CITY OF MONTPELIER
MONTPELIER, VERMONT

Agenda for City Council Meeting
City Council Chambers, City Hall
Wednesday, February 18, 2015
6:30 P.M.

1) Call to Order by the Mayor

2) 15-050. Review and Approve Agenda

3) 15-051. General Business and Appearances

4) 15-052. Consideration of the Consent Agenda:

a) Consideration of the Minutes from the February 11, 2015 City Council Meeting.

b) Quarterly Performane Management report for the period ending December 31, 2014.

c) Consideration of becoming the Liquor Control Commission for the purpose of acting on the following:

1) Annual renewal of Liquor Licenses (City Clerk will distribute list of applications at the meeting.)

d) Payroll and Bills

5) 15-053. Discussion of winter operations

a) At the February 11, 2015 Council meeting, the Council asked for an update on plowing and snow removal activities.
b) Public Works Director, Tom McArdle will present an overview and be available to answer questions.

6) 15-054 Update on the Central Vermont Public Safety Authority

7) 15-055. Other Business
8) 15-056. Council Reports
7) 15-057. Mayor's Report
8) 15-058. City Clerk's Report

9) 15-059. City Manager's Report

a) Discussion of the City Manager's annual review and contract renewal.

(It is anticipated that this discussion will be held in Executive Session in accordance with Title I, VSA §313, Executive Sessions, (a) (1) *"Contracts, labor relations agreements with employees, arbitration, mediation, grievances, civil actions, or prosecutions by the State, where premature general public knowledge would clearly place the State, municipality, other public body, or person involved at a substantial disadvantage" and* (3) "*The appointment or employment or evaluation of a public officer or employee.*)

Adjournment

Minutes of the Montpelier City Council Meeting
February 11, 2015
City Council Chambers

In attendance: Mayor John Hollar (Chair), Councilors Justin Turcotte, Dona Bate, Anne Watson, Tom Golonka, Thierry Guerlain and Jessica Edgerly Walsh. City Manager William Fraser was in attendance. City Clerk John Odum served as Secretary of the meeting.

The Mayor called the meeting to order at 6:30PM.

15-037. Councilor Watson moved approval of the proposed agenda sans item 5 (reviewing the Hazard Mitigation Plan) at the City Manager's request. Councilor Edgerly Walsh seconded. The motion carried unanimously at 6:31.

15-038. City Manager Fraser announced that Tom McArdle had been hired as the new Director of Public Works.

15-039. Councilor Watson moved the Council approve the Consent Agenda, and was seconded by Councilor Guerlain. Councilor Turcotte asked that items (c) and (g) (approval of the Annual Certificate of Highway Mileage and the Summary Memo and Budget Status Reports for the General Fund, Water Fund, Sewer Fund, Cemetery Fund, Parks Fund, Parking Fund, Senior Center Fund and District Heat Fund) be tabled for later discussion, and the motion on the table was so amended without objection. The motion as amended passed on a 5-0 vote (Councilor Golonka abstained, citing a conflict of interest regarding the liquor licenses).

15-041. The Council considered the following candidates for appointments to the Energy Advisory Committee: Theodore Blair Fetter, Cara Robechek, Kate Stephenson, and Daniel Crisp. A discussion of expanding the committee membership and appointing all those interested (as well as the Bicycle Advisory Committee) followed. Candidates Cara Robechek and Dan Crisp addressed the Council. Further discussion followed.

Councilor Watson moved that the Council enter into executive session in accordance with statute. Councilor Edgerly Walsh seconded. The motion carried unanimously at 6:46.

Councilor Watson moved the Council return to open session, and was seconded by Councilor Bate. The motion carried unanimously at 6:52.

Councilor Watson moved that the Council appoint Theodore Blair Fetter, Cara Robechek, Kate Stephenson, and Daniel Crisp to the Energy Advisory Committee, and was seconded by Councilor Guerlain. After a brief discussion, the motion was approved unanimously at 6:54.

