

**TOWN OF
BROOKLINE, NEW HAMPSHIRE**



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**Brookline Public Works
Transfer Station
Cemeteries**

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Public Works 5-Year Outlook

Public works has grown quite a bit since its inception in 2018 but we aren't done yet...at least I hope not. The current state of things I would equate to putting 3 wheels on a car, sure, you're 75% of the way there but without the other one you're not going to make it too far! Currently, we have a MASSIVE to-do list that time alone will not accomplish for us; we need more people, capital assets, and the funding to do so. Most of that funding will go towards additional personnel and the rest will purchase materials and maintain our growing fleet.

This is not to say we haven't reached significant accomplishments in the last 5 years. We have three dedicated, full-time, employees serving the Town's needs. We have a beautiful facility to call home for our employees, assets, and the tools to take care of just about everything they need to stay in good working order. The Town has made smart investments in some of these assets by going used vs. new to save large amounts of money and can continue to do so as we grow. The equipment we have invested in has been done with the best care of our infrastructure in mind. Our wheeled excavator is probably the best example of that as there is not another tool out there that can do so much work for our infrastructure and do it so well with its' versatility. We aim to have that machine, and others like it, working as many hours as possible on our roadways.

The focus of our work whenever possible is on improving the drainage structure of our roadways. There is nothing of more value that we can invest our resources in as water in its various forms in, on, and around our roadways are, by far, the leading causes of damages. To do this in an effective way, the additional resources in the following pages are to bring our infrastructure to a state of maintenance and away from needing reconstruction.

Few questions need to be answered as Public Works continues to exist and grow:

- 1- What is the expectation the Town has of our infrastructure? We currently try to do it all, but it is a losing battle if we hope to have our roadway system to a state of needing basic forms of maintenance...let alone serve the needs of other departments/civic groups, the transfer station, and cemeteries.
- 2- Where are we heading with our dirt/gravel roads? We need to start planning to either get them upgraded or plan for the investment into a grader and the personnel to properly care for those roads. Hood Rd alone has been up for consideration since 1987! Small, but perpetual, budget reductions in *Dust Control & Gravel & Grading* will add up to large savings year after year if we proceed with upgrading our dirt roads.

My beliefs of how this department should operate and what it should be prepared for:

- 1- This should be treated as much like a military operation as possible in that we should have the resources and the state of readiness for whatever mother nature throws at us...no one is coming to help us. There are more than enough examples in surrounding towns and areas with a similar climate to know what we need to prepare for! After action reports containing hundreds of pages of examples should be enough to validate the necessity of additional resources.
- 2- In order to have 24/7 on call coverage, we need the staff to spread out the “on call” person rotation and have the best chance of additional in-town employees to also call in should one person not be enough.
- 3- Most of our subdivisions have been designed to handle massive storm water events...but ONLY if they are kept up to their design standards. We have lost this through much of the town and need to get it back. We have been lucky thus far, but a real flood WILL happen.
- 4- We should be able to get our infrastructure to a point where we are mowing and doing other minor maintenance tasks to keep it where it should be. NOT allowing the work to fall backwards to where it is now. This requires simultaneous investments in our construction and maintenance abilities.
- 5- The rural character of Brookline can be maintained even through doing this work. I believe that “rural character” has been perceived to come from whimsical states of neglect...I believe it comes from how landowners treat their properties in conjunction with a well-constructed and cared for roadway system. Trees placed in proper locations where they can thrive for a lifetime, rock walls, even simple rows of stone, placed out of the right of way to allow for proper road work and the enjoyment of viewing the wall

where it won't be damaged are great examples of how rural character can thrive in an environment of a strong roadway system.

- 6- A standard set of expectations for town properties and rights of way needs to be put out so people know with certainty they need to remove things from these areas to give us the room to work and protect their private property.
- 7- The law provides lots of avenues to hold residents accountable for attributes of their personal property from affecting town property/rights of way but the process and procedures to use these opportunities takes time and effort to be done correctly.

How we do that and what we need:

Contained in the following pages are what is needed for people, capital equipment, and financial resources to actively work towards getting our town to where it needs to be. Anything less will not work, and we will continue to exist in a state of being behind. The sooner the investments are made, the sooner the residents of this town can capitalize on them. Only when this system is fully staffed, equipped, and funded can the clock start ticking on getting our town in the shape it should be.

