

# ATTACHMENT A



55 Walkers Brook Drive, Suite 100, Reading, MA 01867  
Tel: 978.532.1900

May 24, 2021

Mr. Roy E. Sorensen  
Municipal Services Director  
Salem Municipal Services Department  
21 Cross Street  
Salem, NH 03079

## **Re: Salem, NH Municipal Services Facility Study Scope of Work**

Dear Mr. Sorensen:

Weston & Sampson is pleased to submit this proposal to provide a Facility Study and Master Plan for the proposed Salem Municipal Services Facility. As discussed at our meeting, we understand the Town would like to assess the existing DPW Facility located at 21 Cross Street to help develop a Master Plan to convert the site to a new consolidated Municipal Services Facility, which will incorporate the Engineering and Utilities departments into the existing DPW site. The Master Plan will help identify the best location and configuration of existing and proposed Municipal Service functions, including but not limited to vehicle washing, vehicle maintenance, vehicle storage, administrative needs, materials handling, stormwater and wastewater management. The study will take into account the existing buildings/infrastructure currently on site and will make the best use of these existing components to help minimize costs.

Based on this understanding, please find below a description of the proposed scope of work broken down by task.

## **SCOPE OF WORK**

### **TASK 1 - PROJECT START-UP**

- A. Attend a Kick-Off Meeting with Town officials to review the project goals, the scope of tasks to be undertaken, procedural protocols, and the nature and schedule of deliverables. This first meeting can be in person, or virtual, depending on what works best for the Town.
- B. Complete a review of all available existing published documents relating to the Project. Existing data to be reviewed shall include plans of the existing facility, any studies related to Municipal Services operations or its facilities, Department organizational information, along with vehicle, equipment, and material inventory lists.
- C. Visit the facilities with key Weston & Sampson personnel, including architectural, structural, site/civil, and Municipal Facility design specialists. The study team will view how the facility is organized, how the work is accomplished, and how the facilities affect efficiencies. We will also identify operational issues within the existing facilities and areas where consolidation may be possible to improve operations. The study team will also document MEP/FP components and will review the findings with our MEP/FP Engineers to get their recommendations for the project.

This site visit to assess the facility will be separate from the kick-off meeting if it is held virtually, or it will be performed the same day after the kick-off, if we do the kick off meeting in person.

## TASK 2 - NEEDS ASSESSMENT / FACILITY PROGRAMMING

- A. Meet with Municipal Services management, division supervisory staff, and workforce staff to review the building and site program requirements for a new facility. Interviews shall be conducted and will focus on developing a detailed understanding of the day-to-day operations. The data obtained from this analysis will be used to identify the “near-term needs” (5 to 10 years) and the “long-term needs” (more than 10 years). Programming needs will be identified for all anticipated spaces. Some of the topics that may be discussed at these interviews are:

- Existing building and site deficiencies
- Description of the current day-to-day operations
- Description of how typical emergency situations impact the Facility
- Vehicle, equipment, and material storage requirements
- Public interaction with Municipal Services at the Facility
- Anticipated growth in service
- Anticipated growth in vehicles, equipment, and materials
- Vehicle washing
- On-site wastewater and stormwater management needs

The interviews can be conducted in person or virtually, depending on what works best for the Town. If held in person we would plan on visiting the site and conducting the interviews in one day. We typically meet with each Division/key group for up to one hour. We would anticipate meeting with the following Divisions/Groups:

- DPW Administration
- Engineering
- Highway
- Fleet Maintenance
- Water
- Sewer
- Other groups/personnel as needed

- B. Based on the results of the existing documentation review and staff interviews, prepare programming sketches for each major functional space to be incorporated into a new facility. These programming sketches will provide layouts for individual spaces illustrating layouts for desks, chairs, shelves, file cabinets, vehicles, equipment, and plows. The purpose of these sketches will be to validate the required size and functional capabilities.
- C. Identify any site components to be incorporated into a new facility including vehicle washing, fueling, salt storage, bulk material storage, circulation, parking, stormwater retrofits and wastewater collection facilities.
- D. Prepare a Facility Space Needs Matrix which details each space required for the facility, including operational spaces and support spaces. The matrix will be organized by space type (e.g., offices, employee facilities, shops, vehicle storage, etc.), and will include factors to account

for corridors, structure, and other non-usable square footage, and will yield a total proposed facility size.

- E. Review the programming sketches and matrix with the Town. Advise the Town about any potential opportunities to reduce or consolidate spaces that are not expected to impact operational efficiency, and the potential implications of reductions that would be expected to hinder Municipal Services productivity.
- F. Identify core operations which require direct adjacencies.
- G. Incorporate comments from the Town into an updated Municipal Services Facility Space Needs Matrix.
- H. Prepare a pre-design development budget, based on the finalized Space Needs Assessment, which will be based on dollar per square foot value for each of the space types (e.g., offices, employee facilities, trade shops, vehicle maintenance, vehicle wash, etc.). These values will be derived by an independent cost estimator, TCI, Inc. The cost estimate will also identify potential soft costs associated with the project, including design contingencies, construction contingencies, clerk-of-the-works services, printing of bid documents, architectural and engineering design fees, escalation, and insurance during construction. We can attend a meeting to update the Board of Selectmen at this time if needed.