15-042. The Council considered appointment to the Bicycle Advisory Committee. Candidates Jennifer Gordon, Suzanne Eikenberry and Dan Homeier all addressed the Council.

Councilor Golonka moved the Council appoint Jennifer Gordon, Suzanne Eikenberry and Dan Homeier to the Bicycle Advisory Committee. Councilor Watson seconded the motion. After a brief discussion, the motion carried unanimously at 7:03.

15-043. Assistant City Manager Jessie Baker was joined before the Council by Peter Wells and Justin Dextradeur to review the development teams' recommendation of DEW Construction Corporation as the 1 Taylor Street Construction Manager At-Risk.

Councilor Golonka moved the Council authorize the City Manager to negotiate and enter into a contract with DEW Construction Corporation to provide Construction Manager At-Risk services for the 1 Taylor Street project. The motion was seconded by Councilor Edgerly Walsh before passing unanimously at 7:13.

15-044. The City Manager briefed the Council on the status of the proposal to integrate the Winooski and North Branch Rivers back into the landscape of downtown Montpelier, indicating that the discussion on whether to go forward with the proposal would extend into next year. A brief discussion followed. Assistant City Manager Baker added to the discussion. Ben Eastwood rose to comment.

15-045. Items (c) and (g) from the consent agenda (approval of the Annual Certificate of Highway Mileage and the Summary Memo and Budget Status Reports for the General Fund, Water Fund, Sewer Fund, Cemetery Fund, Parks Fund, Parking Fund, Senior Center Fund and District Heat Fund) were taken from the table for discussion. DPW Director McArdle, City Manager Fraser, and Assistant City Manager Baker fielded questions from Councilor Turcotte.

Councilor Turcotte moved the Council approve consent agenda items (c) & (g). The motion was seconded by Councilor Watson, and carried unanimously at 7:34.

15-046. Councilor Bate encouraged citizens to prepare for the City Meeting (noting the upcoming community access television candidate panels), and had questions about the Annual Report.

Councilor Guerlain asked if councilors would prefer receiving the weekly Manager's Report exclusively via email (and was met with positive responses all around).

Councilor Turcotte congratulated Mr. McArdle and thanked DPW for their snow removal work. He also noted the Senior Center fundraising dinner on Friday.

Councilor Watson passed along constituent concerns about sidewalks and received a brief report from the City Manager on the matter. She also noted she was the winner of a Rowland Fellowship Award.

Councilor Edgerly Walsh reported that the crossing button near the Pioneer Street Bridge wasn't working.

15-047. Mayor Hollar congratulated Councilor Watson on the award. He took an informal poll of Councilors regarding preferences for art on the walls of the Council Chambers.

15-048. The City Clerk reported that taxes were due on Tuesday the 17th, due to the holiday. He also indicated that early voting was underway, and that there would be early voting hours the Saturday before Town Meeting Day (February 28th)

15-049. The City Manager reported on the new form and guidelines for Police Department complaints. He also reported that the new winter parking ban system was going “okay,” and that there have been challenges. A discussion followed.

The Council took up the issue of contract negotiation items which may include lease of real estate, District Heat Contract with State and Police Union negotiations. Councilor Watson moved that the Council find that premature general public knowledge of the Council’s discussions would place the City at a substantial disadvantage. Councilor Turcotte seconded. The motion passed unanimously at 7:56.

Councilor Watson moved that the Council enter executive session under statute, to discuss the aforementioned issue of contract negotiation items which may include lease of real estate, District Heat Contract with State and Police Union negotiations. Councilor Edgerly Walsh seconded the motion, which carried unanimously at 7:57.

Councilor Watson moved the Council return to open session and was seconded by Councilor Edgerly Walsh. The motion carried unanimously.

Councilor Watson moved the Council enter into executive session in accordance with statute, for the purpose of discussing the City Manager’s annual evaluation. Councilor Golonka seconded the motion, which carried unanimously.

Councilor Watson moved the Council return to open session. Councilor Guerlain seconded the motion, which passed unanimously.