To begin this assessment, a basic look at each of the 109 public roadways making up 60 miles that Brookline Public Works is tasked with taking care of. Upon looking at each roadway, we assigned a number of days to each road that should be spent doing minor work to improve water flow. The result of this assessment, with a crew of 3-4 people doing this work with the proper equipment and vehicles, 5-days a week, 6-months out of the year, equated to **5.14 YEARS** of work! A scary starting point, but we needed to begin with something. It should also be noted that this assessment does not include:

- Any regular maintenance tasks.
- Anything with guardrails (hundreds of thousands of dollars' worth of work here)
- Concerns of residents or legal proceedings to handle "trees" that residents are pushing back on removing them.
- Any maintenance of our multi-million-dollar list of bridges
- Time taken for any legal notification where necessary.
- Time for large tree removals
- Time and expenses for work out of our ability
- Any administrative time to prep for these jobs...let alone all the other admin tasks I am supposed to be doing (subdivision reviews, driveway inspections, myriad of letters of deficiencies I should be identifying and sending to residents, etc.)

- Time spent on equipment maintenance.
- The possibility of having to install any sort of closed drainage (catch basins, under drains, culvert replacements)
- Replacements of signs/posts/etc.
- Any sort of paving except very minor patching where already noted.
- Any work/projects for other groups, departments, organizations, boards, etc except Melendy pond rd. where already noted.
- Any consideration of these projects requiring more work as they are left unattended.
- Any meetings, training, delays due to weather, or a myriad of other things.
- These tasks and MANY more needed to be done YESTERDAY, not perceived for the future! ...the list will only grow!

If the residents would like MORE from Public Works, more resources will be needed. Our job is to do the work we perceive as most beneficial to the town and respond to calls for service as quickly and efficiently as possible.

Full-Staffed Brookline Public Works

(1) Director- Budgeting, job prioritization, resource allocation, public outreach, meetings, track town and work metrics, handling legal matters pertaining to public works.

(3) Maintenance- Roadside mowing, shoulder maintenance, tree trimming/removals, sidewalks, sign repair/replacement/installation. Cemetery maintenance work.

Crew leader (CDL)

Laborer (sidewalk person)

Laborer (sidewalk person)

Backhoe, Takeuchi wheeled excavator, hand tools/trimmers, F450, chipper

(3) Construction- ditching, culvert replacement, road box outs

Crew Leader/Excavator Operator (CDL)

Truck driver (CDL)

Laborer

Volvo wheeled excavator, six wheelers, F550

(1) Information/Legal- Checks on reported problems, floats between crews as needed, fixes small issues, gathers site information prior to work being done. Inspects infrastructure and performs services such as culvert/bridge washing with FD personnel. Issues legal notices. Puts out electronic sign boards.

Old PD car/SUV, magnetic locator, tablet PC, measuring wheel, digital measurement tool

(1) Mechanic- Service all town vehicles and equipment except for major, dealer only, repairs and warranty work.

Another PD car/SUV for parts/training/etc.

This department should be able to continue the work we know exists that the public may not see while also responding to and handling the public's call for service, regardless of how minor their calls are. Work crews are staffed with (3) so that even with an absence for vacation or illness some work can continue in a safe, paired, environment. Even with our next two proposed hires in 2024 we are nowhere near catching up and keeping up with the workload our road system needs.

Total Asset Buildout

*Bolded items are ones we do not currently have

Truck 250	2017 F550
Truck 251	1999 International 2574 plow/wing/dump truck
Backhoe	2017 New Holland
Truck 252	2005 F450 (old ambulance)
Chipper	Vermeer BC1000XL
Truck 253	2008 Peterbilt 340 plow/wing/dump truck
Wheeled Excavator	2021 Volvo EW150E
Loader	2023 Hyundai HL955A
PD Vehicle 254 (2023)	2019 PD Cruiser (director/on-call vehicle)
Truck 255 (2024)	2001 5R1 turned into a plow/wing/dump truck.
Wheeled Excavator 2 (2025)	Takeuchi TW290 for mowing/maintenance crew
PD Vehicle 256 (2025)	Additional outgoing PD Car for “information position” On call person take-home vehicle
Truck 256 (2026)	Additional F550, plow, maybe not sander, maybe be old ambulance again?
Hydroseeder	Would be ideal to bring this in-house due to amount of use it would see and proper timing of the work
Grader???	Where are we going with our dirt roads??
Sidewalk Machine	Could be required at any point!

Through the funding of both the operating budget and contributions to the Public Works Revolving Fund from the NH Highway Block Grant, if fully implemented by the end of 2027 brings the department to a staff of 9 personnel and an operating budget of approximately \$1.5million, not considering potential inflation. Also keep in mind the list of “things not considered” found above and know that to truly conquer our infrastructure, even more resources would be needed.