

PUBLIC WORKS BEST PRACTICES COMMITTEE

In early 1998, 10 public works officials and representatives from supporting organizations became interested in the American Public Works Association (APWA) accreditation and self-assessment process. That May, a group met and concluded, that a NH-specific process was needed. Meeting monthly since then, the group, acting as the Public Works Best Practices Committee, adopted a Mission statement, which is:

To foster improved services to residents through the development of a self-evaluation and improvement program, including the review and establishment of recommended policies, operating procedures and guidelines, for agencies conducting public works activities in New Hampshire.

The committee also plans to develop certification criteria and procedures. The basis will be its present and future model policies. Developing certification criteria and policies is a major effort. If you would like to help, or offer comments, contact one of the committee members listed below.

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PUBLIC WORKS BEST PRACTICES STEERING COMMITTEE

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PUBLIC WORKS BEST PRACTICES COMMITTEE

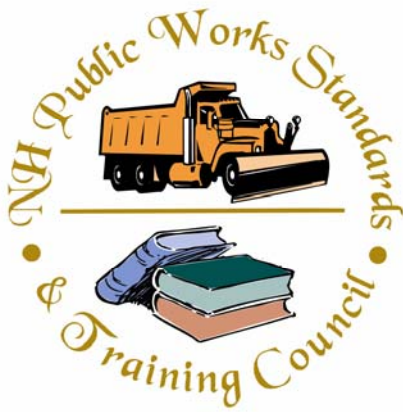
Mission Statement

The mission of the Public Works Best Practices Committee is to foster improved services to residents through the development of a self-evaluation/improvement program, including the review and establishment of recommended policies, operating procedures and guidelines, for agencies that conduct public works operations in New Hampshire.

Guiding Principles

To meet its mission the committee is committed to the following principles:

- Participation by any agency in any program is voluntary.
- The committee will strive to provide high quality training, education and consultation opportunities for participating agencies.
- The committee will strive to provide credible sample policies, operating procedures and practices to participating agencies.
- The committee will consider all points of view.
- The committee will encourage effective communication throughout all levels of the work force, and emphasize its positive influence on operations and morale.



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The New Hampshire Public Works Standards and Training Council (NHPWSTC) “Best Practices” Accreditation Program is intended to allow participating public works agencies to design their own accreditation by determining what level of accreditation is best for them. It allows each agency to focus on specific areas of importance to their individual public works organizations, functions and services.

Participation in the accreditation program is strictly voluntary, and is structured to allow small operations and large operations to equally participate at their own comfort level. This program is specifically intended to **not** be a “one size fits all” program.

All agencies that choose to participate in the NHPWSTC “Best Practices” Accreditation Program must accomplish all of the items listed in Level One, which is exclusively focused on compliance with mandatory federal and state labor and workers’ safety laws. This is the only program level that is defined for all participants, and must be completed in its entirety before an agency is able to move to a higher level.

Agencies that choose to may apply for accreditation for more than one level at a time if they wish to do so. However, if the requirements of Level One are not complete, no higher level of accreditation can be awarded.

Levels Two through Four may be achieved through the agency’s choice of elective items that they select to address in any order or combination that is determined by their agency. Point values have been assigned to each subject or task, which are listed in the Index under Categories A, B, C and D. Subjects listed under Category A have been assigned five (5) points for completion; Category B, ten (10) points; Category C, fifteen (15) points; and Category D, twenty-five (25) points.

- To achieve a Level 2 certification, a participating agency must satisfactorily complete all items listed in Level 1 in its entirety and any combination of items in Categories A, B, C and D it chooses that total 80 points.

- To achieve a Level 3 certification, a participating agency must satisfactorily achieve Level 1 and 2 certifications, and any combination of items in Categories A, B, C and D it chooses that total 80 points AND were not part of its Level 2 certification.
- To achieve a Level 4 certification, a participating agency must satisfactorily achieve Level 1, 2 and 3 certifications, and any combination of items in Categories A, B, C and D it chooses that total 80 points AND were not part of its Level 2 and 3 certifications.

Again, an agency may choose to seek as many levels of certifications it wants to at any time. Some may choose only to seek Level 1 certification, and then look at other levels at a later time. Others may choose to apply for Level 1, 2 and 3 certifications all at once. The NHPWSTC “Best Practices” Accreditation Program is designed to work with each agency at the level it is comfortable participating.

In subsequent years, additional items and levels of certification will be added by the NHPWSTC to allow for higher levels of certification in more diverse areas of public works functions including water facilities, sewerage facilities, solid waste operations, cemeteries, maintenance of public buildings & facilities, maintenance of recreational facilities and other functions public works departments may deal with.

A participating agency may not be recognized for the completion of Levels 2, 3, or 4 if the preceding level(s) have not been achieved or maintained at the acceptable level. Agency’s can determine the pace it wishes to work towards the various levels of certification. Some will focus their efforts on one level at a time, while other agencies may seek certification for several levels at one time. The higher the level of certification, the more intense and detailed an agency’s efforts may be for certification.

Applicants should conduct self-assessments of their own operations in order to determine their compliance with individual items and tasks, and to identify areas of focus and concern to their organizations. When it feels it is ready for a formal review, agencies may apply to the NHPWSTC for Level 1, 2, 3, and/or 4 accreditation. The NHPWSTC will arrange for a review of the applicant’s application and supporting documentation, and for an inspection team to conduct an on-site review of the applicant’s facilities and operations.

Agencies should understand that, as part of the on-site inspection process, random employee interviews will be conducted to ensure that all employees are aware of what is expected of them . . . particularly with respect to workers’ safety and performance issues.

The accreditation awarded for each level shall expire three (3) years after it is awarded. The completion of any of the levels shall allow the agency to be recognized as being “accredited” to that level. A review of the prior levels shall reinstate the accreditation if the review is completed within six months of expiration. The review shall be a sampling of the previously achieved levels. **However, being accredited by the**

NHPWSTC does not guarantee an agency will be found compliant in various areas that are regulated by state and federal agencies.

Public works agencies applying for accreditation shall be required to pay a non-refundable application fee upon application for the expenses incurred by the NHPWSTC for travel, administrative costs and any out-of-pocket expenses for handling the application and review.

- ✓ As levels are completed, agencies shall be required to pay, in advance, for the anticipated travel, food and possible costs for the on-site evaluations by a three-member team.
- ✓ The costs for award, certificates, etc., shall be within the application costs.
- ✓ It is the intent for this program to not “make” money, but to prevent out-of-pocket expenses to the volunteers who may assist us.
- ✓ Each successful agency accredited through this program must also volunteer their staff accreditation manager or appropriate personnel to assist with at least one additional on-site review of another agency seeking accreditation.

Many professional groups have developed accreditation systems as a means of establishing industry-wide performance measures for management and overall organizational performance. At a time when public works agencies, and government in general, are more closely scrutinized than ever before, it is critical that the public works field have a well defined, recognized measurement tool that can be used to evaluate effectiveness.

The New Hampshire Public Works Standards and Training Council is attempting to provide a method to evaluate service delivery for Granite State public works agencies. Participating public works agencies will provide the critical step in working to achieve industry-wide improvement by using the self-assessment process.