Councilor Bate moved the Council adjourn. Councilor Golonka seconded. The motion carried unanimously.

City of Montpelier vermont

America's Small Town Capital

Mayor John Hollar

City Council Members:

Dona Bate
Jessica Edgerly Walsh
Tom Golonka
Thierry Guerlain
Justin Turcotte
Anne Watson

William Fraser
City Manager

Jessie Baker
Assistant City Manager

MEMORANDUM

To:	Mayor Hollar & City Council Members
From:	William Fraser, City Manager Jessie Baker, Assistant City Manager
Re:	Quarterly Performance Report – FY15 Q2
Date:	February 13, 2015

The FY15 and FY16 budget included annual and quarterly departmental performance measures. We use these measures to communicate to the public our progress at meeting key performance standards and to make programmatic and resource allocation decisions internally. Please keep in mind that these efforts are developing and evolving. As we, as a team, get more comfortable with using performance data to make decisions we will refine these measures.

FY15 Quarter 2 includes the period October 1, 2014 to December 31, 2014. During this period:

- 87% of participants in restorative justice programs completed the program satisfactorily
- 100% of preventive maintenance activities on fleet equipment occurred within a week of the scheduled requirement
- 1,929 invoices were paid with 99.5% processed without error
- 98% of lost connectivity and lost data problems were responded to within 30 minutes
- The average Fire and EMT response time was 3 minutes and 44 seconds
- Police addressed 2,237 incidents
- Dispatch handled 3,534 calls for Montpelier, Capital West, and the Capitol Police Department

- 3,227 meals were served by FEAST at the Senior Center or delivered to residents
- 523 Montpelier residents were members of the Senior Activity Center (70% of the total members)
- 46 classes a week were offered at the Senior Activity Center
- 1,599 people liked the City of Montpelier's Facebook page

Performance Management in the City of Montpelier

Below we outline our performance management framework and our model for using performance measures. Following this, are the departmental reports on measures included with the FY16 budget. You will continue to receive this report quarterly.

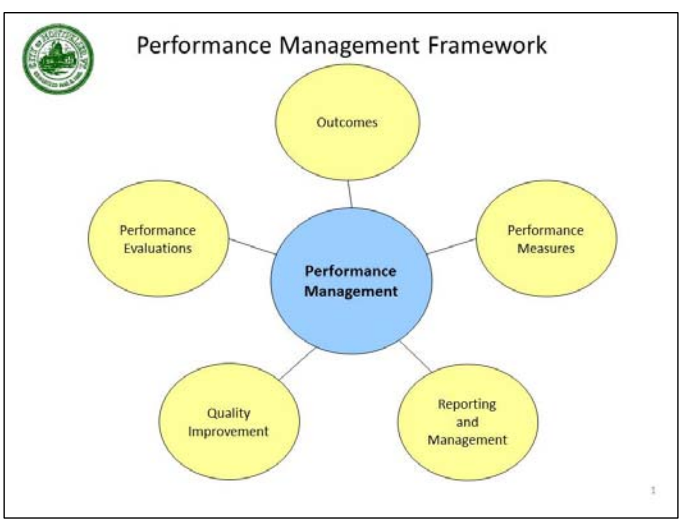
What is performance management and why do we do it?

