New Faces at DCAMM!

Carol Gladstone
Commissioner

Jerry McDermott
Chief of Staff

George Bibilos
Director of Human Resources

Matthew Cacciardi
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

Natalie Sawyer
General Counsel

• Legal Support Services
• Emergency Waivers
• Legislation
• Litigation
• Environmental & Permitting Legal Services

Betsy Isenstein

Brian McPherson
Initiatives: Past & Present

*Improving Project Delivery*

- Organizational Assessment & Change
  - Small Projects Team
  - Project Controls
  - Planning/Project Delivery
    - OP & ODC
    - FTE vs. workload modeling
- Process Changes
  - Streamlined Change Orders
    - “Un-definitized” change process in the works
  - Business Process Review (Top to Bottom)
- Digital Initiatives
  - Electronic Project Management
    - DCAMM System coming in 2019!
- Update to Fee Guidelines – Negotiated Fee
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.

FIX IT FIRST!!
Portfolio of Active State Buildings

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

- UMass System: 14.9
- State Universities/Comm Colleges: 13.6
- Public Safety and Security: 8.7
- Health and Human Services: 6.6
- Energy and Environmental Affairs: 5.2
- Judiciary: 4.9
- Sheriffs: 4.2
- Administration and Finance: 4.0
- Department of Transportation: 3.1
- Other (Tourism; SEC; EO/LWD): 0.1

The Commonwealth owns ≈ 4,300 active buildings comprising nearly 66 million square feet
### Strategic Choices

**Multiple approaches to Facility/Capital Needs:**
1. Operational options/business process re-design
2. Fix it First
3. Leasing
4. P3 – Leverage state assets
5. Capital Project – new construction or major renovation

- Data-Driven, operations-focused
- Strategic and Targeted
- Collaborative
- Transparent

**Foundation:**
- Facility Condition Assessments in CAMIS (DCAMM’s Capital Asset Management Information System)
- 5 – 20 year plan
- Coordinate across State Government – cross-agency collaboration

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**Regional Workshops through the Commonwealth**

![Graph showing supply and demand for education levels]

**STRATEGIC FRAMEWORK FOR MASSACHUSETTS HIGHER ED**
Strategic Planning

On-going Efforts:
• Higher Ed – 29 institutions – 5 UMass, 6 State Universities, 15 Community colleges
• Judiciary – 100 Courthouses – 65% over 50 years old & in need of renovations/repairs/replacement/abandonment

Getting started:
• Facility Condition Assessments
  • Corrections – 13 Sheriff & Department of Correction
  • State Police – Barracks, Crime Lab
  • Military – National Guard Armories/Readiness Centers

• Human Services:
  • Shattuck Hospital replacement – Purchase existing hospital for half the cost of new
  • Chelsea Soldier’s Home – access 65% Federal Reimbursement for capital project
  • Renovations to State Lab – renovate rather than build new for less than half the cost

• Statewide Office Occupancy
  • Strategy coordinating leasing, capital and real estate opportunities in metro Boston
    • 4 state-owned properties – including the McCormack Building
    • Renovation, public/private partnership opportunities
    • Looking to the future workforce with modern office space and mobile workforce policies
    • Requires coordination of IT investment, HR policies, change management and capital investment
**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>
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<tr>
<td>Cat 1 Hurricane at MHHW</td>
<td>10.1</td>
<td>Below ground</td>
</tr>
<tr>
<td>Cat 2 Hurricane at MHHW</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>
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<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.
ENERGY & SUSTAINABILITY PROGRAM OVERVIEW

Capital projects
• Large: Comprehensive Energy Design Build
• Small: Utility Vendor

Operational improvements
• Real time metering (CBEI)
• Re/retro-commissioning (ongoing commissioning)

Grid opportunities
• Demand Response and load management
• Forward Capacity Market
• Solar/alternative energy credits
• Repair and maintenance of solar assets

Advisory services
• Energy
• Resilience
**COMPREHENSIVE DESIGN BUILD PROJECTS**

**Process**

- Facility Advisor does initial audit
- Engineering consultant (House Doctor) brings design to 30% schematic
- Project is bid at 30% design
- Design build contractor completes design and implements project

**Upcoming Projects**

<table>
<thead>
<tr>
<th>Location</th>
<th>Actual/Anticipated RFP Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston</td>
<td>March 12, 2018</td>
</tr>
<tr>
<td>Boston</td>
<td>March 20, 2018</td>
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<tr>
<td>Framingham</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>Chelsea</td>
<td>Summer 2018</td>
</tr>
<tr>
<td>Amherst</td>
<td>Summer 2018</td>
</tr>
<tr>
<td>Milton</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>Boston</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>Boston</td>
<td>Winter 2019</td>
</tr>
<tr>
<td>Greenfield</td>
<td>Winter 2019</td>
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</tbody>
</table>
Affirmative Marketing