Index

Requirements

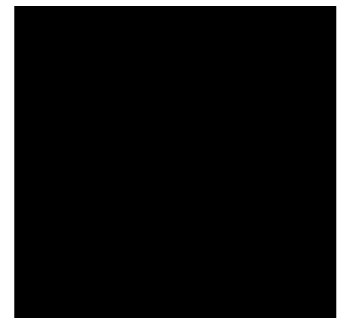
Category A

Category B

Category C

Category D

Appendix



LEVEL ONE REQUIREMENTS

To obtain level one accreditation, all of the following items must be completed, before you can go onto level two. Most of these items are required by Federal or State requirements to be posted in your work site. Others are intended to be safety requirements under RSA 281-A.

Federal:

- Federal Minimum Wage Act. (Posting)
- Family & Medical Leave Act of 1993. (Posting)
- Equal Employment Opportunity Act. (Posting)
- Employee Polygraph Protection Act. (Posting)
- Job Safety & Health Protection Act. (Posting)

State:

- NH Employment & Discrimination Law. (Posting)
- NH Minimum Wage Law. (Posting)
- NH Wage Notice (Pay Days). (Posting)
- NHDOL Whistleblowers' Protection Act RSA 275E (Posting)
- NH "Right to Know" Law (RSA 277A) (Posting with signature) (Posting)
- NHDES Unemployment Notice (Posting)
- NH Workers' Compensation Law (Notice of Compliance) (Posting)

Recommended by Best Practice Committee:

- Dig Safe (Phone Number) (Posted)
- Drug & Alcohol Testing Policy (No Posting Required) Have Available
- Joint Loss Management Policy Statement and Committee Minutes (Available)

LEVELS 2, 3 AND 4

LEVEL 1 COMPLETED

Please check if completed
Level 2 **Level 3** **Level 4**
80 points 80 points 80 points

Category A, 5 Points

Mission Statement	A-1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Meetings	A-2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ongoing Safety and Job Performance Training	A-3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Request/Complaint Tracking	A-4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utility Coordination	A-5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Orientation Program	A-6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media Communications	A-7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventive Maintenance	A-8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training Records, Policies and Maintenance	A-9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication with Governing Boards	A-10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Committee	A-11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Category B, 10 Points

Mutual Aid Agreements	B-1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget Preparation and Tracking	B-2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Records Management	B-3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bid Process	B-4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permit Management (Right of Way)	B-5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land Use Planning	B-6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction Plans and Standards	B-7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solid Waste Master Plan	B-8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Qualified Engineering Reviews	B-9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collective Bargaining Agreements	B-10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment	B-11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Snow Removal and Ice Control	B-12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cemetery Policy	B-13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic Devices Management	B-14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roadside Tree & Brush Maintenance	B-15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Category C, 15 Points

Job Descriptions	C-1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personnel Policy	C-2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Management Plan	C-3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Assistance Program	C-4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Performance Evaluations	C-5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing Policy	C-6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capital Planning	C-7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inventory Control	C-8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Category D, 25 Points

Environmental Management	D-1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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STATEMENT OF SAFETY POLICY

The <**municipality, county, school district, etc.**> values the health, welfare, and safety of every employee and intends to provide a safe and healthful workplace. Accidents cause untold suffering and financial loss to our employees and their families.

In pledging its full support of the safety process, the <**administration, selectmen, council, commissioners, etc.**> recognizes certain obligations:

1. That prevention of accidents and protection of all resources are guiding principles.
2. That all operational decisions affecting safety must receive the same consideration as those affecting production or quality.
3. That safe working conditions and methods are of prime importance and take precedence over shortcuts and “quick fixes.”
4. That the <**municipality, county, school district, etc.**> will comply with all safety laws and regulations.
5. That feedback will be welcomed from all employees.
6. That all employees will follow all safety rules, take no unnecessary chances, use all safety guards and equipment, and make safety an integral part of their lives.

As an employee of <**municipality, county, school district, etc.**>, you have a responsibility to yourself, your family, your co-workers, and the community to understand and follow our safety process. We must be alert in detecting and taking steps to remedy potentially hazardous conditions. Above all, we must exercise concern for others to help ensure everyone’s safety, well-being, and productivity.

Your efforts will make the difference!

Top Management Signature

Date



Category A

5 Point

5 Point
A

MISSION STATEMENT

Category A - 5 points

The agency has established and approved a Mission Statement.

It is critical for an affective Public Works Agency to have clear direction. The direction should be established by the mission statement.

Mission Statement – A clear description of why the agency exists and whom the agency serves.

The agency may also want to adopt vision and value statements to further define how they will achieve their mission.

Vision Statement – A clear statement describing the visions of the leadership of the department. The leadership should clearly set the course by which the mission should be met.

Value Statement – The value statement should clearly reflect the tangible actions that will be followed to accomplish the mission. The value statement should guide employees on how to act while working towards the department's mission.

These statements need to be reviewed and approved by the administration/governing body that oversees the agency.

- Does the agency have a Mission Statement?*
- Has the administrative/governing body approved the statement?*
- Is the statement periodically reviewed?*
- Is the statement known throughout the agency?*

STAFF MEETINGS

Category A - 5 points

The agency has regular staff meetings.

It is critical for an effective public works agency to have good communication. The agency should regularly hold staff meetings to coordinate and communicate the activities of agency personnel. Items for discussion include project scheduling, budget issues, training and personnel management. Open, regular discussions with the staff should be conducted. Agendas should be posted ahead of time to give staff ample opportunity to prepare. Minutes should be kept of the meetings.

- Does the agency regularly hold staff meetings?*

ONGOING SAFETY & JOB PERFORMANCE TRAINING

Category A - 5 Points

The provision of ongoing safety and job performance training is an essential tool for all employees to ensure minimum job performance & safety standards are met, while providing maximum potential for enhanced employee development and performance.

Occupational Safety & Health Training

- Occupational safety and health issues should be systematically monitored and recorded as required by governmental regulatory agencies and recommended by insurance programs in an effort to utilize sound risk management practices.

Job Performance Training

- The employer should provide occupational training to all employees to enhance the employee's development and performance on the job. The training could be in-house training or specialized programs offered by other agencies and organizations.

Record-keeping

- Record keeping systems should be in place to document individual employee job performance, and related safety & occupational training provided by the employer to the employee. Ideally, one central system would be implemented for all record keeping of this nature.

SERVICE REQUEST/COMPLAINT TRACKING

Category A - 5 points

Procedures are established that log all requests/complaints and tracks them through completion.

Responding to service requests is a prime function of a Public Works Agency. The agency needs to acknowledge that a complaint or service request has been received. Tracking of the request or complaint will assure that all issues are responded to within appropriate time frames.

RSA 231:91 addresses the notices of insufficiencies as they pertain to highways, sidewalks and bridges.

- Is there a written procedure?*
- Are all requests/complaints logged? Is information stating the nature of the request/complaint, date and time of notification, and the person making such request/complaint recorded?*
- Are the request/complaint logs been addressed in a timely and adequate manner?*
- Is the procedure known throughout the agency?*

UTILITY COORDINATION

Category A - 5 points

The purpose is to establish and regulate the accommodation of utilities within highway right-of-ways.

It allows for certain administrative procedures and establishes minimum requirements for the location, method of installation, adjustment and maintenance of utility facilities.

The adoption of a standard will establish a practice which shall apply to all new utility installations, additions to or alterations of existing installations, adjustments or relocations of utilities, incidental to highway construction and to existing utility installations within the highway right-of-ways.

This Standard practice is developed in the interests of safety, protection, utilization and future development of highways with due consideration given to public welfare.

