



2025 Annual Town Meeting
**Article #33: Appropriate for Public Works Facilities Improvements/
Cogswell Building Addition- Fleet Maintenance Facility**
Frequently Asked Questions

What is the Jack Cogswell Building Expansion Project?

The 2024 Annual Town Meeting voted unanimously to appropriate \$2,300,000 for the design of an expansion of the Jack Cogswell Building (JCB) on Central Avenue to house the Fleet Division, including fleet storage and the equipment and facilities necessary for their daily operations.

What is the state of the DPW Building at 470 Dedham Avenue?

The main Department of Public Works (DPW) building at 470 Dedham Avenue houses the DPW Parks & Forestry Division, Highway Division, Water/Sewer/Drains Division, and Fleet Maintenance Division. It was constructed in 1960, and a second floor was added in 1965. This building is at the end of its useful life and requires replacement. None of the facilities are ADA compliant, none meet contemporary building or energy codes, and the ground floor is prone to flooding. There are only shower facilities for male employees, and these are in substandard condition.

470 Dedham Avenue no longer accommodates the staff, vehicles, and equipment needed for modern public works operations. The Town's needs have changed since the building was constructed 65 years ago, and the service demands and expectations of those who live, work, and visit Needham have grown. The DPW is responsible for maintaining the Town's infrastructure including the roads, sewers, water system, stormwater systems, parks, forests, schools, and municipal buildings.

Is there a Master Plan for the DPW?

DPW facilities have been included in numerous facility master plans developed over the past two decades. The most recent study was conducted in 2016 and was updated in 2023. Certain phased improvements have been made during the past 10-15 years including:

- 2010: The Public Services Administration Building (PSAB) was constructed and served first as a temporary Town Hall during the Town Hall Renovation. The DPW Administration moved out of the upper level of 470 Dedham Ave into PSAB with several other Town departments in 2011.
- 2014: The St. Mary St. Pump Station was reconstructed, to connect to the MWRA water source.
- 2014: The Salt Storage Building was constructed at the Recycling/Transfer Station (RTS).
- 2014: A 6-Bay Garage was constructed at the 470 Dedham Avenue site.
- 2017: A Fuel Island was constructed adjacent to the 470 Dedham Avenue site.
- 2019: The Jack Cogswell Building was constructed for seasonal vehicle and equipment storage at the RTS.

Why can't DPW be fully rebuilt at 470 Dedham Ave?

The 2016 DPW Feasibility Study investigated the construction of a new DPW facility with all operations on one site. Multiple locations were studied, but all sites were ruled out except the existing 470 site for various reasons. The 470 Dedham Avenue site can be redeveloped, but significant site constraints limit the footprint of the building, and the construction of temporary facilities would be required. This project would cost approximately \$37,950,000 in FY 2016 dollars (over \$50 million dollars in current estimates). When the space study was updated in 2023, a campus approach, with multiple DPW buildings across Town, rather than all on one site was recommended.

Why is a Campus approach recommended?

The Department's experience during COVID demonstrated that it could operate on campuses across Town. This caused the Town to re-evaluate the project, with the understanding that:

- It is unlikely that the Town will have the capacity to fund a single large project.
- Large projects can be divided into smaller project scopes that achieve the overall goal.
- Divisions that need to be colocated would remain on the same site.
- Locations for sites that meet DPW's needs are limited.
- Each phase of the project can be distinct, and that one phase will not require the other phases to move forward as planned.

What are the implementation phases noted in the 2023 DPW Complex Feasibility Study?

The future phases are described in the Weston & Sampson - New DPW Complex Feasibility Study & Masterplan - Final Report, dated November, 2023. This document can be found on the Town's website at www.needhamma.gov/DPWfeasibilitystudies. In summary the future phases include:

1. Fleet maintenance bays constructed at the JCB;
2. An addition constructed at the 6-bay garage on the 470 Dedham Avenue site to accommodate staff facilities, workshops, and a wash bay;
3. Demolition of the 470 Dedham Avenue building and construction of a new vehicle storage building, raising the building above the flood plain with setbacks from Alder Brook;
4. Renovation or replacement of the Daley Building (257 Webster Street); and
5. Renovation and improvements to the RTS buildings.

What are the primary goals of the project?