- Massachusetts State Laws Chapter 7C, Section 6
- Affirmative Marketing Program has been in place in various forms for 30 years.
- Disparity Study – December 2017

Minority & Women Business Enterprises
- Race & Gender conscious goals for capital facility projects & state assisted municipal building projects to promote equality for and to encourage MBE & WBE participation.
  - 10.4% Construction combined M/WBE goal  ACHIEVED 13.3% FY17
  - 17.9% Design combined M/WBE goal  ACHIEVED 43.3% FY17
  - $58 MILLION to MBE’s & WBE’s FY17

Workforce Participation Established Benchmarks
- 15.3% Minorities  ACHIEVED  17.4%
- 6.9% Women  ACHIEVED 1.7%
- 900,000 Work hours reported for all projects FY17
DCAMM’s Capital Program – Looking Forward

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

Targeted Growth
Modernization
Maintenance

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

- McCormack Building Major Renovation
- New Trial Court facility
- Higher Education Major Projects (not yet announced) – 2 ads anticipated
- Repairs to Essex Sheriff Middleton Facility – (Envelope/Kitchen)
- Massachusetts Information Technology Building Renovations – office renovations and fit-out
- Shattuck Campus Planning
- Projects developed out of Facility Conditions Assessments for Corrections/State Police/National Guard Armories Master Plan
<table>
<thead>
<tr>
<th>Upcoming Projects (Design &amp; Construction)</th>
<th>Calendar Year 2018</th>
<th>CY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Chelsea Soldiers Home</td>
<td>x</td>
<td></td>
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<tr>
<td>* State Lab Renovation – JP</td>
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<td></td>
</tr>
<tr>
<td>* Shattuck Hospital Relocation</td>
<td>x</td>
<td></td>
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<tr>
<td>* State Police - Lower Basin Barracks</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>BSB- State House- West Wing- Water Infiltration</td>
<td>x</td>
<td></td>
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<tr>
<td>BSB-State House-Coal Pocket Telecom Room-Repair</td>
<td>x</td>
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</tr>
<tr>
<td>BSD - Bristol Sheriff’s Facilities - Replace Electronic Security Control System</td>
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<tr>
<td>CME - Sandwich - Underground Storage Tank Replacement</td>
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<tr>
<td>Hurley Lindemann Bldg.-Envelope -Repair</td>
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<tr>
<td>DCP - McCormack - Roof and Cooling Tower - Design &amp; Construction</td>
<td>x</td>
<td></td>
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<tr>
<td>DCP - Salem SC &amp; County Commissioner Bldg _ Warm Mothballing</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>DCP - 226 Main Street Brockton - DUA</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>HLY-Holyoke Soldiers Home-Life Safety Upgrades</td>
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</tr>
<tr>
<td>HSD-Modular Dorms-Facility Assessment and Repairs</td>
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</tr>
<tr>
<td>SDM-Middlesex HOC, Billerica-Structural Stabilization</td>
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<td></td>
</tr>
<tr>
<td>TRC-Brighton District Court-Envelope-Improvements</td>
<td>x</td>
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<tr>
<td>TRC-East Brookfield Court-Exterior Repairs</td>
<td>x</td>
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<tr>
<td>TRC Springfield Hall of Justice Electrical System Repair</td>
<td>x</td>
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<tr>
<td>TRC - Suffolk County Courthouse - Mid Rise - Elevator Modernization</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Bristol County jail &amp; H.O.C. - Roof Repair/Replacement</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>
DCAMM’s Hiring!

- Design & Construction
  - Director of Project Delivery (2)
  - Project Manager

- Energy
  - Regional Planner

- Planning
  - Planning PM

***More at www.Masscareeers.gov***
Questions?
Real Estate

• DCAMM Office of Real Estate responsible for acquisition, sale, lease of state-owned real estate
• Active participants in Governor Baker’s Open for Business Initiative: making better use of Commonwealth’s underutilized real estate
• Partnering with state agencies to redevelop real estate to produce revenue, jobs, housing, expand the tax base and reduce Commonwealth’s holding costs
• Exploring P3s to identify innovative ways to deliver state services

Recent Initiatives:
• Worcester State Hospital remnant parcel
  • Sale of 44 acres to WBDC to create bio-manufacturing campus in Central Mass
  • Up to 350,000 SF development, 500 jobs, tax revenue to City of Worcester, reduced holding costs
• North Reading/former J.T. Berry campus
  • Partnership with Town of North Reading to sell former Human Services parcel to private developer for $30M ($9M state share)
  • Pulte Home to build 450 units of housing for 55+ market

Upcoming Initiatives:
• MA Army National Guard Master Plan will identify opportunities for consolidation and redevelopment of properties no longer needed by the Guard
• Courthouses: construction of new Lowell Trial Court will result in opportunity to sell/lease closing Superior and District Courts; other opportunities may follow with system consolidation