

2017 Public Works Study Committee Report



December 1, 2017

Executive Summary

The Public Works Study Committee has developed a preliminary five-year plan to transition Brookline's road maintenance function from one filled by a Road Agent to a Public Works Department. This need was prompted by the current Road Agent advising the town he will no longer be serving in the Road Agent role after March 2018.

The committee has:

- Researched the spending and approach to road maintenance at 23 comparable NH towns
- Considered alternatives for providing road maintenance services
- Developed a preliminary 5-year plan for transitioning to a Public Works Department

The committee found:

- Brookline's recent and current approach to road maintenance has been very cost effective for taxpayers compared to other towns
- On average, our peer towns' public works departments have four full-time employees, but it varies by town
- Brookline's current annual budget for roads (\$721,500 in 2017) provides significant funds that will allow the town to absorb some costs associated with new headcount and equipment purchases without them being 100% additive costs to taxpayers.

The committee recommends:

- Seeking town meeting approval in March 2018 for:
 - A full-time Public Works Director (prorated cost in 2018 of \$71,500)
 - Creation of a Public Works Equipment Capital Reserve Fund to smooth the tax impact of equipment purchases over the coming years (net tax impact of \$50,000 in 2018)
- Viewing 2018 as a transitional year where the current Road Agent is available to assist the Public Works Director with guidance and resources as needed
- Locating an eventual public works garage at the Transfer Station; using office space in the Town Hall and storage space at the Annex in the interim
- Having the Public Works Director work with the Selectboard or an appointed committee to develop a more comprehensive 5-year plan for equipment, staffing and a garage by the end of 2018.

Background

In May 2017, the Selectboard chartered a five-member committee to evaluate alternatives for providing traditional “public works” services. The effort was precipitated by the Road Agent advising the Board that he would not run again for Road Agent in March 2018, thereby raising the need for an alternative approach.

The committee, which met a total of six times, was comprised of:

- Eric Pauer (Chair) – At-large resident
- John Carr – Selectboard representative
- Jerry Farwell – Road Agent
- Linda Chomiak – Finance Committee representative
- Tad Putney – Town Administrator

The committee’s work included:

- Researching public works-related information at 23 comparable peer towns
- Identifying alternatives to address Brookline’s future road maintenance needs
- Recommending a preferred approach
- Preparing a preliminary 5-year plan for the recommended approach

Current Approach to Brookline Road Maintenance

For many years, Brookline’s roads have been maintained by an annually elected Road Agent. A substantial portion of the work on town roads was completed by individuals employed by the road agent and equipment owned by him. The balance of the work was conducted by sub-contractors selected and managed by the Road Agent.

On an annual basis, the Road Agent signed an agreement with the Selectboard, which included pre-set costs per hour for labor and equipment. The town has had no public works employees and owns no equipment, except for one snowblower. The Road Agent has been compensated solely based on the hourly rate for labor and equipment; there is no stipend for the position.

In late 2016, the Road Agent advised the Selectboard that he may not run for Road Agent the following year and that the Town should look at alternatives. Specifically, he advised that the town has grown, traffic has increased, the demands for town-related road work/maintenance have outstripped his ability to fully deliver the needed services while maintaining a separate business, and he does not want to continue being on call 24/7 for plowing/sanding/salting.

Each winter storm requires 10-12 trucks for plowing/sanding/salting. Eight are provided by the current road agent’s company and the balance are provided by sub-contractors in pick-ups and one-ton trucks. There are five plowing routes that cover the town and are completed in about four hours. On average, plowing/sanding/salting trucks are called out 30-70 days per year.

2007 Public Works Study Committee

Back in 2007, a predecessor committee studied the Town's approach to public works. It found:

- Brookline's annual spending on roads was reasonable compared to 23 peer towns
- Brookline's current Road Agent arrangement was in the best interest of taxpayers as no capital expenses were required for town equipment - unlike most towns
- If the current arrangement with the Road Agent ended, the hiring of a single full-time employee to manage subcontractors to conduct much of the work would be better than hiring multiple employees to do the work
- The establishment of a Public Works Capital Reserve Fund was considered, but ultimately deemed not needed, as there was a low probability of needing to establish a Public Works Department in the near future.