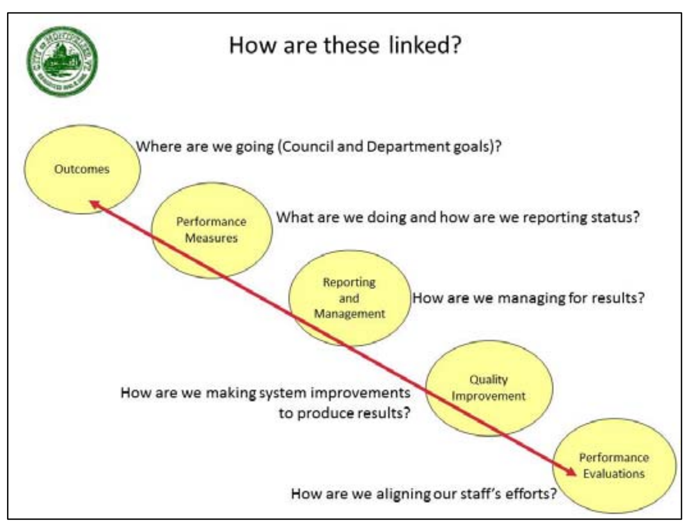
Performance management is the process of using data to make decisions. To improve municipal functioning, it is important to identify measures that are meaningful, track the progress to achieving these measures, and use this data to make management decisions. Identifying and using measures also enables municipalities to share with the public key matrices demonstrating how tax payer dollars are used. In that sense, performance management is an accountability and communication tool and is used to manage our work.

Performance Management Framework

The City of Montpelier's performance management framework outlines how we align our efforts across the City to positively affect priority outcomes. The framework supports two levels of accountability:

- **Population accountability** – for which we as Departments, in conjunction with our city government and community partners, share responsibility for making change.
- **Program accountability** – for which our Departments are responsible for the performance that we believe, over time, will affect the population outcomes.





Why performance measures?

The development of performance measures and tracking of our success to deliver on performance measures will enable us to:

- Monitor and hold all accountable to achieving Departmental results and efforts to achieve our city-wide outcomes
- Support performance improvement at the program level
- Assist with the identification of areas for technical assistance and additional support
-

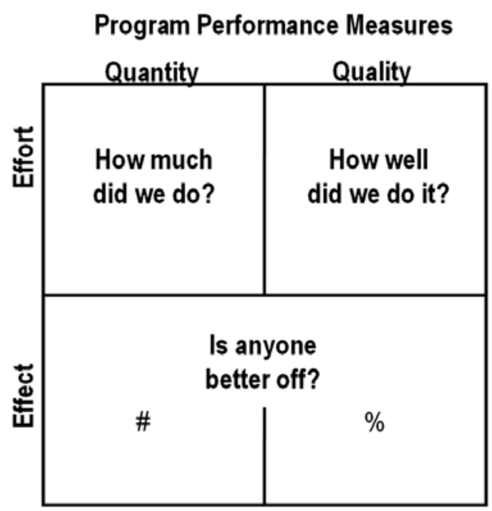
What do we mean by performance measures?

Definition: A measure of how well a program is working.

When thinking about the performance of a program think about:

- How much did they do?
- How well did they do it?
- Is anyone better off?

Or put another way:



The strongest performance measures are from the lower right hand box as they speak to a programs effect and quality or outcomes for Montpelier residents.

FY16 Budget: Performance Management Report
City Manager's Office

Mission Statement: The City Manager is the head of city government, and is responsible to the City Council for the administration of the affairs of the city, and carrying out the policies of the City Council.

FY 2015 Priorities and Accomplishments
*Implement the goals of the City Council.
*Complete the full startup of District Heat Montpelier including the connection to the State's Biomass Heat Plant.
*In partnership with a development partner, make progress on the redevelopment of 1 Taylor Street and the associated path.
*Complete final designs of the shared use path extension from Granite Street to Gallison Hill Road.
*Integrate performance management and employee evaluations to ensure that we are using data to make decisions.

FY 2016: Priorities
*Implement the goals of the City Council.
*Start construction at the 1 Taylor Street site and associated path.
*Start construction on the shared use path extension from Granite Street to Gallison Hill Road.
*Implement an improved City website.
*Continue the Council's priority of transitioning the Recreation Department to City management and working toward merging Recreation, Parks, Cemetery, and the Senior Activity Center into a comprehensive Community Services Department.