Reference: the State of New Hampshire Department of Transportation “Utility Accommodation Manual” for both aerial and underground utilities. (Manual adopted May of 1998.)

- A method to establish a uniform practice for addressing the accommodation of utilities within the Town’s Right of Way.*

EMPLOYEE ORIENTATION PROGRAM

Category A - 5 Points

A procedure for informing newly hired employees of their rights, responsibilities and benefits of employment.

- A procedure is established whereby incoming employees are presented with information regarding job duties and responsibilities, employment rights and employee benefits.

- Information to be covered in the employee orientation program (whether a formal program involving multiple employees or one-on-one counseling for an individual employee) should include, but is not limited to:
 - Personnel Policy
 - Job Description
 - Days and Hours of Work Schedule
 - Pay Schedule
 - Availability of Benefits (i.e. – health insurance, dental insurance, retirement or deferred compensation plans, short & long term disability insurance, etc.)
 - Collective Bargaining Agreement (if applicable, the employee(s) will be given the opportunity to review the agreement)
 - Tour of Employer’s facility and introductions to co-workers.

- In order to facilitate a clear understanding of the employee orientation program and the provision of employment materials, verbal communications is supported by a signed document, which is retained as part of the employee’s personnel file.

MEDIA COMMUNICATIONS

Category A - 5 Points

A policy is established on who has the authority to represent the agency to the media.

- ❑ Information on who has the authority to speak for the agency is provided to all employees. To ensure accurate and credible reporting of agency programs and positions, personnel may be designated as representatives of the agency with the authority to communicate with the media. These media contacts are provided timely and meaningful information on agency programs.

PREVENTATIVE MAINTENANCE

Category A - 5 Points

Agency has a formalized program that schedules, performs and documents routine equipment maintenance to extend the useful service life of the municipality owned equipment.

Preserving the municipality's investment in their equipment and minimizing equipment down time should be a goal of the agency. The program must be communicated throughout the agency to maximize compliance.

Scheduling

- Maintenance is scheduled according to manufacture's recommendations and modified according to site conditions and usage.
- An individual life history for each vehicle's preventive maintenance shall be maintained. A maintenance record showing repair expenditures, date and type of maintenance performed and who provided the service completed for each piece of equipment. From these records a vehicle's true annual cost can be determined.

Budgeting

- Funding source identified to perform preventive maintenance.
- Equipment should have a funding source within the agency's budget and the appropriate inventory controls should be established to provide accurate records.
- Evaluation of Preventive Maintenance Program.

Agency should maintain records regarding breakdowns, unscheduled repairs and evaluate if preventive work might have prevented the breakdown. Engine oil analysis may be done periodically to confirm that the right intervals are being used.

TRAINING RECORDS, POLICIES & MAINTENANCE

Category A - 5 Points

Training goals should be consistent with your mission, vision, and value statements. These goals provide the basis for developing all training programs, choosing teaching methods, and evaluating performance.

- Training program activities are established to include a description of the training functions, list of training programs, training records, attendance records, date of certification, renewal dates, and evaluations.
- Training programs are routinely evaluated, updated, and revised.
- Individual training report identifies training programs and classes and documents the dates, programs and classes that are attended by each employee in your department.

Training provided to employees can greatly affect their productivity and efficiency. An effective training program is based on a training needs analysis, provision of a full range of training programs and training evaluations. After the training needs analysis, training objectives are defined and a training policy established.

See appendix for sample “**Department Training and Documentation**”

COMMUNICATION WITH GOVERNING BOARDS

Category A - 5 points

A method for communicating, with the council / board of selectmen are detailed, as are the procedures for transferring information from one department to another.

- Methods are established for communicating information on agency programs and projects to governing boards. To facilitate communication a clear tracking system ensures that all communications from governing boards, or other departments, whether written or verbal, are recorded, dated, tracked, and answered.

SAFETY COMMITTEE

Category A - 5 points

The agency has a departmental safety committee to conduct safety training and review departmental safety policies and procedures.

RSA 281-A requires a town to have a joint loss management committee, however, to be more effective an agency may want to supplement this with a safety committee. This committee should review safety concerns raised by the staff and troubleshoot any accidents that occur. The committee should also coordinate safety related training for the department.

- Does the agency have a safety committee?*
- Do they meet regularly?*
- Do they conduct safety related training?*
- Do they review accidents/incidents for concerns raised within the department?*
- Are minutes taken or records kept?*
- Are agendas posted ahead of time or is the staff given ample access to their agenda?*



Category B

10 Point

10 Point

B

MUTUAL AID AGREEMENTS

Category B - 10 points

This is an agreement to cover the use of equipment, personnel, and supplies in case of an emergency. This agreement should cover all the necessary details such as how and who makes requests, compensation, liability, duration of aid, etc.

- State wide agreement:** Membership in the Public Works Mutual Aid Program. This is a complete agreement to provide and be provided mutual aid to a community of equipment, personnel and supplies.

BUDGET PREPARATION & TRACKING

Category B - 10 Points

Agency has a financial plan that allocates and tracks expenditures by task and department. Elements of the plan should contain revenue estimates as well as anticipated expenditures.

Accurate financial records are essential in the preparation of future budgets and to justify current expenditures to the community's citizens. Information should be easily accessible and be current to prevent exceeding authorized budget limits.

Revenue Projections

- Amount and sources of revenue should be projected.*
- Periodic updates shall be compared to anticipated revenues*

Debt Service

- Current and projected debt shall be forecast and tracked during current fiscal cycle.*

Impact to Taxpayers

- Proposed expenditures shall be related to impact on tax rate.*
- Any Capitol Budget Items will include a full explanation concerning funds financial status.*
- A narrative explanation should be prepared that explains justification for proposed budget.*

Documented Budget Procedures

- Budget preparation shall follow a specified procedure that permits public participation.*
- Procedures specifying who prepares it and who approves it.*

ADMINISTRATIVE RECORDS MANAGEMENT

Category B - 10 Points

An agency has a records management policy established to enhance retention, retrieval, storage and security of vital documents.

Records may need to be maintained in different formats (electronic, written and/or voice). The department should be responsible to maintain all records in a safe, secure, clean and dry fashion at all times so the integrity of those records are not compromised. Records may include, but not be limited to, administration, work records, diary / work records, service records, personnel records are but a few examples. Personnel and medical records must be retained per all applicable state and federal laws.

- Verification that all records are being kept.
- That there are written guidelines outlining the method of management and who in the department is/are responsible.
- Verification that responsible personnel are familiar with any state and federal laws that may pertain to proper records management.
- That the records are in a clean, dry and secure location away from water, dust and other destroying elements.
- That the records are reviewed at the appropriate time to purge and update as necessary, particularly those records pertaining to personnel issues and medical documentation, in accordance with Personnel Policies and/or Collective Bargaining Initiatives.
- There should be verification that records are being stored in the appropriate format, as the law may prescribe.

BID PROCESS

Category B - 10 Points

A formal bid process is recommended for capital acquisitions, construction projects or service contracts of specified minimum dollar values or above for the benefit of both the contractor or vendor and the local government.

Bid Policy

- Local bid policy should specify steps to be followed including, but not limited to,*
 - *bid advertisement*
 - *pre-bid meeting*
 - *contractor or vendor qualification*
 - *bid opening*
 - *bid evaluation*
 - *bid award/rejection, and*
 - *contract award*

Such a policy ensures that the Town receives comparable proposals and quotations from competing contractors or vendors, while at the same time detailing for the bidders what the Town is expecting from them. The investment of time by the Town to be as detailed as possible on the front end of such a process will pay dividends as the project moves forward.