- To provide staff with a safe and appropriate workspace:
 - appropriate ventilation for all internal workspaces;
 - appropriate wash facilities for staff that regularly get soiled in the course of their work; and
 - sufficient space to house all DPW operations staff within the facility.
- To provide a wash facility to ensure that vehicles meet target life expectancies and comply with the Town's MS4 (Small Municipal Separate Storm Sewer Systems) Permit requirements.
- To provide shop spaces that meet 21st century safety and compliance requirements.
- To create a building that is structurally sound with appropriate flood mitigation systems to ensure continuity of operations during stormwater events.

What services does the Fleet Maintenance Division provide for DPW?

The in-house, trained automotive mechanics and directors maintain the vehicles for all Town-owned vehicles except for most public safety vehicles. This includes approximately 280 vehicles, trailers and equipment with an asset value of about \$16,000,000. A full inventory can be found in Appendix D of the 2023 DPW Complex Feasibility Study & Master Plan.

What is the proposed size of the Jack Cogswell Building addition?

The addition to the JCB will be approximately 10,380 square feet. It will house five maintenance bays with updated maintenance lifts and equipment, parts storage and employee support areas and locker rooms.

Can Fleet Maintenance operate in a different location than the other DPW Divisions?

Yes. When evaluating all the needs and conditions, it was determined that the Fleet Division, which was the most in need of new space from both a safety and efficiency perspective, would be most appropriately separated from the other operating divisions. The locations available were limited and it was determined that the JCB would be a good location because:

1. Fleet is the most constrained by the existing facilities with an insufficient number of maintenance bays for staff, limiting operational efficiency.
2. The RTS - located next to the Jack Cogswell building – is one of the largest customers for ongoing maintenance both in terms of volume and in terms of size of equipment.

Why was this site near the new Jack Cogswell Building selected for Fleet Maintenance?

1. The existing site at 470 Dedham Ave is too small to accommodate all DPW Divisions, therefore a campus solution was developed in the 2023 DPW Master Plan.
2. The fleet maintenance division has only six staff members and they do not need to come and go from the site multiple times each day like the other DPW division vehicles. Therefore, the facility will have minimal added traffic impact on Central Avenue.
3. The RTS vehicles require regular maintenance, and these are typically urgent to maintain RTS operations. This proximity facilitates continuity of RTS operations.
4. Vehicles awaiting scheduled repairs can be easily stored in the JCB.
5. Proximity to the Salt Storage Building is advantageous during snow removal events if urgent repairs are required to Town snow and ice equipment.
6. Moving the Fleet would not require any temporary facilities. The relocation of the division will also free up considerable real estate in the 470 Dedham Avenue building for the remaining divisions to use.
7. The staff at Fleet Maintenance are the only staff who occupy the building for the entirety of their shift and are therefore the most adversely affected by current conditions.

Is there sufficient room for the new facility where it is to be located?

Yes. Sufficient area exists on the east side of the JCB facility for this addition. Site preparation will require blasting of rock ledge as was done for the construction of the Jack Cogswell Building.

How much of the facility site prep work versus building work will there be for this project?

Site preparation work will include:

1. Blasting on the existing site to achieve the appropriate grade for the new building;

2. Installation of a sewer force main from the new building up Central Avenue to the intersection with Mark Tree Road to tie into the existing sewer;
3. Creation of two infiltration basins to handle roof and pavement run-off;
4. Utility connections to electricity, water and gas services; and
5. Drilling of up to four geothermal wells.

Earthwork, exterior improvements and utilities account for about 21% of the total estimated construction cost of the project. The Design Development cost estimate projected the following values:

- Site Work = \$3.39M (21%)
- Building = \$12.85M (79%)
- Total Construction = \$16.24M

Are zoning changes required to accommodate the reconstruction?

No Zoning By-law changes are needed for this project. However, an amendment to the existing Special Permit will be needed. An amendment to the existing Conservation Commission Order of Conditions may also be required. Both processes will include the opportunity for resident input at public hearings.

Why can't this facility be located at 470 Dedham Avenue site?

The existing site at 470 Dedham Avenue is too small to accommodate all DPW Divisions therefore a campus solution was developed in the 2023 DPW Master Plan.

Will temporary facilities be needed during the construction project?