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY16 Target
Advance the City Council's adopted goals and priorities.				
	% of city council goals for which progress was made	100%	100%	100%
City services are delivered effectively and efficiently.				
	% of Departmental quarterly performance management reports reviewed within 30 days of the end of the quarter	N/A	100%	100%

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Information is provided in a timely manner to the City Council and the public.							
	% of agendas and packets released on the Friday before a meeting.	100%	100%			100%	100%
	% of City Manager's Reports released weekly	100%	100%			100%	100%
	# of hits to the City of Montpelier website	45,789	Pending data source			45,000	45,000
	# of likes on Facebook	1,505	1,599			1,600	1,760
Provide excellent customer service to those who call or walk in.							
	% of residents who rate the service from the City Manager's Office as courteous and helpful (pending data source)	Pending data source	Pending data source			Pending data source	Pending data source

FY16 Budget: Performance Management Report
Community Justice Center

Mission Statement: The work of the Montpelier Community Justice Center is to create and promote opportunities for learning about, developing skills in, and participating in restorative justice programs and other problem solving processes that encourage feelings of fairness, safety, and inclusion. The MCJC recruits and trains community volunteers to deliver restorative justice programs serving people affected by and responsible for criminal wrongdoing, from pre-charge to re-entry. It also provides readily available conflict management and dispute resolution assistance in response to actual or potential conflicts in the community.

FY 2015 Priorities and Accomplishments
*Begin Victim Outreach Program in partnership with Montpelier Police Department
*Establish a partnering relationship with Montpelier Public Schools
*Explore with community the concept of Montpelier taking steps to become known as a "restorative community."
*Continue operating all existing programs

FY 2016: Priorities
*Optimize MPD utilization of Conflict Assistance Program in response to neighbor disputes by establishing cross-training between MCJC and MPD
*Enhance strengths-based approach by training all RJ Panel and COSA volunteers in solution-focused practices
*Assess effectiveness and enhancement opportunities for Victim Outreach Program by collection and regular review of data

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
Community members have a meaningful way to participate directly in the resolution of crime and restoration of right relations					
	% of Reparative Boards and COSAs are populated by a group of trained volunteers who represent the diversity of the community	100%		100%	100%

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Deliver a consistently high level of service to clients (disputants, victims, offenders)							
	% of clients report being satisfied or very satisfied on relevant evaluation questions regarding staff services	100%	100%			95%	95%
Crime victims / survivors experience some benefit							
	% or more of victims served who complete an evaluation report that they received some benefit from the restorative justice process (*results tend to be skewed due to small number of respondents)*	67%	67%			95%	95%
People referred for a restorative justice response to their offending deepen understanding of harm, make amends, connect positively with community and identify ways to avoid reoffending							
	% or more of participants in restorative justice programs complete the program satisfactorily	86%	87%			90%	90%
Community members know that there is a readily available resource at the CJC for assistance with managing conflict							
	# communications efforts made by CJC through print or social media	0	0			2	2
	# referrals to Conflict Assistance Program	5	4			18	18

FY16 Budget: Performance Management Report
Finance

Mission Statement: The mission of the Finance Department is to ensure that all resources of the City of Montpelier are managed and accounted for in an effective and efficient manner, that all financial records are presented in a timely, accurate and meaningful format and that all staff members work toward continuous performance improvement and professional service.

FY 2015 Priorities and Accomplishments

*Successful Performance Measures evaluation
*Implement new Water and Sewer rates
*Develop District Heat customer billing and reporting systems that comply with the business plan

FY 2016: Priorities

*Successful Performance Measures evaluation
*Customer support for new Water Rate structure during first year of implementation
*Research current processes and assess Finance capacity to support the transition of the Recreation Department to the City of Montpelier
*Develop strategies for staff organization as multiple finance employees consider retirement

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY16 Target
Compliance with Governmental Accounting Standards Board standards.				
	[Y/N] Favorable opinion by the annual auditors	Y	Y	Y
Prepare the City’s annual operating and capital budgets accurately and on time.				
	% of budget deadlines achieved	100%	100%	100%
Staff members work toward continuance of performance improvement and professional services.				
	% of annual evaluations completed	100%	100%	100%
Provide for the City's finacial health by ensuring that revenues meet expenditures.				
	Fiscal year end general fund balance ($)	$126,435	$0	$0