Current Responsibilities of the Road Agent

The Brookline Road Agent's responsibilities include:

- Overseeing and managing all snow plowing/sanding/salting during the winter, including directing four subcontractors who provide assistance
- Coordinating school delays/closures with bus company and Superintendent as needed
- Evaluating the condition of the town's 45-50 miles of paved roads and selecting approximately 3 miles for resurfacing per year; coordinating resurfacing with paving company
- Cleaning out ditches and improving drainage along the Town's roads; generally about 6-8 miles per year
- Graveling and grading the town's approximate 7 miles of gravel roads as needed; can vary between two and ten times a year, depending on weather and the road
- Applying dust control on the town's gravel roads as needed
- Overseeing the mowing, trimming, weeding, mulching and other general maintenance of the Town Hall, Library, Annex, Transfer Station and sidewalks
- Providing other general maintenance on town roads including maintaining road and street signs, patching pot holes, etc.
- Upgrading gravel roads to paved roads as directed by town meeting
- Addressing emergency needs related to roads (trees/branches down, flooding, etc.)
- Subcontracting out street sweeping of town roads in mid-March to mid-April
- Subcontracting out the annual brush cutting of both sides of each town road, unless deemed unnecessary
- One of the town's two reps to the Souhegan Regional Landfill District; attends meetings
- Oversees Transfer Station employees and operations
- Subcontracting out the annual cleaning of the town's 70 catch basins

2017 Peer Town Research

The committee developed a list of 23 similar NH towns to compare our annual spending on road maintenance, research the size of their public works departments and be aware of any capital reserve funds they have accumulated for highway equipment/projects. The towns were located south of Concord, with populations ranging from 4,000 to 6,700, plus Hollis.

Exhibit A provides the results of the spending analysis. Highlights include:

- Brookline's spending on roads in 2016 and 2017 was well below the peer group average
 - We spent just under \$14,000 per mile of town road versus the peer group average of about \$18,500
 - Only 2 of 23 towns have lower spending per mile of town road than Brookline
- On average, the peer towns have about \$210,000 in Capital Reserve Funds set aside for highway projects/equipment and some towns having significantly higher amounts set aside
 - Brookline has not established a Capital Reserve Fund for highway-related expenses
- On average, the peer towns have four full-time public works employees, but the number ranges widely by town

Exhibit B provides details on the public works departments for each of the 23 towns

- Only one town (Auburn) has an approach like Brookline with no public works employees or town equipment and a traditional road agent

Exhibit C provides town-by-town details of their highway-related Capital Reserve Funds (as of the end of 2016)

- Only 3 of the 23 towns have no highway-related Capital Reserve Funds
- Five of the 23 towns have Funds in excess of \$450,000

Alternatives to Current Approach

The committee considered four alternatives for providing road maintenance services moving forward:

- New road agent elected to the position in March 2018
- Reduce plowing and sanding demands on current road agent; he continues in position
- Pursue partnering with Mason/other town to provide road maintenance services
- Hire full-time Public Works Director; eliminate road agent position

