



# Amherst NH Town Government



## Amherst Public Works

*Strategic Plan: FY25 (July 2024 – June 2025)*

*October 10, 2023*

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# Vision

- *To effectively manage the infrastructure placed in our care through efficiency and innovation, providing residents with convenient access to safe, affordable, and durable assets throughout the town.*

# Mission

- *To reinvest in and upgrade our roads, bridges, municipal buildings and common grounds in compliance with all federal, state, local and historic regulations • To continuously improve work methods and reduce costs • To manage stormwater, solid waste, and community septic in compliance with all applicable regulations.*





# Values Statement

- **Professionalism** – *evidenced in all facets of our work*
- **Integrity** – *the cornerstones for all our decisions are built upon a foundation of integrity, always*
- **Resiliency** – *the very fabric of our team is woven with resiliency*



# Public Works Overview

## CURRENT STAFFING

- ***Highway***  
15 Full-Time  
1 Regular Part-Time  
1 Part-Time  
up to 9 seasonal
- ***Transfer Station***  
1 Full-Time  
3 Regular Part-Time  
1 Part-Time

## AREAS OF RESPONSIBILITY

- Roads, Buildings, Transfer Station, Commons, Parks, Cemeteries, Community Septic, Stormwater

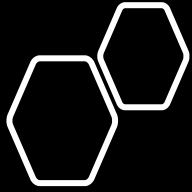




# Notable Achievements (FY23-FY24):

Category:	Achievement:
Roads	Horace Greeley Rd. (topcoat), Roberge Dr. (topcoat), Cobbler, Thatcher, Boylston Terrace, Old Mont Vernon Rd. (reclaim/base course); RSMS; Crack Sealing (24 lane miles).
Buildings	Town Hall ERV install completed, DPW Rubber Roof, Buck Meadow windows.
Transfer Station	Rollout of food diversion initiative, staff vacant positions.
Bridges/Water Crossings	TF1 Temporary Bridge, Spring Rd. headwall repairs, Mont Vernon Rd. Bridge;
MS4	Secured engineering services to assist with compliance.
Management Systems	Implemented Asset Management software





# S.W.O.T Analysis

## Strengths

- Knowledge and dedication of staff
- Operational Resilience
- Positive Community Relations

## Weaknesses

- Insufficient staffing level
  - Highway often needed at transfer station
- Wages (Low pay) / Benefits (NH State Retirement)
- Out of date Facilities (DPW, Transfer Station)
- Expectations from other Town organizations often unclear
- Outdated Town policies (purchasing, workers comp, etc.)

## Opportunities

- Improving Culture
- Training for Staff
- Grant Funding (SBA, BLOC, BRIC, ARPA)
- Networking (UNH T2, PW. NET, Other Communities)

## Threats

- Neighboring Community Wages/Benefits (NH State Retirement)
- Smaller Applicant Pool for Vacancies
- Ability to Recruit Help/Employee Retention
- Difficulty Securing Plowing Contracts/Seasonal Help
- Unpredictable/Substantial Price increases (Fuel, Salt, Contracted Services)



# Points of Failure



- Employee retention/recruitment due to wages/benefits;
- Insufficient staff to maintain expected level of service





# Targeted Areas

Roads

Bridges &  
Culverts

Buildings

Transfer  
Station

MS4

Community  
Septic

Management  
Systems





# Roads

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*Goal: Over the next five years, increase miles of road receiving treatment annually by continuing to shift road dollar focus to preservation.*

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# Road Plan Comparison

## Previous Plan

- 7-year plan prioritizing main/thru roads
- Primary goal was to achieve 68% or better green roads by end of plan (FY26)
- Annual updates for overall road system condition (RSMS) not feasible
  - Only able to assess how many miles of road are addressed
  - Does not account for degradation of yellow and green roads into poorer classifications.
- Plan updated every seven years