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Produce accurate quarterly and monthly financial reports that monitor revenues and expenditures, report on financial trends and issues and status of major projects							
	% of finance reports distributed on schedule * (some Capital Projects not done)	100%	100%			100%	100%
Process expenditures							
	# of invoices paid	1662	1929			6800	6800
	% of invoices processed by due date	99%	99.5%			99%	99%
	% of invoices processed without error	99.50%	99.5%			99%	99%
Process employee payroll and benefits							
	# of payrolls completed on time	6	6			26	26
	% of 140 employees with correct benefits administration (each with 15 benefits)	100%	99.0%			99%	99%

FY16 Budget: Performance Management Report
Finance - IT

Mission Statement: The Division of Technology Services will provide the highest quality technology-based services, in the most cost - effective manner, to facilitate the City's mission as it applies to the provision of municipal services.

FY 2015 Priorities and Accomplishments
*Upgrade the City's wireless capabilities for the water meter reading hardware.
*Find a secure and affordable "Cloud Source" for Municipal and Public Safety Data.
*Maintain the proper levels for equipment replacement.
FY 2016: Priorities
*Design and implement a wireless network for pedestrian and tourist use in the Downton Area.
*Find a secure and affordable "Cloud Source" for Municipal and Public Safety Data.
*Maintain the proper levels for equipment replacement.

Departmental Goals and Performance Measures

Quarterly Measures

Goal or Outcome	Performance Measure	FY15-Q1	FY15-Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Ensure the City's technology resources are functional							
	% of written reports of non-emergency user problems that are responded to within 1 business day	81.10%	90.00%			75%	80%
	% of lost connectivity and lost data problems that are responded to within 30 minutes	98%	98%			95%	95%
	% of collection, storage, security, integrity, access and recovery of electronic data.	100%	99%			95%	95%
	% of the Internet Service Provider's advertised connectivity speed maintained on the City's enterprise networks	96%	98%			90%	90%
	% of uptime of the City's website	99.90%	99.90%			90%	90%

FY16 Budget: Performance Management Report
Fire

Mission Statement: The Mission of the Montpelier Fire and Emergency Services Department is the preservation of life, health, property, and the environment for its residents and businesses at a reasonable and acceptable cost. We value the faith and trust of the community and will continually work to deserve that confidence through our conduct and accomplishment.

FY 2015 Priorities and Accomplishments

*Continue to evaluate ambulance revenue with new billing procedures
*Work with Assistant City Manager to develop performance based employee evaluation system
*Complete new sate required EMT requirements. All firefighter completed training, MFD 100% compliant with new State regulations
*Continue awareness training to reduce job related injuries, workers compensation claims
*Maintain staffing levels, training requirements, and equipment maintenances within budget
*Developed Fireworks ordinance
*Participated in State wide Cadex training exercise
*Work continues on developing city wide Continuity of Operations Plan

FY 2016: Priorities

*Continue to evaluate ambulance revenue
*Review and evaluate sprinkler ordinance
*Continue awareness training to reduce job related injuries
*Maintain staffing levels, training requirements, and equipment maintenances within budget expectations
*Review plans and awareness of weather related events
*Continue developing Continuity of Operations Plan
*Participate as needed in Regional Public Safety Study Group
*Continually review organizational structure to ensure we fulfil our mission with optimal efficiency

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY16 Target
Ensure a trained workforce				
	% of the fulltime firefighters that are certified at the level of Firefighter 1, and Emergency Medical Technician.	100%	100%	100%
Provide for the public's safety				
	# of fire calls for service	668	600	600
	# of ambulance calls for service	1415	1400	1400

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Provide for the public's safety							
	Average response time from dispatch to arriving on scene	3:30	3:44			3:21	3:30
	% of days standard flood monitoring is performed	100%	100%			100%	100%
	# of fire safety and community prevention programs offered	86	18			70	70
	# of call force members	4	4			4	6

FY16 Budget: Performance Management Report
Parks

Mission Statement: To maintain and improve Montpelier's park system to meet the “green space” needs of present, and future, residents and visitors.