The development and implementation of a formal bid process will greatly reduce any confusion on the part of competing contractors or vendors with respect to what service or product the Town is seeking. It will also ensure, as much as is reasonable possible, an "apples to apples" comparison by the Town of competing proposals.

PERMIT MANAGEMENT (RIGHT-OF-WAY)

Category B - 10 Points

To promote and maintain a system of construction operations permits to be used in a public right-of-way.

There should be a procedure established to record and track excavation, curb cuts, tree management, slope/lawn maintenance and any other operations deemed essential to track such work within the public right-of-way. A permit should document procedures relating to, but not limited to, that there are no unsafe conditions, that existing utilities are safe-guarded, that will be done according to acceptable standards, that traffic will be controlled through final closure, if applicable, and that work is performed in accordance with all applicable local, state and/or federal standards.

The department should ensure that a permit process and form is available for use and is filled out and approved by the proper agency. Said permit must make the applicant responsible for all work within the right-of-way and have a method of tracking said work over the life of the permit. Periodic inspections by the department will ensure compliance of adopted specifications.

Dig-Safe must be referenced on all permit applications, if appropriate, and state that the applicant is responsible to coordinate, prior to digging, that Dig-Safe has been notified and that the proper time notification sequence has been followed.

- Verify that right-of-way permits are required to document all work be a private operation within the public right-of-way. A permit should be required for any and all disturbance of the public way.
- Document that said records are kept in the appropriate manner consistent with good document retention.
- The right-of-way application, if appropriate, must state that the applicant is responsible to coordinate, prior to digging, that *Dig Safe* has been notified and that the proper time notification sequence has been followed.
- Ensure that a permit process and form is available for use and is filed with the proper agency. Said permit must make the applicant responsible for all work within the right-of-way and have a method of tracking said work over the life of the permit.

LAND USE PLANNING

Category B - 10 points

Agency participants in the development of a master plan as well as conducting reviews of local and regional development plans to promote responsible growth.

Community development can often put a strain on a community's infrastructure. The adherence to land use policies can reduce this impact and the review of plans is a critical component in considering impacts. Agencies should have input into the approval process and be able to comment on proposed developmental plans as to the affect they might have on community resources.

- Does the agency participate in developing the community's master plan?*
- Are there standards and specifications that guide development?*
- Does the community have an access management plan?*
- Is there communication between various boards within the community?*

CONSTRUCTION PLANS AND STANDARDS

Category B - 10 Points

Agency has compilation of specifications and construction standards to aid in the preparation of construction plans for municipal projects.

Within a community it is necessary to have standards and specifications so that various boards and individuals may fairly render opinions as to the appropriateness of the project. Standards/specifications should be consistent with state, industry or association practices.

Project Planning

- Project objectives, scopes, and cost estimates are determined prior to budget submittals for repair and maintenance projects.
- Project details are determined prior to project design.

Design, Plans, and Specification Standards

- Design standards are developed and/or adopted.
- Standard design techniques, drawings, and specifications are established and applied to all projects.

Design Process

- Design parameters are developed that fulfill project objectives and scopes.
- Design work is coordinated with appropriate groups.
- Reviews are designated and they review designs at specified frequencies.

Other criteria that apply to construction accomplished by contract are sets entitled Land Use Planning, Qualified Engineering Reviews, Utility Coordination, Purchasing Policy, and Bid Process.

SOLID WASTE MASTER PLAN

Category B - 10 Points

A plan to cover all aspects of solid waste disposal everyday and in case of an emergency.

- Daily Solid Waste Disposal:** A plan for safe and environmentally accepted disposal of community solid waste.
- Emergency Solid Waste Disposal:** This will cover how solid waste will be collected and disposed of in case of an emergency or disaster. The plan shall address a short term scenario.
- Household Hazardous Waste:** An appropriate way to deal with household hazardous waste. This may range from household hazardous waste collection days, to approved collection and disposal by the community on a year round basis. Part of this plan shall address ways to educate the general public on how to lessen the amounts of hazardous waste generated, used and disposed.

IF APPLICABLE:

- Recycling:** A program to address the collection storage and marketing of recyclable materials. This shall be part of the overall solid waste master plan and address all aspects of recycling from separation, collection, marketing and educating the public on the relevant benefits associated with recycling.
- Composting:** A plan to address composting as a solid waste management practice. This can range from household food waste, yard waste, wastewater treatment sludge to many other forms of waste. Composting can be done on a household level or on a community wide level.

QUALIFIED ENGINEERING REVIEWS

Category B - 10 Points

Agency has a procedure in place to perform engineering reviews of major projects affecting the municipalities' infrastructure.

To protect the municipalities' liability & to insure public safety, a formalized review process by competent personnel shall be established to review major projects proposed internally or by outside developers. There should exist a procedure for obtaining the services of private engineering firms if qualified in house staff is unavailable.

Guidelines

- Written guidelines specifying when reviews are to be done and by whom.

Criteria that triggers a review shall be available, based either on a proposed dollar value of the proposed work or by the scope of work.

- Planning and Zoning Regulations support review.

Subdivision regulations and requirements for commercial and industrial development should contain provisions that allow for engineering reviews by town with costs born by applicant.

- Standards and Specifications adopted which provide guidance in the design of projects.

In order to perform a review there must exist a standard or set of specifications, which the proposed can be compared with.

COLLECTIVE BARGAINING AGREEMENTS

Category B - 10 Points

Signed documentation representing agreement between the recognized employee organization and the applicable governing authority where collective bargaining unit(s) have been certified by the NH Public Employees Labor Relations Board.

Should the employees be represented by an exclusive representative, the collective bargaining agreement shall prevail relative to the terms, conditions and benefit structure of employees within the department or division.

Collective Bargaining Agreement

- Documentation of mutually agreed upon benefits and working conditions between the governing body and the exclusive representative shall be maintained up-to-date in an accessible location.
- A collective bargaining agreement shall be in accordance with New Hampshire state statute RSA 273-A.
- Employer and Employee have knowledge of existence and provisions of Collective Bargaining Agreement – the degree of knowledge will be dependent on the individual's level of responsibility within the organization.

EQUIPMENT

Category B - 10 points

To ensure the long term cost effective and safe use of vehicles, light and heavy equipment, powered and non-powered hand tools, the municipality shall have adopted an equipment maintenance policy.

- Equipment and Maintenance Management:** Departments shall have an established periodic and scheduled maintenance program for each piece of equipment. Records of maintenance, inspection, and testing shall be available.
- Pre-Trip and/or Pre-Use Inspection:** The municipality shall have a pre-trip and pre-use inspection policy.
- Operator Qualifications:** There shall be a system in place to assure that operators are qualified to operate the assigned vehicles and equipment.

SNOW REMOVAL AND ICE CONTROL

Category B - 10 Points

A procedure which will be achieved by implementation and execution of the procedures and tasks outlined in the Town/City winter operations snow removal and ice control procedures.

It is not possible to maintain a black snow and ice-free road or sidewalk during a storm. A procedure must be in place to determine the overall winter maintenance, snow removal or ice control strategy.