## Current Plan

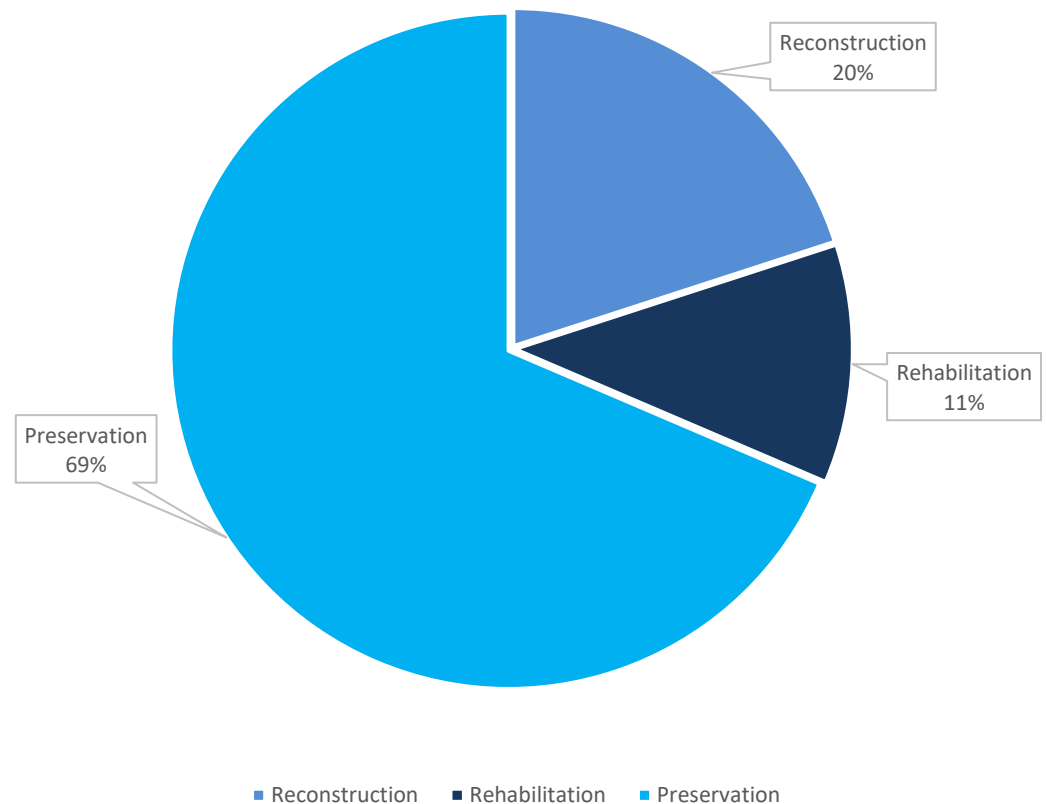
- 10-year road plan
  - High degree of confidence in plan over first five years
  - Road plans beyond five years become less certain
  - Years 6-10 will serve as a high-level conceptual plan
- Incorporates roads from former plan into it (first three years of new plan will incorporate previous plan).
  - Will achieve goal of former plan.
- Prioritizes preservation.
  - Preservation is now recognized industry-wide as the most responsible use of road dollars.
- Focuses on addressing a percentage of the road system annually
  - Progress will be more easily measured.
- Plan will be updated every five years to coincide with a new RSMS study.



# FY23 Roadwork: Network Impact

- **Total Road Network = 232 Lane Miles**
- Must add 232 Lane Mile Years to road network's remaining service life to maintain existing condition.
- Preservation and minor rehabilitation provide greatest value.

Percent of Treatments Applied to Road Network  
(FY23)







## Total Network Impact

### Preservation

**\$38,861**

24 Lane-Miles  
72 Lane-Mile-Years

### Rehabilitation

**\$602,300**

4 Lane-Miles  
49 Lane-Mile-Years

### Reconstruction

**\$1,351,320**

7 Lane-Miles  
163 Lane-Mile-Years

## Congratulations

YOU ADDED  
284 LANE-MILE-YEARS OF LIFE

**52**  
LANE-MILE-YEAR  
NET GAIN

**15%**  
OF ROADS ADDRESSED





# Bridges & Culverts

***Goal: By FY26, the final bridge enrolled in the SBA program will be replaced as we begin to refocus our efforts and budget on maintenance, repairs, and preservation of Amherst bridges and culverts.***



# Bridge & Culvert Initiatives:



## In-Progress:

- Replace TF1 Bridge (FY24-25)
- Conduct Town-wide engineering study to evaluate priority bridges and culverts (FY24)

## Planned (FY24-FY25):

- Reassess CRF funding needs according to priorities identified in engineering study
- Repair Brook Road Bridge w/DPW forces (FY24)
- Begin transitioning from bridge replacement focus to preservation (FY25 and beyond)





