Legislative Affairs

Liz Minnis
D/C Planning
- Five-year Capital Plan development and tracking
- Strategic & Master Planning
- Project Feasibility
- Preliminary Design
- DSB Coordination

Jay Mitchell
D/C Design & Construction
- Capital Project Design
- Capital project Construction
- Project Controls
- Contracting standards and procedures

Hope Davis
D/C Facilities, Management & Maintenance
- Building Operations
- Building Systems Engineering
- Energy Programs
- Space Planning & Interior Design

Beth Rubenstein
D/C Real Estate Management
- Real Estate Acquisitions & Dispositions
- Leasing Office
- Asset Management Board
- Leases and Licenses of State Property

Ron Renaud
D/C Finance & Administration
- Capital Budget
- Operating Budget
- Accounts Payable/Receivable
- Contracting and Procurement
- Contractor Certification
- Access & Opportunity/Compliance
- Statewide Property Inventory & GIS
- Agency IT Strategy

Andrea Loew
General Counsel
- Legal Support Services
- Emergency Waivers
- Legislation
- Litigation
- Environmental & Permitting Legal Services

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Improving Project Delivery

• Organizational Assessment & Change
  • Small Projects Team
  • Project Controls
  • Planning/Project Delivery
  • Management Training

• Process Changes
  • Streamlining Change Orders

• Digital Initiatives
  • On-line bidding
  • Electronic Project Management - Prolog
  • Compliance

• Update to Fee Guidelines – Negotiated Fee

• Update Resident Engineer Program
Strategic Planning

Higher Ed Strategic Framework Process

- **ANNUAL DATA SUBMISSION**
  Campuses provide information on space, building condition, campus spending, and enrollment

- **TRANSPARENT PRIORITIES**
  Commonwealth shares with campuses Statewide & Regional Priorities, system wide data, and funding categories

- **CONCEPT PROPOSALS**
  Campuses submit proposals for major projects for review and evaluation

- **EVALUATION COMMITTEE**
  Committee evaluates proposed projects for recommendation to EOANF
  - Membership
    - EOE
    - EOAF
    - DCAMM

- **CAPITAL PROJECT RECOMMENDATIONS TO ANF**

  PEER REVIEW COMMITTEE
  Committee provides iterative feedback
  - Membership
    - Representatives: UMass, SU, CC
    - DCAMM, DHE, MSCBA, UMBA

Color Key
- **COMMONWEALTH**
- **INSTITUTIONS**
- **COMMONWEALTH & INSTITUTIONS**
## Strategic Planning

### Trial Courts Strategic Master Plan

<table>
<thead>
<tr>
<th>Phase 1A: FY18-22</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>replaced or expanded facility</td>
<td>facility repairs - (3) levels</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement</td>
<td>Modernization</td>
<td>Renovation 1</td>
<td>Renovation 2</td>
<td>Deferred Maintenance</td>
</tr>
<tr>
<td>Building</td>
<td>Malden DC</td>
<td>Fitchburg DC</td>
<td>Concord DC</td>
<td>Envelope</td>
</tr>
<tr>
<td>Quincy/Norfolk</td>
<td>Brockton SC</td>
<td>Framingham DC</td>
<td>Cambridge Third</td>
<td>(7) projects</td>
</tr>
<tr>
<td>Feasibility Study</td>
<td>Lynn DC</td>
<td>East Boston</td>
<td>West Roxbury</td>
<td>Life Safety Sys</td>
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<tr>
<td>Suffolk Hi Rise</td>
<td>Attleboro DC</td>
<td>Pittsfield DC</td>
<td>South Boston</td>
<td>(2) projects</td>
</tr>
<tr>
<td>S. Middlesex</td>
<td>Northampton</td>
<td>Hingham DC</td>
<td>Woburn DC</td>
<td>HVAC Systems</td>
</tr>
<tr>
<td>Charlestown</td>
<td></td>
<td></td>
<td>Wareham DC</td>
<td>(2) projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Dudley DC</td>
<td>Holding/Security</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(6) projects</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Cross Circulation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>M, R1, R2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Egress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>M, R1, R2</td>
</tr>
</tbody>
</table>

| $150 M                            | $150 M              | $70 M               | $55M                | $50M                |

---
Upcoming Planning Projects

• Projects coming out of Higher Ed Strategic Framework
  • Concept studies
  • Projects – mostly renovations
  • Potential HD’s for institutions – under $5 M

• Military Master Plan - Real Estate and Renovations/New Construction

• Trial Courts – Renovations/repairs
  • Planning – Southern Middlesex Courts

• Human Services:
  • Low Threshold Housing at Shattuck Hospital site
  • Chelsea Soldier’s Home – Campus Planning
  • Shattuck Hospital - Renovations/Replacement

• Statewide Office Occupancy
  • Leasing strategy
  • Capital Investment
Project Controls Group

- Payments support
- Electronic Project Management
- Process Change
- Budget Management
- Schedule Management
- Training

Barbara A. Bates

Jim Styles  |  Brian McNulty  |  Nicole Aubourg  |  Alcina Quach  |  New Hire
Change Order - Process Changes

- Weekly Change Order Requests review at job meeting
- Changes under $2K processed by the DCAMM PM
- Eliminate NOI and “green sheet” (*changes must be detailed and approved prior to the work being put in place*)
- Contractors use Potential Change Order Log to track all PCO’s
- PCO’s on Log over 30 days will be expedited for review
- Bundling of multiple Change Order Requests into one Change Order when appropriate
- Training for all Prime and Sub Contractors for the new expedited Change Order Process.
**Small Projects Team**

**What is a Small Project?**

- A Small Project is any *vertical* construction project at DCAMM capable of being completed on an accelerated timeline.