Highway Department Spending - Peer Town Analysis

Exhibit A

Town	Highway, Streets & Bridges Operating Budget				Board Recommended		2-Year Avg. Operating Budget + 2017 Warrant Arts.	Miles of Town Road*	Average Spending Per Mile	Highway Capital Reserve Fund(s)	# of FT DPW Employees
	2017		2-Year Average		2017 Highway Warrant Article \$						
	Actual	Proposed	Actual	Average	2017	2018					
Allenstown	\$401,760	\$599,881	\$500,821	\$500,821	\$15,000	\$515,821	25	\$20,718	\$0	5	
Auburn ⁽¹¹⁾	\$1,804,145	\$1,756,506	\$1,780,326	\$1,780,326	\$0	\$1,780,326	66	\$27,105	\$0	0	
Brentwood	\$358,783	\$487,201	\$422,992	\$422,992	\$493,524 ²	\$916,516	46	\$19,770	\$678,703	3	
Chester	\$663,827	\$686,734	\$675,281	\$675,281	\$398,068	\$1,073,348	57	\$18,899	\$217,952	2	
Danville	\$555,021	\$636,397	\$595,709	\$595,709	\$178,500	\$774,209	39	\$20,035	\$243,961	1	
Deerfield	\$741,385	\$751,752	\$746,569	\$746,569	\$25,000	\$771,569	69	\$11,122	\$75,102	4	
Epping	\$1,030,145	\$1,102,285	\$1,066,215	\$1,066,215	\$55,000	\$1,121,215	75	\$14,947	\$30,655	4	
Epsom	\$781,674	\$777,696	\$779,685	\$779,685	\$160,000 ³	\$939,685	49	\$19,374	\$468,513	2	
Fremont	\$419,841	\$564,797	\$492,319	\$492,319	\$172,960 ⁴	\$665,279	39	\$17,051	\$145,128	1	
Hinsdale	\$1,239,038	\$670,079	\$954,559	\$954,559	\$0	\$954,559	36	\$26,304	\$306,446	4	
Hollis	\$1,751,490	\$1,777,578	\$1,764,534	\$1,764,534	\$0	\$1,764,534	94	\$18,768	\$0	8	
Jaffrey	\$853,734	\$987,394	\$920,564	\$920,564	\$138,000 ⁵	\$1,058,564	71	\$14,926	\$164,043	5	
Kingston	\$765,774	\$821,570	\$793,672	\$793,672	\$337,000	\$1,130,672	69	\$16,300	\$94,031	5	
Lee	\$452,827	\$486,412	\$469,620	\$469,620	\$300,000	\$769,620	48	\$15,917	\$474,362	3	
New Boston	\$1,471,180	\$1,536,806	\$1,503,993	\$1,503,993	\$205,000 ⁶	\$1,708,993	97	\$17,554	\$802,964	5	
New Ipswich	\$662,479	\$682,239	\$672,359	\$672,359	\$675,000	\$1,347,359	63	\$21,269	\$107,004	6	
Newton	\$341,830	\$344,044	\$342,937	\$342,937	\$0	\$342,937	33	\$10,421	\$90,863	1	
Northwood	\$581,509	\$661,011	\$621,260	\$621,260	\$118,500 ⁷	\$739,760	36	\$20,772	\$115,191	2	
Nottingham	\$945,049	\$808,522	\$876,786	\$876,786	\$275,000	\$1,151,786	64	\$17,902	\$77,104	3	
Rindge	\$1,033,293	\$1,049,635	\$1,041,464	\$1,041,464	\$240,000 ⁸	\$1,281,464	67	\$19,122	\$158,023	7	
Rye	\$1,231,028	\$1,242,573	\$1,236,801	\$1,236,801	\$375,000	\$1,611,801	45	\$35,780	\$448,796	7	
Sandown	\$744,963	\$610,170	\$677,567	\$677,567	\$406,250 ⁹	\$1,083,817	59	\$18,354	\$137,579	3	
Winchester	\$761,103	\$695,204	\$728,154	\$728,154	\$209,118 ¹⁰	\$937,272	61	\$15,410	\$32,998	5	
Brookline	\$650,270	\$721,500	\$685,885	\$685,885	\$60,000¹	\$745,885	54	\$13,884	\$0	0	
Average:	\$851,821	\$858,108	\$854,964	\$854,964	\$207,692	\$1,062,657	57	\$19,036	\$211,714	4	
Median:	\$761,103	\$695,204	\$746,569	\$746,569	\$178,500	\$1,058,564	59	\$18,768	\$137,579	4	

* Based on 50% of Class II mileage plus 100% of Class V mileage.