- A written snow removal and ice control procedure.
- Routes to be clearly defined listing all roads and or parking lots.
- Plow route priorities.
- Sidewalk snow removal (if applicable)

See Appendix for a sample generic policy:

“Standard Operating Snow Removal and Ice Control Policy”

CEMETERIES POLICIES, PRACTICES AND PROCEDURES

Category B - 10 points

Operations and maintenance of a municipal cemetery imposes special responsibilities and customer service requirements on a public agency.

Assisting the family in selection and purchase of a burial site and preparation of burial authorization forms, to coordinate logistics with the funeral home and the family, and to prepare grave sites for interment, inurnment or scattering. All interments are subject to the order and laws of the municipality, county, state and federal government.

- Procedures exist for mapping of blocks/sections, lots and spaces and for locating interments, memorials, etc.
- Lot numbering
- A data base of maps and records are available and include individual identification, casket type, vault type, interment size, memorial, date of death, date of birth, family contacts and, in some cases, cause of death.
- Policy to maintain cemetery property, maintain entrances, road ways, and perpetual care if sold in the purchase of lots.
- Provide a safe and hazard free grave side area for funerals and family to participate at the interment.

TRAFFIC DEVICES MANAGEMENT

Category B - 10 points

Agency has established program that provides for the maintenance of the community's traffic control devices.

The safe and orderly movement of traffic on a community's roadways relies upon the use of appropriate and well maintained traffic control devices. These traffic devices include traffic signs, signals and pavement markings. The authority and responsibilities for the operation and maintenance of each device shall be clearly defined and consistent with applicable state and federal standards.

- Is there a maintenance record and inventory file for each traffic control device?
- Are the traffic control devices inspected accordingly to an established schedule and replaced/repared as necessary?
- Does the agency budget for the upkeep of traffic control devices?
- Does the agency use the Manual of Uniform Traffic Control Devices (MUTCD) as a basis for maintenance and use of traffic control devices?

ROADSIDE TREE AND BRUSH MAINTENANCE

Category B-10 points

The Agency maintains written policies / procedures that deal with applicable regulations [local and state] which deal with the removal and/or maintenance of tree[s] and brush.

Local and state regulations can substantially impact many aspects of a community's public works operations, especially in the area of tree / brush maintenance. Generally speaking, municipalities have both the power and duty to maintain trees. In order to comply with these regulations, communities need to implement an effective tree and brush removal / maintenance plan. Said plan should instruct as to the proper methods of trimming / removal, safeguards necessary to ensure a safe work environment and should include periodic training for personnel relating to current laws associated with tree ownership / maintenance / planting.

- Records kept indicating whether the municipality or the landowner acquired or planted a tree (i.e.: use of a public way for private plantings, if allowed by municipality. Record whether a tree is located on public or private property or within a public right-of-way.)
- Does the municipality have a removal policy for trees that pose a danger to the traveling public or may spread disease (RSA 231:145 - 146)? If so, are records kept and current?
- Is there a policy that establishes a procedure[s] for removal and trimming of trees adjoining / within public rights-of-way, which clarifies and supplements the requirements of:
 - RSA 231:139 – 156 (tree wardens)
 - RSA231:157 - 158 (scenic roads)
- Is there a current and adequate training policy in place to ensure employees work safety?
- Does the department own and maintain all necessary safety equipment relating to relating to removal and maintenance of trees and brush?



Category C

15 Point

15 Point
C

JOB DESCRIPTIONS

Category C - 15 points

A written description is established for each job title within the department or division.

- Documentation, which has been approved by the appropriate governing body, regarding job title, minimum qualifications, duties, responsibilities and appropriate disclaimers, is provided to the individual employee.
- A procedure is established to review and update the job description as required, and to update the employee regarding any modifications.

PERSONNEL POLICY

Category C - 15 points

Formal written policies are established outlining any and all policies relative to the terms, conditions and benefit structure of employees within the department or division.

- Documentation, which has been approved by the appropriate governing body, regarding general employment policies, practices and benefits of the employer is provided in written form to individual employees, as well as maintained up-to-date in an accessible location.

- A procedure is established to review and update the personnel policy as required, and to update employees regarding any modifications.

EMERGENCY MANAGEMENT PLAN

Category C - 15 Points

An Emergency Management Plan is a plan to prevent the uncontrollable chaos that could exist when a hazard or incident happens within a community. Such a plan is used to address the communities' preparedness, its policies and responsibilities and its ability to recover from such a hazard or incident.

- Verify that the department has a copy of approved Plan for the community.
- That the Plan has been signed by the governing body and is on file with the State.
- That the employees of the department are familiar with the Plan and their role in it.
- That the City/Town has a commitment to periodically review and update the Plan
- Would be advantageous to include the New Hampshire Public Works Mutual Aid program Resource List.
- Contain within the Plan is the structure for operation of the Emergency Operations Center (EOC) the resource.

EMPLOYEE ASSISTANCE PROGRAM

Category C - 15 points

Documentation is established outlining the availability of an Employee Assistance Program.

- Written information on the Employee Assistance Program (EAP), including the types of services offered and contact telephone numbers, is provided to all employees, as well as maintained up-to-date in an accessible location.

- A procedure is established to update employees regarding any modifications to the EAP.

EMPLOYEE PERFORMANCE EVALUATIONS

Category C - 15 points

A formal method for conducting regular employee performance evaluations is established.

- A method is established for conducting performance evaluations including notification of who will conduct evaluations, as well as the positions to be evaluated
- To ensure accurate and beneficial evaluations, standards are established for areas to be evaluated and time frames in which evaluations shall occur.
- Up-to-date forms and standards are provided to individual employees, as well as maintained in an accessible location.

PURCHASING POLICY

Category C - 15 Points

All municipal officials, employees and agents should adhere to a Purchasing Policy for goods and services which affords the town a competitive pricing advantage and discourages the ability of actually or potentially sole-source or self-dealing with vendors.

Adoption of Formal Policy

- Adoption of a policy that outlines the steps and criteria to be followed for the purchase of goods and services for the municipality.*

The specific terms of the purchasing policy should be flexible to meet the operational needs of the community while ensuring the best value for the public's money is realized. As is reasonably possible, based on dollar value limits established locally, all purchasing should be based on three competitive prices.

Various processes of purchasing should be identified in the policy including, but not limited to:

- Formal Request for Proposal (RFP) including use of newspaper advertising and/or direct mail solicitation.
- Documented solicitation for quotations or prices by telephone.
- Direct purchases from the State of New Hampshire "Bid List".
- Direct purchases from federal or state surplus property programs, etc.
- Direct purchases from a local qualified vendors list.

CAPITAL PLANNING

Category C - 15 Points

All local governments should be involved in a formal capital planning process that meets the long-range goals of the community and establishes the method by which the individual department or agency is expected to achieve those goals.

Capital Improvement Program (CIP)

- ❑ *Prepare long range plan for the acquisition of capital equipment and construction projects inclusive of project or equipment description, cost estimates and associated revenues (if any).*

New Hampshire state statutes (RSA 674:5) charges the Planning Board of a municipality with the responsibility of developing and maintaining a Capital Improvement Program (CIP) to address the long-range needs and goals of the community. This plan should encompass major construction projects to the planned acquisition of capital equipment projected over a period of at least six years. Although the Planning Board is responsible for the production of the CIP, all local departments and agencies should have a role in participating in that process and providing input to the Planning Board.