**Criteria:**

A. **SCOPE!!!**

B. Under $10 million Estimated Construction Cost

C. Capable of Completion in 1 year

D. Constitutes 70-75% (by number) of DCAMM’s current portfolio—as of 8/15, 48 projects, $146M

*Façade, Cupola, Roof Replacement—Blinn Hall, Mass. Maritime Academy*
Small Projects Team

How Will the Formation of the Small Projects Team Affect Engineers and Contractors?

A. Accelerated Decision-Making, Contracting, and Execution—**WE ARE**

B. Engineers: Be Ready to Work—**YOU ARE (THANK YOU)**

C. New House Doctors Specifically Assigned to Small Projects – **COMPLETE**

*Taunton State Hospital, Secure Grass Rec Yard for Youth Population.*
Small Projects Team

REVISED PROJECT DELIVERY

A. Project Initiation—TRIAGE

B. Single Point of Contact, End-to-End Project Management

C. Partnership with Designers and Contractors—ACEC/DCAMM Partnering Meetings, Informational Meetings with Designers, Information in Invitation to Bid Documents of DCAMM Expectations

D. Greatest Time Savings in Initiation and Study—Over 1 year

E. 75% Improvement in Procurement and Contracting—Decreased time From Invitation to Bid Until NTP To GC From 105 to 45 days; Repeatable, Dependable Process
SO.

IS IT ... WORKING?
YES! (Would You Like Some Examples?)

**Armory in Hudson, MA – $605,000.00.**
Roof Replacement. Study Complete and Certified in 2 months; construction is underway and substantial completion scheduled for **10.5 months** total project duration.

**McCormack Building – ITD 7th Floor Server Room – $731,492**
Just starting design, transforming this underutilized space into a server room, freeing up space for employee use on the 8th floor. Estimated completion date of the project is February of 2018, approximately **11.5 months** total duration.

**Chelsea, Cooling Tower Repair and Replacement – $1.0M**
All three cooling towers at critical infrastructure support (Information Technology Center) were in danger of failing. Restoration of 1 tower, repair of other two—projected duration **7 months**.
Digital at DCAMM

• **Online Bid Room – 2016**
  • Web-based, electronic bidding and plans/specs

• **Online Contractor Certification – March 2016**
  • Web-based, electronic certification application
  • Applications processed 33% faster, from 90 to 60 days

• **Online Contractor Compliance – July 2017**
  • Web-based, electronic contract compliance and workforce reporting
  • Streamlined management of M/WBE participation and certified payroll reporting
  • Online training and support
  • Additional communication forthcoming from Access & Opportunity group
Sustainability at DCAMM

By embedding sustainable design and construction into the Division’s policies, programs and procedures we are leading by example.

• **High Performance Buildings**
  • 26 LEED Certified buildings (15 Gold & 3 Platinum)
  • Focused on net-zero design where feasible.
  • Using advanced building construction systems and components.
  • Leading by example on GHG reduction and renewable energy goals.

• **Resource Efficiency and Renewable Energy**
  • Commitment to energy and water efficiency projects with over 230 projects completed at 263 sites since 2012.
  • Renewable installations - solar, GSHP, wind, CHP and biomass.
  • Commission building systems to improve performance.
  • Commonwealth Building Energy Intelligence Program.

**Opportunities for Consulting Engineers**

• PRF62 facility advisors and House Doctor contracts.
• Design prime and sub-consultants for Chapter 149 and 25A projects.
• Master Service Agreements.
• Operations and maintenance contracts.
• MWBE owned business enterprises.
• Doing Business with DCAMM events.
Resiliency at DCAMM

As climate change increases the severity of heat waves, extreme precipitation, and flooding the risk to DCAMM assets will increase. DCAMM is already working to identify and address risks to state agencies.

- **Statewide Resilience Master Plan**
  - Partnered with MEMA to execute a master plan and identify risks to critical facilities.
  - Developed an assessment methodology and checklist.
  - Conducted pilot workshops at three key facilities.
  - Identified improvements to DCAMM programs, policies and processes.

- **Resilience Working Group**
  - Representative of DCAMM business units.
  - Will guide implementation of resilience at the Agency.

### Opportunities for Consulting Engineers

- PRF62 facility advisors and House Doctor contracts.
- Design prime and sub-consultants for Chapter 149 and 25A projects.
- Operations and maintenance plans.
- Design and construction document consulting.

<table>
<thead>
<tr>
<th>Reference Level</th>
<th>Elevation in Feet (NGVD 29)</th>
<th>Relation to First Floor (ft.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ground Elevation</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Cat 1 Hurricane at MHHW&lt;sup&gt;2&lt;/sup&gt;</td>
<td>10.1</td>
<td>Below ground</td>
</tr>
<tr>
<td>Cat 2 Hurricane at MHHW&lt;sup&gt;2&lt;/sup&gt;</td>
<td>13.8</td>
<td>1.8</td>
</tr>
<tr>
<td>Cat 3 Hurricane at MHHW</td>
<td>18.3</td>
<td>6.3</td>
</tr>
<tr>
<td>FEMA 100</td>
<td>10.8</td>
<td>Below ground</td>
</tr>
<tr>
<td>FEMA 500</td>
<td>12.2</td>
<td>0.2</td>
</tr>
</tbody>
</table>

Figures 1 and 2: Salem Ruane Judicial Center generator flood susceptibility. MHHW represents Mean Higher High Water level.