Highway Department Spending - Peer Town Analysis

Exhibit A

Notes:

- (1) Excludes \$167,000 raised as Town's portion of bridge replacement project; one-time expense. Includes \$60,000 for roads; approved.
- (2) Excludes \$1.25 million bond for replacing two bridges. Includes \$350,000 for "repair of roads".
- (3) Excludes \$15,000 for bridge replacement capital reserve fund.
- (4) Excludes \$25,000 for bridge replacement capital reserve fund.
- (5) Excludes \$50,000 for bridge rehabilitation capital reserve fund.
- (6) Excludes \$40,000 for bridge rehabilitation capital reserve fund.
- (7) Excludes \$84,000 for red-listed bridge capital reserve fund.
- (8) Excludes \$18,000 for bridge replacement capital reserve fund.
- (9) Excludes \$100,000 for bridge capital reserve fund.
- (10) Excludes \$10,000 for bridge reconstruction capital reserve fund.
- (11) Auburn spent \$936,031 in its 2016 operating budget on road reconstruction and appropriated \$800,000 for same in 2017. These figures included.

Highway Department Spending - Peer Town Analysis

Exhibit B

Town	"Highway Dept" Background
Allenstown	5 full-time, including Road Agent, Foreman and three laborers. Also use 2-3 inmates several days a week (laborers).
Auburn	No employees; just like Brookline. Road Agent stipend of \$2,800 annually.
Brentwood	3 full-time employees.
Chester	2 full-time, plus Road Agent. RA receives annual stipend and owns firm that does work for town.
Danville	1 full-time, plus Road Agent. RA paid for hourly use of his equipment and labor. Town owns no equipment.
Deerfield	4 full-time, including Road Agent. RA received \$58,875 in salary, plus fees for use of equip. Town owns some equip.
Epping	4 full-time employees per town report.
Epsom	2 full-time, includes Road Agent as one of the two. RA paid \$58,492.80 in 2016 per town report. Other paid \$45,000.
Fremont	1 full-time, who is "Road Agent". Paid \$52,617 in 2016. One part-timer noted in town report who received \$19,000.
Hinsdale	4 full-time, including Highway Superintendent.
Hollis	8 full-time, including Director who also oversees Transfer Station.
Jaffrey	5 full-time, including Highway Foreman/Road Agent. Within larger DPW with Water Dept and Transfer Station.
Kingston	5 full-time, plus elected Road Agent who receives a salary of \$73,500.
Lee	3 full-time, including "Highway Supervisor/Road Agent".
New Boston	5 full-time, including Road Agent. Town owns 4 dump trucks, a 1-ton, grader, loader, 2 pickups, and a chipper.
New Ipswich	6 full-time employees, including Public Works Director.
Newton	1 full-time, plus elected Road Agent and one part-timer. RA not paid, except for rental of his equipment.
Northwood	2 full-time, including Road Agent.
Nottingham	3 full-time, including Road Agent, who received \$63,503 in 2016. Town owns 4 dump trucks, loader, grader, pickup.
Rindge	7 full-time, including DPW Director. Also oversees transfer station and one FT employee.
Rye	7 full-time, including "Public Works Director" who was paid \$84,090 in 2016.
Sandown	3 full-time, including Public Works Director and two laborers.
Winchester	5 full-time, including Highway Superintendent