The purpose and effect of the capital improvements program shall be to aid the local governing officials and budget committees in their consideration and development of the annual budget.

A local planning process should be developed and documented through the Town's Master Plan, also the responsibility of the local Planning Board. The long-range goals and objectives, which the CIP addresses, should have their origin in the Town's Master Plan.

INVENTORY CONTROL

Category C - 15 points

A method of logging all equipment and stock items for the purpose of inventory control. (Items for consideration include, but are not limited to items listed below.)

Good inventory control will make yearly budget preparation much easier for future years, while maintaining a good budget comparison for past and present years.

Keeping good records on equipment will also assure proper management to make sure the equipment is always in good working order and stock items do not run too low. (Electronic bookkeeping can be control method, if desired.)

- Heavy Equipment*
- Light Equipment*
- Trucks*
- Sanders*
- Plows*
- Mechanics Equipment*
- Road Inventory*
- Signs and Sign Shop*
- Sand*
- Salt*
- Miscellaneous*

(See Sample Equipment Inventory Control Form in the index.)



Category D

25 Point

25 Point

D

ENVIRONMENTAL MANAGEMENT

Category D 25 Points

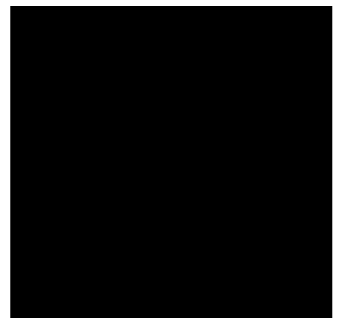
Agency has written policies and procedures that deal with applicable local, state or federal environmental regulations. Records of inspections, deficiencies and corrective actions taken shall be maintained.

Local, state and federal environmental regulations can impact many aspects of a community's public works operations. In order to comply with these regulations and to adequately protect our environment, communities must implement an effective environmental management plan.

- Are there documents that identify the environmental concerns for each regulated area? (i.e. air & water pollution, erosion control, hazardous and solid waste disposal, etc.)
- Has the community developed a set of Environmental Best Practices or Policies?
- Does the community keep accurate records for requested environmental permits?
- Is environmental awareness training provided to all public works employees?
- Are there periodic environmental audits/inspections conducted by the agency?



Appendix



RSA 231:91 Municipality to Act; Liability

- I. Upon receipt of such notice of insufficiency, and unless the highway agents or street commissioners determine in good faith that no such insufficiency exists, the municipality shall immediately cause proper danger signals to be placed to warn persons by day or night of such insufficiency, and shall, within 72 hours thereafter, develop a plan for repairing such highway, bridge or sidewalk and shall implement such plan in good faith and with reasonable dispatch until the highway, bridge, or sidewalk is no longer insufficient, as defined by **RSA 231:90, II**.
- II. If the municipality fails to act as set forth in paragraph I, it shall be liable for damages for all personal injury or property damage proximately caused by the insufficiency identified in the notice, subject to the liability limits under **RSA 507-B:4**.

STANDARD OPERATING PROCEDURES

Anytown, New Hampshire

No: 99-001

Date:

Policy: Snow Removal and Ice Control

Governing Laws: RSA 231:92-a, RSA 507-B:2-b; *(include any local parking bans or local ordinances)*

Approval Date:

Next Review Date: *(recommended reviewing every couple of years)*

OBJECTIVE: It is the goal and intent of the Town/City of _____ to provide timely, efficient and cost-effective winter maintenance, snow removal and ice control on the roadways of the municipality for the safety and benefit of the Town's/City's residents and the general motoring public.

PROCEDURE: The objective stated above will be achieved by implementation and execution of the procedures and tasks outlined in the Town/City of _____ Winter Operations Snow Removal and Ice Control Procedures. Due to the many variables that are inherent in New England weather, each storm and/or weather event may require slightly different effort and/or emphasis on any number of maintenance tasks, which together, determine the overall winter maintenance, snow removal or ice control strategy.

LEVEL OF SERVICE: It is not possible to maintain a black snow and ice-free road or sidewalk during a storm. It is the intention of the City/Town to provide practical, safe access to homes, businesses and municipal facilities during winter storms.

It is our policy to start to conduct snow removal operations upon accumulations of two-inches *(your municipality's decision)* of snowfall. The Road Agent or Public Works Director may, at his or her discretion based upon weather information reports, elect to not remove snow until greater or lessor accumulations.

Pre-treatment and ice control may be addressed prior to the actual storm beginning, during the actual storm as seen effective, and proceeding the storm. It should be noted that salt has a much slower effect on melting snow and ice at temperatures below 25 degrees, and may not be applied until it is warmer.

Sidewalk snow clearance will be conducted as possible during winter storms. Personnel availability and the needs to maintain safe roadways will take priority.

(This area would be used to describe the techniques your municipality has successfully used over the years. There is no need to change what works well, just a need to write a description of it. The above is a sample level of service statement.)

COMMAND: Direction of all winter maintenance activities for the Town/City of _____ is vested with the Road Agent or his or her designee.

EXECUTION: The policy outlined above is intended to serve as the normal operating procedures for winter maintenance, snow removal and/or ice control for the Town/City of _____. One or more of the following, which may delay or prevent the implementation of this policy, may affect all or any part of this Policy:

- Equipment Breakdown
- Snow Accumulation in Excess of 1” Per Hour
- Freezing Rain or Other Icing Conditions
- Traffic Congestion
- Emergencies
- Personnel illness

ADOPTION:

The Town/City of _____ has adopted the Winter Operations Snow Removal and Ice Control Policy effective _____, 1999. All residents are encouraged to familiarize themselves with the content as it describes the condition that one might expect to encounter before, during and following a winter storm event.

BOARD OF SELECTMEN

MODEL TOWN, NEW HAMPSHIRE

It is vital that the City/Town Counsel reviews and comments as to the content and defensibility of this policy prior to municipal adoption.

WINTER OPERATIONS
SNOW REMOVAL AND ICE CONTROL PROCEDURES
(Includes Highway, Sidewalks, Parking Areas)

EQUIPMENT: The Highway Department utilizes all the assets of the department as needed to address snow emergencies. A list of the current rolling stock assets is included in the appendices of this policy.

ROUTES: Currently, the Town is divided into _____ major plow and/or treatment routes. _____ of the routes encompass the Town's major artery and collector roads are assigned to one each of the Town's Class VII trucks. Additionally, there are two small trucks with 4-way plows used to maintain emergency service facilities, municipal parking areas, and to assist in support of trucks assigned specific routes.

The City/Town uses one wheeled loader in the down town area to load snow for removal to snow fields as it may restrict parking or line of sight distances at intersections. The City/Town has one sidewalk snow blower used for assigned sidewalks. *(If there are no side walks, it should be noted)*

MANPOWER: The City/Town of _____ has eleven (11) full-time personnel assigned to its winter maintenance operations. In addition, a labor poll of approximately _____ part-time wingmen and drivers called operators can be called into service. *(If contracted trucks and drivers utilized, list them, while referencing possible budget constraints not always making their assistance possible)*

MATERIALS: The Department uses approximately _____ tons of rock salt and _____ cubic yards of sand each season. The sand is used as an abrasive and is applied to the road to improve the public's motor vehicles traction. Salt is employed by the Department as a de-icing and anti-icing agent. The entire supply of sand is purchased each year and stockpiled besides the Highway Department's salt building. The material is stockpiled untreated. Rock salt is purchased from a supplier as needed. A limited quantity of approximately _____ tons is stockpiled by the Highway Department. Unless weather conditions require a different approach, winter maintenance routes are treated with a mixture of sand and salt. The mixture is maintained at a minimum of one part salt to two parts sand. The mixture is applied to the center of the roadway where traffic can work the mix traveling either way. The mixture, in conjunction with traffic action, creates a watery brine melting snow and/or ice, and resisting snow and ice packing on the roadway. The road crown further assists with the spreading of the mixture brine. The sand/salt mixture is only effective to approximately 20 degrees Fahrenheit. Other deicing agents are effective to lower temperatures, but cost and need for specialized equipment have forestalled their use to this time.