FY 2015 Priorities and Accomplishments
*Make a new handicap accessible composting toilet for the old shelter
*Create a rustic playground for Hubbard park and one for Blanchard Park
*Continue work reducing the number of invasive species in the parks and replacing with natives
*Replace leaning equipment shed with a more stable and functional version
*Railing for National Life trail steps in one section
*Improve looks of Blanchard Park entrance
*Railing for National Life trail steps in one section
*Develop a management plan for Stonewall Meadows Park
*Improvement to trail and signage on Nature trail

FY 2016: Priorities
*Restore/improve park pond/remove sediment
*Replace Winter street gate entrance
*Replace old shelter outhouse
*Improvements to trail and interpretive signage on Nature trail
*Continue work reducing the number of invasive species in the parks and replacing with natives
*Replace 3 bridges on the North Branch Park mountain bike path
*Engage community members and groups to contribute to park improvements
*Add new elements to Hubbard and Blanchard Park play areas

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY16 Target
Parks are well maintained				
	# of miles of trail groomed daily in the winter	6	5	6
	# of miles of additional trails groomed every second or third day	3	3	3
	# of acres of lawns mowed weekly during growing season	3	3	3
	# of additional acres of lawns mowed bi-weekly during growing season	3	2	2
	Y/N Build railing for one section of National Life trail stairs	n/a	n	Y

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Parks are well maintained							
	# of hours of “volunteer” hours served	700	520			2000	3000
	# of volunteers involved in maintaining or improving parks in Montpelier	70	110			200	250
	# of High use areas of parks clean or cleaned every day (shelters, tower…)	4	4			4	4

FY16 Budget: Performance Management Report
Police

Mission Statement: The ultimate responsibility for peace, good order, and law enforcement rests with the community of citizens in a democratic society. The complexity of modern society dictates that police efforts must be coordinated and directed by the services of law enforcement professionals.
Therefore, the Montpelier Police Department will be devoted to providing professional and quality police services, and will strive to remain effective, efficient, and responsive to the challenging needs of our community while providing a safe environment that enhances the quality of life in Montpelier.

FY 2015 Priorities and Accomplishments
*Control crime, maintain safe streets, deliver broad base public safety services that promote a healthy and safe environment for the City of Montpelier.
*Continue to identify training goals that develop MPD officers in order to meet the policing needs of the city in an effective and efficient manner.

*Maintain, and expand where possible, existing partnerships with other agencies and organizations--both public and private to increase the capacity and efficacy of the Montpelier Police Department.
*Continue to provide a regional emergency dispatch center: serving Montpelier and eighteen other communities in Central Vermont.
*Continue to work with the public to address both crime and quality of life issues.

FY 2016: Priorities
*Explore and develop public safety service models to support the goals of the regional public safety authority (specifically dispatch).
*Implement the enhanced dispatch center under the direction of the new Emergency Dispatch/Communications Supervisor.
*In addition to the mission goals outlined in FY 2015, the department seeks to explore further options in public safety regionalization and/or collaborations.

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY16 Target
The MPD police force is trained and prepared				
	% of officers achieving training goals	100%	100%	100%

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Crime is controlled in the City of Montpelier							
	# of reported offenses	220	154			900	900
	# of individuals arrested	77	42			n/a	n/a
	# of motor vehicle stops (traffic enforcement)	455	545			2,000	2,000
	# of incidents (both calls for service and proactive incidents)	2,399	2,237			8,800	9,000
The community is supported through problem solving							
	# of community or organization meetings attended to address areas of concern and to look at collaborative approaches for improving the delivery of law enforcement related services in an effective and cost efficient way	10	5+			15	15
	# of posts to social media	3 to 5/week	3 to 5/week			3 to 5/week	3 to 5/week
Public Safety communications support is provided							
	# of calls/incidents handled by dispatch (MPD, Capital West, Capitol Police Department)	3,787	3,534			15,000	15,500

FY16 Budget: Performance Management Report
Public Works - Fleet Maintenance

<u>Mission Statement:</u> To maintain the City fleet and other equipment to ensure that it is reliable, safe and functional for its life cycle. Also provides fleet maintenance scheduling for all City Departments. The Fleet Operations division also provides maintenance and repair services to the treatment plants which allows for efficiencies by eliminating redundancy of tools and equipment necessary for the maintenance of the plant processes.