Highway Department Spending - Peer Town Analysis

Exhibit C

Town	Highway-Related Capital Reserve Fund Name	2016 Balance	Town	Highway-Related Capital Reserve Fund Name	2016 Balance
Allenstown	None disclosed in annual report	\$0	Fremont	Highway Maintenance Building	\$14,253
Auburn	None disclosed in annual report	\$0		Highway Equipment	\$45,270
Brentwood	Highway Vehicles & Equipment	\$101,594		Highway Winter Maintenance	\$20,018
	Repair Town Bridges	\$329,728		Bridge Const. & Reconstruction	\$65,587
	Construction of Highway Buildings	\$247,381		Total:	\$145,128
	Total:	\$678,703	Hinsdale	Highway Construction	\$10,535
Chester	Winter Road Maintenance	\$88,482		Sidewalk Improvement	\$122,199
	North Pond Road Maintenance	\$5,223		Monument Road Cap. Improvement	\$123,677
	Highway Capital Improvements	\$124,247		Highway Capital Equipment	\$50,035
	Total:	\$217,952	Hollis	None disclosed in annual report	\$0
Danville	Long Pond Road Culvert Replacement	\$52,386	Jaffrey	Highway Equipment	\$164,043
	Highway Sand/Salt Storage Building	\$191,575	Kingston	Highway Equipment	\$72,894
	Total:	\$243,961		Transportation Improvement	\$21,137
Deerfield	Winter Road Maintenance	\$75,102		Total:	\$94,031
Epping	Highway Truck	\$542	Lee	Highway Equipment	\$206,569
	Highway Equipment	\$30,113		Road/Bridge Improvement	\$267,793
	Total:	\$30,655		Total:	\$474,362
Epsom	Bridge Capital Reserve	\$136,066	New Boston	Highway Trucks	\$255,463
	Highway Vehicle Equipment	\$41,633		Highway Heavy Equip.	\$255,527
	Road Reconstruction	\$290,814		Bridge Repair/Replace.	\$291,974
	Total:	\$468,513		Total:	\$802,964
Newton	Road System Improvements	\$90,863	New Ipswich	Highway Department	\$107,004
Northwood	Highway Equipment	\$30,207			
	Highway Safety	\$675			

New Road Agent Elected

It is possible another individual could be elected road agent in March 2018. Given the level of interest in the position over the past 15 years, this scenario is deemed unlikely and not one the town can count on occurring. The individual would also need to own significant amounts of equipment to provide the current arrangement the town has with its Road Agent.

Reduce Plowing and Sanding Demands on Current Road Agent

The current road agent has expressed a willingness to continue to serve in the role for up to several years if the 24/7 winter maintenance responsibilities are taken over by another individual. Despite outreach efforts, there has been no interest received by anyone to take over such responsibilities. As a result, and given the increasing challenges towns have experienced in seeking plow drivers, the committee has deemed this alternative an unlikely long-term solution.

Pursue Partnering with Mason/Other Town

The committee briefly considered this alternative, but concluded it was not practical. Each of Brookline's abutting towns has established public works departments with full-time employees. We would risk being a secondary priority for them and when storms occur each town needs sufficient resources to address its own roadways.

Hire Full-Time Public Works Director; Eliminate Road Agent Position

The committee identified the hiring of a full-time director as the optimal alternative for providing a long-term solution to providing road maintenance. It is an approach that is aligned with the approach of 22 of our 23 peer towns. The director would then be charged with developing a multi-year plan, with the Selectboard or an appointed committee, for equipment purchases, subcontracting, department staffing, and a building.

Preliminary Five-Year Plan - Equipment

The committee, with primary guidance from the road agent, developed a preliminary list of equipment priorities for a public works department. Estimated purchase costs were added to assist in planning for a Capital Reserve Fund. The priorities and estimated 2017 costs were as follows:

- 1) Pick-up with plow for department head's use: \$45,000 to purchase new
- 2) One-ton dump truck: \$60,000 to purchase new
- 3) Backhoe: \$100,000 to purchase new
- 4) Building: \$300,000+ (metal, between 50' x 60' and 50' x 100' – 3,000 to 5,000 sq. feet)
- 5) 8-yard dump truck fully equipped for plowing: \$175,000 to purchase new
- 6) Sidewalk snowblower: \$80,000-\$120,000 to purchase new

Highway Department Spending - Peer Town Analysis

Exhibit C

Town	Highway-Related Capital Reserve Fund Name	2016 Balance	Town	Highway-Related Capital Reserve Fund Name	2016 Balance
	Red Listed Bridges	\$84,309			
	Total:	\$115,191			
Nottingham	Highway Vehicle	\$77,104			
Rindge	Highway Dept. Equipment	\$2,966			
	Wellington Road Bridge	\$155,057			
	Total:	\$158,023			
Rye	Highway Equipment	\$341,232			
	Salt Shed	\$107,564			
	Total:	\$448,796			
Sandown	Road Improvement	\$65,893			
	Bridge Repairs	\$71,586			
	Plowing	\$100			
	Total:	\$137,579			
Winchester	Highway Equipment	\$20,667			
	Bridge Reconstruction	\$12,331			
	Total:	\$32,998			

During the first five years, there would be significant reliance on sub-contractors given the absence of town equipment, including, most notably plowing and sanding. The current Road Agent has advised that he plans to provide a significant amount of plowing equipment and labor over the transitional years that the town is acquiring its own equipment.