COMMUNICATIONS: The majority of the Public Works rolling stock is equipped with low band radios capable of transmitting and receiving on a frequency of _____. Each plow and equipment operator is assigned a unique call number. A list of all call numbers is displayed in each piece of equipment or truck. A copy of the current call numbers is included as an appendix to this policy. Radios are also maintained at the Highway Department garage, along with the operator's ability to communicate with the Strafford County Dispatch and the Town/City police and fire departments.

SCHOOLS: The Highway Department does/does not have the responsibility for the clearing of snow and winter treatment of the Town/City schools access road and parking lots. On days when school is in session, winter maintenance efforts must be timed to coincide with bus routing and delivery.

- A. The school superintendent or designated official representative shall contact the Public Works Department to determine the condition of the municipality's roads in order to determine the safety of students using school buses. The school representative(s) shall make the decision to cancel or postpone school for that day.
- B. It is important to have it determined who is canceling or postponing school. It is recommended that procedure be documented and signed as being agreed upon by both parties. Further, it is recommended that as the snow and ice removal policies change for whatever reason, they be redistributed to all parties.

PARKING: The Town has enacted a winter parking ban effective from November 15th to April 1st of each year. This ban prohibits parking in or on the Town's/City's roads or rights of way (ROW) between the hours of 10:00 PM and 6:00 am. The Town/City has the right to tow or ticket violators. The purpose of this winter parking ban is to allow winter maintenance crews unobstructed snow removal and ice control routes, as much as possible, to maintain the maximum effectiveness of their efforts.

PLOW ROUTE PRIORITIES: With a total of _____ miles of roads from which to remove snow and control ice and _____ pieces of equipment to handle this responsibility, the Highway Department has to assign priorities for winter maintenance route activity in order to maximize the effectiveness of their efforts for the motoring public.

- A. School bus routes will be given the first priority during school days. Each plow route will ensure that the best possible snow clearance will be completed within one hour of the bus route time.
- B. The business district will be maintained as possible during business hours, with the main snow clearance effort to be done during the snow parking curfew hours from 11 P.M. to 7 A.M. Public Safety is a very great concern in this area due to many cars and pedestrians in the area. *(Or as your municipality has set any snow curfew parking)*

- C. Public parking areas at the rear of the Town Offices, each municipal department, and the “Best Practices Memorial Field” parking lot will be maintained by plowing during the winter storm. The application of slip resistant materials will be applied after the storm as determined to be needed by the Road Agent.
- D. Transfer Station/Recycle Center: Transfer station personnel may be required to assist with the Town’s general winter maintenance operations. If the facility is open during the snow or ice storm, personnel will plow this area prior to opening for public use. Public areas shall be kept as clear as possible to provide as safe access as reasonably possible. Sand and other slip resistant materials shall be used in public areas. It often will not be possible to maintain clear ground, but a reasonable effort will be made during storms.
- E. Fire Hydrants: What is the present policy (written or just understood) as to when and who shall be responsible for the clearing of snow from around fire hydrants? What ever it is, it should be noted as how and what Department is responsible to have it done, and when.
- F. Each specific plow route is depicted on the map (or list) attached to this policy. *(A map or list depicting the various routes with assigned route numbers will assist the public identify with the plan, and hopefully understand the severity of the problem of snow clearance)*

ROADS AND SIDEWALKS NOT RECEIVING WINTER MAINTENANCE: The Town/City of _____ does not maintain a number of roadways and sidewalks as part of its ongoing winter maintenance activities. The areas not maintained by the Town/City include:

- A. Town roads classified as Class VI roads
- B. Private roads
- C. Weden Road: summer maintenance only. *(If you maintain summer maintenance roads, but do not plow them, they should be listed)*
- D. Fecteau Beach Road and Parking area: Summer Maintenance only. *(Summer parks parking areas, swimming pool parking areas, or any public parking place not receiving winter maintenance must be listed.)*
- E. Pandolfi Recreation area: Access Road only, Parking area summer maintenance only (as in “c” above)
- F. School District sidewalks and parking areas, which are the responsibility of the school district.

State Highway bridge sidewalk as it passes over U.S. Route 66 (if in fact you maintain the sidewalk, snow clearance along an area such as this, or other similar areas, then do not list them. They should be included in the sidewalk snow removal plan though.)

SALT FREE AREAS: The Town/City of _____ has established the following roadways or portion of roadways as “salt free” areas to protect drinking water resources or other natural resources which is believed to have been damaged in the past due to roadway salt. A “salt free” area is one in which the municipality has determined it will not use salt as part of its ice control efforts for winter maintenance. The Town will post the area to warn traveling motorists that they are in a “salt free” area.

- A. Herman Drive is not to be treated with salt from a point 1,500’ from _____ its intersection with Morgan Street to 500’ past its intersection with _____ the Brandi River. *(It is suggested that warning signs be posted to make the public aware of the area, and to remind your drivers to turn the salt off here!)*
- B. Gravel roads will not be treated with salt at any time. (This is to prevent the frozen gravel from melting)

DAMAGE TO PRIVATE PROPERTY: It should be noted that the municipality isn’t held responsible for damage to private property that is located within the public right of way. (RSA 231:92-a) The right of way (ROW) is often 50’ wide, and is often confused by property owners as their own property. In most cases, the ROW often extends 10 to 20 feet of either side of the paved or gravel road. Homeowners often cultivate extensions of their lawns, place mailboxes, erect fences or stonewalls in these areas, which improves the appearance of the street greatly, but is obstructive to good maintenance from being conducted on the roadway.

In the event of personal property damage, the Town/City of _____ will only be responsible to repair or replace damaged property having been in actual contact with the snow removal equipment that is on private property and not within the public right-of-way.

Municipalities using this policy should also consider what their existing policy is (if any) to prohibit home owners from shoveling snow into the roadway, or plowing snow across the public roadway to the opposite side snow bank. Your existing policy might be inserted here.

POST STORM OPERATIONS: As determined by the Road Agent, the snow banks resulting from the previous accumulations shall be pushed back, or shelved, using the plow and wing of the grader or other suitable equipment to make space for future snow storms.

Snow Removal from the Town Center: (Possible qualifying statement) During the initial stages of the storm, only the roadways through the town center will be plowed. (As parking areas along the businesses are free of parked vehicles, snow removal equipment may swing wider through the street to push back large amounts of accumulated snow.)

- A. The Model Town Snow Season Policy defines the Town Center as being bounded on the north by Gray Street, on the west by Bobinsky Ave. on the south by Kipp Road and to the East by Cleverly Lane. (The Municipal Governing Body should have minutes of a voted to define such areas.)
- B. During the months of October 15th through April 15th snow removal of parking areas in the Town Center shall not begin until 11 PM and shall cease operations at 7 AM. (Use the particular dates your municipality has adopted)
 - 1. Cars left in this area after the stated times will be called into the Police Department to be towed away.
 - 2. No snow removal operations will be conducted in the area of such vehicles until they have been removed.