# Amherst Bridges:

<u>Priority</u>	<u>State ID#</u>	<u>Location</u>	<u>Material Design</u>	<u>Rating</u>	<u>Year built/rebuilt</u>	<u>Projected Replacement Date</u>
1	145/106	TF1 over Beaver Bk.	Steel Culvert	1-Closed	1970	2024
2	124/087	BPR over Beaver Bk.	Steel Culvert	5-Fair	1970	
3	193/130	BPR over Souhegan River	Steel Multi-Beam	6-Satisfactory	1977	
4	116/091	New Boston Rd. over Beaver Bk.	Aluminum Culvert	5-Fair	2006	
5	063/118	Brook Rd. over Joe English Bk.	Steel Culvert	5-Fair	1985	
6	160/105	BPR over Beaver Bk.	Concrete Box	6-Satisfactory	1984	
7	093/153	Camp Rd. over Baboosic Bk.	Concrete Culvert	6-Satisfactory	1951	
8	087/129	Hor. Grly. Rd. over Joe English Bk.	Steel Multi-Beam	7-Good	1989	
9	109/090	New Boston Rd. over Beaver Bk.	Concrete Frame	7-Good	1996	
10	132/093	BPR over Beaver Bk.	Concrete Frame	8-Very Good	1969	
11	177/108	Merr. Rd. over Beaver Bk.	Concrete Box	7-Good	1986	
12	XXX	Ponemah Hill Rd. over Witches Bk.	In Place Concrete	Not Rated	2017	
13	134/100	Manch. Rd. over Beaver Bk.	In Place Concrete	8-Very Good	2016	
14	060/158	Hor. Grly. Rd. over Pulpit Bk.	In Place Concrete	9-Excellent	2019	
15	112/071	MV Rd. over Ceasar's Bk.	Steel Culvert	9-Excellent	1956	Replaced in 2023
16*	159/105	Historic over Beaver Bk.	Masonry Slab	1-Closed	1900	
17*	092/129	Pine Rd. over Joe English Bk.	Concrete Slab	1-Closed	1940	



# Amherst Culverts:

<u>Priority</u>	<u>Location</u>	<u>Material Design</u>	<u>Year built/rebuilt</u>	<u>Projected Replacement / Repair Date</u>
1	Thornton's Ferry Rd. II/Green Meadow GC	Steel Culvert (Elliptical)		
2	28 Thornton's Ferry Rd. II	Aluminum	1956	
3	Northern Blvd.	Steel Culvert		
4	Lynch Farm Rd.	RCP		
5	168 Mack Hill (@ Fearon Pond to Glen Echo Pond)	Steel (Elliptical)		
6	75 Spring Rd. Culverts	Steel Culvert	1970s	Made repairs in 2023, will need replacement by 2033.
7	Upham Rd. (@ Knight property)	RCP		
8	3 Fairway Dr.	RCP		
9	6 Dodge Rd.	RCP		
10	29 Austin Rd.	Stone		
11	15 Aglipay Dr.	RCP		
12	82 Amherst Street	RCP		
13	13 Nathaniel Dr.	RCP (24")		
14	64 Dodge Rd.	Stone		
15	64 Stearns Rd.	HDPE (15")		
16	69 Walnut Hill Rd.	HDPE		
17	Merrimack Rd. (@ 2 Holt Rd.)	HDPE	2020	
18	485 Boston Post Rd.	HDPE	2021	
19	78 Horace Greeley Rd.	RCP	2022	
20	8 The Flume	Twin HDPE	2019	
21	116 Spring Rd.	HDPE (15")		





# Buildings

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**Goal:** *By FY27, Amherst will have upgraded and maintained all town facility components, to include electrical, plumbing, heating/cooling, and structural systems, to sufficiently prevent major unplanned repairs.*

# Planned Projects (FY24):



Replace Police Department Roof (\$70K)

Town Hall AC (\$12K)

Library ERV Engineering (\$10K)

Town Hall Brick Repairs (\$10K)

PMEC Commercial Door (\$2K)

Upgrade remaining fire panel dialers with wireless technologies

- (Town Hall, Police Department, Rec Office)

PD/Fire Transfer Panel Switch





# Planned Work (FY25 & FY26)

- FY25

- DPW Furnace (\$12.5K)
- Town Hall Furnaces (\$15K)
- S. Fire Furnace (\$7.5K)
- Library Furnace (\$7.5K)
- Buck Meadow Heating System (\$15K)
- Buck Meadow Vinyl Siding (\$25K)
- PD Siding/Painting (\$20K)