The cost figures above assume *purchases* of the equipment. Annual costs would be significantly lower if the town used a “lease-to-own” approach, however, leasing costs would be higher in the long-term than outright purchases.

The following outlines recommended funding for a public works department:

Year	Cap. Reserve	Reduce Resurfacing*	Building	Net Tax Impact
2018	\$100,000	\$50,000	\$0	\$50,000
2019	\$100,000	\$50,000	\$10,000	\$60,000
2020	\$150,000	\$50,000	Bond (\$0)	\$100,000
2021	\$150,000	\$50,000	\$50,000	\$150,000
2022	\$100,000	\$0	\$50,000	\$150,000

* Resurfacing budget reduced from \$250,000 to \$200,000 in 2018-2021 to offset tax impact.

The table above raises \$600,000 for equipment purchases over five years, which is intended to allow for the *purchase* of the first five pieces of equipment noted above.

A comprehensive review in 2016 of the town’s roads by the Nashua Regional Planning Commission found that Brookline’s roads are in notably better condition than many other NH towns. As a result, the committee is comfortable recommending a four-year reduction in resurfacing spending to reduce the tax impact of establishing a public works department.

Preliminary Five Year Plan – Staffing

The capabilities of the public works department would be limited with only a single individual. While the Public Works Director and Selectboard would develop a plan for additional employees, the committee suggests the following staffing levels over the next five years to grow the department’s ability to do road-related work “in house” presuming the cost-benefit payoff is supportive. “Total annual cost” figures assume a 2.5% annual increase for 2019-2022.

Year	Position Added	Estimated Pay	Est. Benefits \$**	Total Cost for Given Year	Total Annual Cost for all Ees
2018	Dept Head	\$50,000*	\$18,600*	\$68,600*	\$68,600
2019	F-T employee	\$40,000	\$24,300	\$64,300	\$171,300
2020	None				\$175,600
2021	F-T employee	\$45,000	\$26,300	\$71,300	\$251,300
2022	None				\$257,600

* Prorated for 8 months of the year.

** Includes “family” health insurance; figures notably less if “2-person” or “single” coverage provided.

It is important to note the projected costs above would not be fully additive to the town budget as the personnel would be doing work that has recently been subcontracted out to others.

It is expected the addition of any new headcount would require town meeting approval.

Location of Public Works Department

The committee was unanimous in viewing the Transfer Station as the optimal location for a future public works garage. The land is already owned by the town, so there are no acquisition costs, and co-locating the equipment there would be beneficial to transfer station operations. A salt shed is already at the location. A well and septic, which are not at the location, will be needed.

The committee recommends that a metal building to house an office and equipment would be constructed in 2020. Until that time, the Public Works Director would have an office in the lower level of the town hall (across for the Town Clerk/Tax Collector's office) and use a portion of the Annex for storage of equipment. Vehicles would be parked at the Town Hall, Annex, and/or Transfer Station until the garage is built.

The committee reviewed a proposal from the owners of a garage at 73 Route 13 seeking interest in the town purchasing the land and garage for a future public works facility. The garage, constructed in 2006, is approximately 5,000 square feet and has a 9,000 pound lift and 30-foot repair pit. After discussions, the committee viewed the town's transfer station as a preferred, less costly location. Future consideration of the proposal, however, should not be ruled out.

Other Items

- A job description for the Public Works Director was drafted and is included in the Appendix. It is recommended the individual either live in town or be able to respond within a short period of time.
- Given the critical importance of winter maintenance for town residents, it is recommended that the Public Works Director's pay include a lump-sum payment around May 1st to provide a retention incentive through the winter season
- The current Road Agent intends to continue to serve as Sexton for the cemeteries
- It was learned that Mason has four employees on their highway crew. Each crew member has the department cell phone a week at a time for any "off" hour calls. The employee is paid an additional hour each day of the week they have the phone (at time and a half). If the individual is called in to address a need during off hours, the employee receives at least two hours pay (at time and a half).