No temporary facilities will be needed for this first phase. By constructing this addition adjacent to the Jack Cogswell Building the existing facilities at 470 Dedham Ave will remain in operation until the Fleet maintenance staff can move into this new facility.

Will this building meet the Town's Sustainability Goals?

The building will be designed to meet the newly adopted Specialized Energy Code. It will include geothermal wells for heating and cooling the building, as well as a solar ready roof structure and an alternate bid item for installation of PV roof panels. This will maximize potential sustainable grant funding which can potentially be invested in adding solar PV to the existing JCB roof targeting a net zero operational facility.

What is the project schedule?

The estimated schedule for Phase I of the DPW Project is as follows:

- May 2024: Annual Town Meeting – approved of design funding (complete)
- June – October 2024: Schematic Design and preliminary cost estimates (complete)
- November 2024 –April 2025:Design Development, cost estimates (complete)
- May 2025: Annual Town Meeting – appropriate construction Funding
- April -August 2025:Construction Documents & Permitting
- Aug-September 2025:Bidding
- November 2025 - December 2026: Construction
- January 2027: Project Close-out and Move-in

The future phases are anticipated to follow a similar sequence noted in the FY2026-2030 Capital Improvement Plan pending future funding. The Master Plan assumes a ten-year sequence through 2035. Each phase is independent, but they are sequenced to fix the most urgent issues with the 470 Dedham Avenue building first followed by the Daley Building and the RTS.

What is the expected cost of the Fleet Maintenance project?

The Design Development cost estimate summary is noted below:

DD Cost Est. Construction	\$	16,250,000
Contingencies (10.8% of Const.)	\$	1,750,000
<u>Soft Costs, Furniture, Fixtures and Equipment</u>	<u>\$</u>	<u>1,600,000</u>
Total (ATM 2025- Warrant amount)	\$	19,600,000
Bid Alternate #1- Solar PV	\$	300,000
Bid Alternate #2 – Air Source Heat Pumps in existing garage	\$	1,140,000
Subtotal (Bid alternates possible with contingency)	\$	1,440,000
Potential Grant Incentives - Base bid with Ground Source Heat Pump		
Eversource – Ground Source Heat Pumps	\$	290,900
Federal Direct Pay (IRA) – Ground Source Heat Pumps	\$	621,000
	\$	911,900
Potential Grant Incentives for Alt#2- Air Source Heap Pumps for Existing JCB Garage		
Green Communities - Decarbonization (Grant funds could help fund sustainability bid alternates)	\$	250,000

How will the project be funded?

This construction appropriation is proposed to be funded by debt in the amount of \$19.6 million. Future phases are noted in the FY2026-2030 Capital Improvement Plan.

Why does the addition only include one division?

The Fleet Maintenance Division of DPW requires the most physical space and is the most equipment intensive. The Town employs four mechanics including one master mechanic. The industry standard for maintenance garages requires 1.5 bays per mechanic. Currently there are only three bays for the mechanics, which is less than one bay per mechanic. The new facility will have seven mechanics bays with one double bay (two bays total) set up as a drive-through for large vehicles and one designated for tire replacement and small vehicle maintenance

The Fleet Division in the existing DPW at 470 Dedham Avenue occupies approximately 26% of the facility. This division is the most space-intensive organization, as they operate a full shop. The other DPW division employees perform most of their services in the field, therefore requiring less space and physical equipment installed at their facilities to complete their responsibilities.

Moving the fleet facility to JCB and adding additional maintenance bays will modernize the fleet maintenance facility and allow the Fleet Division to properly maintain the 200+ pieces of town equipment assessed at over \$16,000,000. The addition of the Fleet at JCB maximizes the developable area of that parcel and there is not additional space for other divisions. A DPW emergency operation center was proposed at this location but was ruled out due to site constraints. All divisions require ground level bays for the majority of their work that are large enough for staff and equipment. Additionally, in prior studies this location was ruled out for an operating division as the peak traffic at this location conflicts with the dispersal of staff to site locations on a daily basis.

Which construction method is being employed?

The Design Bid Build (DBB) method of construction is anticipated. This method was also used to construct the Jack Cogswell Equipment Storage facility and is appropriate for this project.

What are the additional costs to the Town if the project is delayed?

The DPW Complex Feasibility study projected a cost escalation rate of 6% per year for future years.