- FY26

- PMEC Heating System
- Library ERV







# Transfer Station

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*Goal: Sufficiently  
address identified  
weaknesses &  
external threats by  
FY26.*





# Initiatives

## FY24

- Improve public outreach
  - Food Diversion
  - Recycling awareness
- Complete engineering for impervious deck and continuous roof over facility
- Update operating plan
  - Includes evaluating goods we accept and pricing

## FY25

- Add part-time employee
- Move Lead Attendant role to Foreman
  - (To Grade 14 step 1; \$8,236 increase)
- Implement improvements engineered in FY24
- Update operating plan
  - Includes evaluating goods we accept and pricing





# Additional Employee Cost/Benefit

- **Part-Time Employee (PTE) Cost:**

- PTE = \$31,493 /year salary (1534 hours @ Grade 3/Step 3)
- Increase is \$21K / year after factoring savings in overtime

- **Achieves greater separation between Transfer Station and Highway departments**

- Greatly reduces Highway Dept. overtime for shift coverage
- 1,534 more hours of work per year
- Turn compost regularly without highway crew
- Keep up with maintenance without highway crew

- **Affords greater level of safety having two employees present on Wednesdays**

- Lead Attendant often works alone on Wednesdays
- Would allow TFS attendants to do trash run

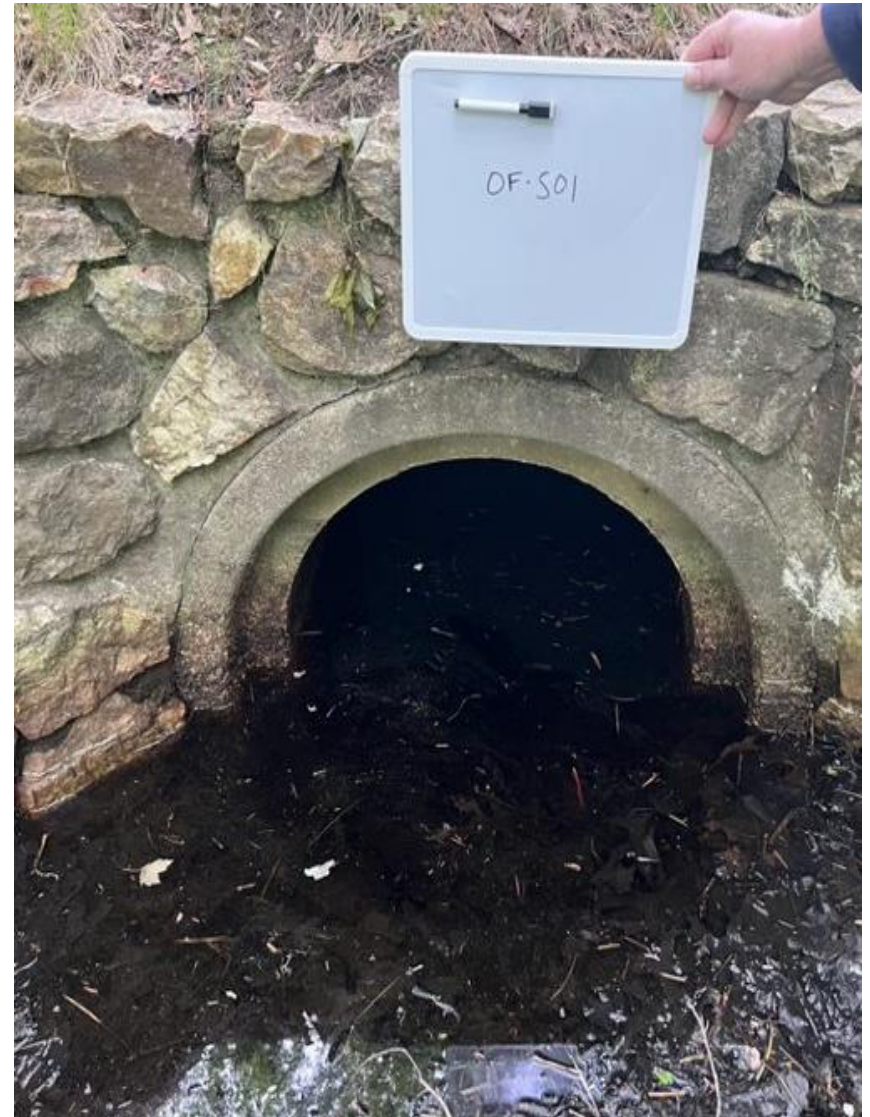
- **Improves service level to residents**