### **TASK 3 - BUILDING AND SITE PLANNING CONCEPT DESIGN**

- A. Utilize the results of the previous phase to develop building and site alternatives on the site. Building alternatives will be in the form of “block plans” that are assembled from the various groupings of space types (e.g., offices, employee facilities, etc.). Each alternative site plan will show the general layout of driveways, buildings, circulation, bulk material storage, vehicle washing, vehicle fueling, parking, enhanced on-site stormwater best management practices and new wastewater collection system facilities. Site plan layouts will include both new construction and renovation of existing spaces.
- B. Work will include assessing the feasibility of extending sewer to the site.
- C. Each of the alternatives will be reviewed with Town and comments incorporated accordingly to create a single, preferred alternative.
- D. Utilizing the preferred site alternative, create a conceptual level floor plan which will show all interior spaces and adjacencies.
- E. Include a phasing approach, as appropriate, to help identify near term needs versus long term, and how various phases can be constructed over time.

## TASK 4 – EXISTING BUILDING ASSESSMENT AND IMPROVEMENTS

- A. Our architects and structural engineers will assess the structural integrity of the existing structures and the feasibility of modifying them to best meet the program needs. This work will include a visual assessment of the buildings/structures and field measurements from ground/floor level to supplement or confirm available as-built drawings. This work will be performed concurrent with Tasks 3 and 4 above to help ensure that alternatives utilizing existing spaces are viable approaches.
- B. In addition, we will assess the existing building and recommend building envelope improvements, along with proposed structural modifications and/or building additions to support the Department's operational needs. Durable and cost-efficient materials will be employed to give the facility an appropriate aesthetic character, complementing its unique Interstate highway and agricultural context.
- C. The results of the above assessment will be summarized with a written narrative and photographs to show the scope of the structural and building envelope modifications. This work will be prepared in a manner so that the conceptual/planning level construction cost can be developed by the Independent Cost Estimator.

## TASK 5 – CONCEPT LEVEL DEVELOPMENT BUDGET AND VEHICLE WASH COST BENEFIT

- A. Prepare a conceptual development budget based on the preferred alternative. The estimate will be based on dollar per square foot value for each of the space types (e.g., offices, employee facilities, trade shops, vehicle maintenance, vehicle wash, etc.). These values will be derived by our independent cost estimator, TCI, Inc. As with the pre-design development budget discussed above, the cost estimate will also identify potential soft costs associated with the project, including design contingencies, construction contingencies, clerk-of-the-works services, printing of bid documents, architectural and engineering design fees, borrowing costs, inflation, and insurance during construction.
- B. In addition, Weston & Sampson will prepare a cost benefit analysis for the vehicle wash bay. Work will include estimating the capital costs for the construction of a wash bay and associated wash equipment, along with the labor and fleet replacement savings realized with the use of a new vehicle wash facility. Cost savings associated with a wash bay include labor savings achieved when washing the vehicle/truck using modern manual truck wash equipment, versus washing the vehicle by hand. There are also savings due to reduced maintenance needed on the vehicles when they are properly washed, along with the extension of the vehicle life. Regular vehicle washing can result in a significant extension of the vehicle's life span due to the removal of dirt, debris, salt and corrosive de-icing chemicals. This vehicle lifespan extension translates to lower fleet turnover and reduced fleet replacement costs, which will help off-set the capital cost of the wash bay. Straight line annual depreciation methods will be used in the cost-benefit analysis.
- C. We will also look at available grants and loan programs that may be able to help off-set the cost of the facility.

## TASK 6 - REPORT AND PRESENTATION OF CONCLUSIONS

- A. Prepare a summary report that outlines the work completed as part of the study, with exhibits illustrating all of the completed tasks.
- B. Present the study recommendations to Town governing authorities and the community, as appropriate.

## TASK 7 - PREPARE PRESENTATION MATERIALS/ATTEND MEETINGS

- A. Prepare presentation materials and assist the Town with presenting the project to the appropriate Town committees, Town boards, and other interested parties. Presentation materials to include colored conceptual building and site plans, conceptual 3D site modeling, and PowerPoint presentations and handouts. We will work with the Town to develop the most appropriate support items for the community to help gain public support for the project. As discussed, we have assumed up to five (5) meetings for this task.

## SCHEDULE

It is anticipated that the project will be completed in 4.5 - 5 months of receiving authorization to proceed. The schedule time frame will be dependent upon approval of the selected alternative and the overall progression of the work. Task 7 will be performed on an as-needed basis.

## FEES

Task 1 – Project Start Up	\$2,600
Task 2 – Needs Assessment/Facility Programming	\$19,000
Task 3 – Building and Site Planning Concept Design	\$20,000
Task 4 – Existing Building Assessment and Improvements	\$7,200
Task 5 – Concept Level Development Budget and Vehicle Wash Cost Benefit	\$6,500
Task 6 – Report and Presentation of Conclusions	\$5,200
Task 7 – Prepare Presentation Materials/Attend Meetings	\$6,000

**Total: \$66,500**

Thank you for the opportunity to submit this proposal to you. We look forward to working with you and your staff. If you have any questions, please do not hesitate to contact me on my cell at 781-738-4407 or via email fairj@wseinc.com.

Sincerely,

WESTON & SAMPSON ENGINEERS, INC.



Jamie Fair, PE  
Senior Team Leader

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