Recommended Next Steps

The committee recommends the following:

- **March 2018:** Propose a warrant article for a full-time Public Works Director, if approved the article discontinues the Road Agent position
- **March 2018:** Propose a warrant article to create a Public Works Equipment Capital Reserve Fund and raise and appropriate \$100,000
- **2018:** Develop comprehensive 5-year plan for equipment purchases, staffing and garage
- **2018-2022** Town Meetings: Propose warrant articles to fund Public Works Equipment Capital Reserve Fund
- **2019:** Develop plan/design for public works garage
- **2020 Town Meeting:** Seek bond approval for public works garage

PUBLIC WORKS DIRECTOR

Revision Date: December 4, 2017

JOB SUMMARY

Plans, directs, manages, and oversees the operations of the Public Works Department, including all street-related maintenance and construction. Also responsible for oversight of the Transfer Station and maintenance of town buildings.

SUPERVISION RECEIVED

The Public Works Director works under the broad supervision of the Selectboard. The Director exercises a considerable degree of independent judgement and is evaluated through meetings, reports and administrative procedures. Performs regular duties on own initiative, exercising judgment and tact.

SUPERVISION EXERCISED

Provides direct supervision to public works employees, including Transfer Station personnel. Oversees the work of contractors and consultants.

EXAMPLES OF ESSENTIAL DUTIES

The duties below are illustrative and may not include all duties found in the position:

- Manages the bidding process, selection, approval and oversight of all contractors in order to carryout required Department maintenance, including winter plowing/sanding/salting;
- Works with contracted professional engineers in designing and implementing projects as approved by the Selectboard;
- Assesses and monitors Town's infrastructure to provide adequate levels of public service and maintenance;
- Monitors and addresses needs for drainage/ditching, brush cutting, catch basin cleaning, graveling and grading, dust control, street sweeping, line striping, cold/hot patching and paving;
- Oversees mowing, trimming, weeding, mulching, snow removal, sanding and general maintenance at town buildings;
- Researches and implements improvements to the operation of the Department;
- Selects, trains, and motivates Department employees;
- Coordinates calls for school day delays/cancellations with bus company/SAU on a timely basis;
- Coordinates personnel documentation (First Report of Injury, background checks, insurance forms, etc.) with Town Administrator as needed;
- Attends monthly Department Head meetings and coordinates with other department heads as needed;
- Addresses complaints from the public as received;
- Prepares Department budgets, tracks and controls expenses, and approves requisitions;
- Provides supervision for the repair and maintenance of all Department vehicles and equipment;
- Evaluates and selects roads for resurfacing on an annual basis;
- Responds after hours to address issues as needed;
- Follows Town policies and procedures;
- Recommends and administers policies and procedures for the Public Works Department; and
- Represents town on Souhegan Regional Landfill District; attends monthly meetings

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

Extensive knowledge of construction and maintenance methods, materials and equipment as applied in municipal public works. Considerable knowledge of the modern principles and practices of municipal public works administration, including budget preparation and supervision, training and performance evaluation of staff as well as employee labor laws. Must possess ability to plan, organize, assign, supervise and coordinate the work of others. Must be aware of pertinent Federal, State and local laws, codes and regulations.

MINIMUM QUALIFICATIONS REQUIRED

Associate's degree, including course work in civil engineering, and at least five years' experience in construction and/or operational public works or any equivalent combination of education and experience that demonstrates possession of the required knowledge, skills and abilities. Must have or be able to obtain a DOT medical card. CDL license is preferred.

PHYSICAL EXERTION / ENVIRONMENTAL CONDITIONS

Requires maintaining physical condition necessary for sitting, standing, walking and working both inside and outside for long periods of time, lifting items of varying weight, communicating with others by talking and listening, operating motorized vehicles and equipment.