- Would afford extra help during winter storms
  - Translates to increased probability that TFS remains open during inclement weather
- Increased oversight of trash/recycling containers
- Increased presence to answer questions and assist elderly residents
- May allow for increased recycling programs to save money



# MS4

Goal: To comply with Federal EPA regulations for all stormwater related requirements.





# MS4 Stormwater Permit Requirements and Funding Needs

- Implement 6 Minimum Controls measures
- IDDE Program
- Construction site Erosion Control Plans
- O&M Plans / Stormwater Pollution Prevention Plans
- Maintenance, Inspection, Repair program for stormwater infrastructure
- Control of Phosphorus discharges from the MS4
- Additional staffing needed for more diligent oversight
- **A sufficient funding source is required to comply with ALL aspects of the Permit**





# Overview of Funding Options

Funding Options	Financial Sufficiency	Advantages	Disadvantages
Property Taxes	Dependent on sufficient funds being allocated annually	<ul style="list-style-type: none"><li>• Flexible funding</li><li>• Existing Mechanism</li><li>• Simple to explain and administer</li></ul>	<ul style="list-style-type: none"><li>• Does not provide fairest allocation of stormwater cost</li><li>• Funding is in competition with other town needs</li></ul>
Stormwater /Flood Resilience Utility	Rates can be set to fully fund operating costs and planned capital investment	<ul style="list-style-type: none"><li>• Dedicated source of funding</li><li>• Flexible funding</li><li>• Fair, based on cost of service and demand</li></ul>	<ul style="list-style-type: none"><li>• More administratively intense</li><li>• Requires more effort to explain</li></ul>







# Consequences of No Action

News Release  
U.S. Environmental Protection Agency  
New England Regional Office  
August 12, 2009

**Fines: Up to \$25,000  
per violation per day**

## Nine Mass. and N.H. Communities Face Actions to Improve Storm Sewer Pollution

Since 2003, 297 urbanized cities and towns in Massachusetts and New Hampshire have been subject to an EPA general permit, which sets requirements for reducing pollution discharges from storm sewers. Among other requirements, the communities must produce maps of their storm sewers, pass an ordinance or by-law prohibiting non-stormwater discharges to the storm sewers, and implement a plan to find and remove improper connections to the storm sewers.







# Baboosic Lake Community Septic

## FY24 & FY25 Initiatives:

- Upgrade collection system to include isolation valves for emergency repairs
- Work with NHDES to allow for additional hook-ups
- Evaluate O&M practices to:
  - Identify measures to improve system efficiency.
  - Evaluate system cost vs revenues.
  - Plan for system resiliency.
  - Redistribute system ownership to users for infrastructure located on private property.



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# Management Systems

*Goal: Increase resiliency in the department by reevaluating current procedures, researching new technology, increasing training efforts, and retaining employees (our most valuable asset.)*

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# Initiatives:

## FY23 & FY24

- Rearrange staffing matrix to move one highway employee under buildings and grounds (COMPLETE)
- Acquire new mobile work order software and incorporate asset management (COMPLETE)
- Re-map electronic files (IN-PROGRESS)
- Assess department-wide staffing needs (In-Progress/Ongoing)
- Update DPW manual

## FY25

- Increase secretary position from PT to FT (\$25,500 increase including benefits)
- Investigate opportunities for online permitting
- Improved analytics using new software
- Re-map electronic files
- Establish invasive species management plan
- Update DPW manual





# DPW Contact Information:

## Eric Slosek

**Director**

**Department of Public Works**

22 Dodge Road

Amherst, New Hampshire 03031

[eslosek@amherstnh.gov](mailto:eslosek@amherstnh.gov)

(603) 673-2317 ext.402

## Joe Jordan

**Assistant Director**

**Department of Public Works**

22 Dodge Road

Amherst, New Hampshire 03031

[jjordan@amherstnh.gov](mailto:jjordan@amherstnh.gov)

(603) 673-2317 ext.404





# QUESTIONS

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