SIDEWALK SNOW REMOVAL: (If you do not have sidewalks, it would be a good idea to say so.)(How the sidewalk snow removal program is conducted is what should be roughly defined. Describe your present practice if you are satisfied with it.)

- A. Sidewalk snow clearance will not begin until:
 - 1. All other snow removal operations are manned and in progress.
 - 2. If there are insufficient personnel available to conduct sidewalk snow removal operations, as well as street and road clearance, the streets and roads shall take priority.
- B. Town Center is that area being bounded on the north by Gray Street, on the west by Bobinsky Avenue. on the south by Kipp Road and to the East by Cleverly Lane.
- C. The sidewalks outside the Town Center (See B. above) shall be cleared as soon as possible during and after the storm. (The idea here is to identify areas that in the interest of public safety, the sidewalks within a defined area will be maintained at a higher standard than the rest of the sidewalks that will be maintained later, possibly after the storm.)
- D. If there are sidewalks leading to the schools, a plan should be considered as to which sidewalks are school priority, similar to the roads being school priority routes.
- E. The sidewalks will be treated with sand as quickly possible after the storm.

- F. All municipal sidewalks are to be cleared of snow and sanded as described above except the following: (As noted earlier, areas not receiving winter maintenance by the Town/City).
1. The last 500' of sidewalk on Crane Street.
 2. The sidewalk included as part of the construction of the State of NH Bridge on NH route 67 as it passes over Gray Street.

If pedestrians or vehicles cause obstructions to the sidewalk snow removal operations, the Town's winter maintenance operators are encouraged to request their cooperation. Otherwise, the operator is expected to call the Police for assistance. The operator is cautioned to avoid confrontation at all possible costs.

APPENDIX A
PLOW ROUTES

Route #1
Truck #1
Radio Call #: 01
Operator: John Smith
1. Lewis Street
2. Susan's Road
3. Tom's Way
4. Stewart Close

Route #2
Truck #2
Radio Call #: 02
Operator: Ted Williams
1. Bright Dawn Road
2. Meetinghouse Road
3. Morgan Manner
4. Steiner Street

Route #3
Truck #3
Radio Call #: 03
Operator: Joe Morgan
1. Nadeau Street
2. Pucker Brush Lane
3. Gage Girls Road
4. Purgatory Falls Road

Route #4
Truck #4
Radio Call #: 04
Operator: Michael Jordan
1. Ward Way
2. Blueberry Hill Road
3. Sugar Bush Lane
4. Andrews Street

Route #5
Truck #5
Radio Call #: 05
Operator: Sam Snead
1. Seaver Lane
2. Bailey Way
3. Haley Road
4. Raspberry Lane

Route #6
Truck #6
Radio Call #: 06
Operator: Joe Green
1. Town Hall
2. Fire Station
3. Rescue Squad
4. Library

APPENDIX B **TERMINOLOGY**

In an effort to avoid confusion, the following standardized terminology with activity definitions is established. When directed to do so, operators will perform winter maintenance tasks in accordance with these definitions.

Treat Roads Roads will be spread with a mixture of sand and salt. The proportion of the sand/salt mixture will be determined by the Road Agent or his or her designee. Mixture will be spread along the centerline of the roadway in a width of two to four feet.

Sand Roads Roads will be spread with “straight” sand over the travel width of a gravel road. It may be necessary to spread in both directions to get a complete coverage.

Treat Route Go over assigned route spreading a sand/salt mix on all roads, intersections and cul de sac in such a manner that one backtracks as little as possible.

Treat Main Treat just the high traffic volume roads. Depending on conditions, drivers

Drags may be requested to do side streets.

Open Routes Just keep the center of roads open; not spending a lot of time clearing intersections or turn arounds. This normally will be requested while snow is falling and there is a need to finish the drivers’ routes in as short a time as possible. (One-inch per hour would result in three to four inches of snow at the beginning of routes before a truck gets back to it.)

Open Routes/intersections As snow gets deeper, the driver will need to make extra passes at **Routes/intersections** to allow vehicle traffic to flow better. This is also aimed at **Intersections** getting the whole route done in as short a time as possible.

Cleanup Route Clean-up and push back all roads. Clean-up intersections, turn arounds **Route** and cul de sacs. Some areas may require more than one pass.

Slush Off Route Scrape off any snow/ice that has loosened up from treating with salt. **Route** Normally, it will require one pass each way unless advised to slush off and clean up.

Push/Back After several large storms it may be necessary to send a truck or the grader out to shelf or back snow winrows. A loader will normally go along to clean up driveways and intersections.

STANDARD OPERATING PROCEDURES

(Town name) (Public Works)(Highway) Department

Policy: Department Training And Documentation

Date: 10/18/99

Revision Date:

Policy No: 99-002

Applicable Governing Laws: Department of Labor (municipal) or Department of Labor, OSHA, (contractor).

Selectmen's Authorization Date:

Next Review Date:

(Public Works)(Highway) Administrator:

Policy:

The purpose of this policy is to afford all employees the necessary training and/or instructional assistance to satisfactorily perform their jobs, safely and cost effectively, and to document the training of said employees to ensure that they are credited with said training. It is expected that by training employees in various aspects of their individual job functions that the following will occur:

- ✓ Employees will perform their jobs in a safer and more careful manner
- ✓ Employees will be kept abreast of new and cost saving techniques
- ✓ Employees will demonstrate a greater degree of job satisfaction
- ✓ The town will see a lower accident rate
- ✓ The town may see a savings in its insurance rates
- ✓ Trained managers, supervisors and workers can more effectively and efficiently fulfill their responsibilities
- ✓ Training prepares employees for promotion to higher level positions
- ✓ Employee morale will increase

Procedure:

1. The *(public works)(highway)* department shall establish a process whereby it shall periodically identify the training and educational needs of managers, supervisors and / or workers.
2. The *(public works)(highway)* department will, from time to time, require employees to attend and to successfully complete training and/or instructional classes on various job procedures, equipment operation, construction techniques, personnel / job management, safety regulations and all other material deemed necessary to perform the essential functions of the employee's individual job or as part of a career development program.

All training activities will be approved by the department head before any employee may attend a training or instructional class.

3. The department will cover any cost associated with such training unless otherwise noted prior to starting of the training.
4. Employees will be required to attend these classes, as necessary; to be deemed qualified to perform their assigned job functions in a safe and professional manner.
5. The administrative office of the *(public works)(highway)* department will create a training log on each individual employee at the time of hiring. This training log will be kept in the personnel folder of each employee and available for inspection by said employee with due notice to the proper administrative personnel.
6. The training log of each employee attending a departmentally sanctioned training / instructional class will be updated only after the employee has successfully completed said training or instruction.
7. The log will show the date attended, name of the class, location where class was attended, instructor's name, the number of hours attended and a copy of any certificate given.

Enforcement of policy:

All employees of the *(public works)(highway)* department will be expected to attend any and all training and/or instructional classes as deemed necessary to perform their jobs satisfactorily.

The *(town's)(department's)* disciplinary procedures will be enforced, as necessary, to ensure all employees receive their required training and/or instruction (*not to conflict with unions, etc.*).