<u>FY 2015 Priorities and Accomplishments</u>

*To continue the excellence of maintenance for all City Departments vehicles and equipment by performing preventative maintenance and repairs of the City fleet.

*To continue to work with other divisions within the Public Works Department and within other Departments of the City of Montpelier to provide maintenance and guidance in building, equipment and vehicle repairs, replacement, etc.

*Installing manager plus at Water plant

*Provided maintenance support and repairs to process equipment at the wastewater plant.

<u>FY 2016: Priorities</u>

*To continue the excellence of maintenance for all City Departments vehicles and equipment by performing preventative maintenance and repairs of the City fleet.

*To continue to work with other divisions within the Public Works Department and within other Departments of the City of Montpelier to provide maintenance and guidance in building, equipment and vehicle repairs, replacement, etc.

<u>Departmental Goals and Performance Measures</u>

<u>Quarterly Measures</u>

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
The City's fleet is well maintained and fully functional							
	% of preventive maintenance activities that occur within a week of the scheduled requirement unless not delivered for service.	100%	100%			100%	100%
	# of days fleet vehicles are off-line due to maintenance issues	4	4			81	50
The Wastewater plant receives excellent service from fleet operations							
	% of time that Manager Plus is in use at the Plant.	100%	100%			100%	100%
	# of repairs processed at the Wastewater plant	4	5			8	8

FY16 Budget: Performance Management Report
Public Works - Streets

Mission Statement: The mission of the Street Division is to provide responsive and effective management and maintenance of the City streets, sidewalks and storm drainage systems.

FY 2015 Priorities and Accomplishments

*Improve upon the sidewalk conditions following a winter storm event
*Ensured the sidewalk plow operators understand and use the sidewalk priorities and that the sidewalks were scraped following the
*Decrease the use of pounds of salt per lane mile by utilizing computer spread controllers and oversight while continuing to perform adequate road conditions
*Installed computer spread controllers to reduce the amount of road salt used. Salt usage was under the budget amount contrary to other governmental agencies being significantly over their budget.

FY 2016: Priorities

*Improve upon the sidewalk conditions following a winter storm event
*Decrease the use of pounds of salt per lane mile by utilizing computer spread controllers and oversight while continuing to perform adequate road conditions
*Increase the number of catch basins repaired
*Develop and implement a street sweeping schedule
*Reduce the number of sidewalk trip hazards, making the sidewalks safer for pedestrians
*Continue to improve the visibility and condition of crosswalk markings

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY16 Target
City roads and sidewalks are well maintained				
	# of miles of roads resurfaced	2.1	2	2
	% City streets are swept annually	90%	100%	100%

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
City roads and sidewalks are well maintained							
	# [average] of hours after the end of a normal storm that roads are substantially open	N/A	4 hours			4 hours	4 hours
	# [average] of hours after the end of a normal storm that sidewalks are substantially open	N/A	4 hours			5 hours	4 hours
	% of potholes filled within 3 working days of being reported in winter months	N/A	100%			100%	100%
	% of potholes filled within 2 working days of being reported in non-winter months	100%	100%			100%	100%
	% of Construction & Access Permits executed within 3 days	100%	100%			100%	100%

FY16 Budget: Performance Management Report
Montpelier Senior Activity Center

Mission Statement: The mission of the Montpelier Senior Activity Center is to enhance the quality of life for the older adults in Montpelier through opportunities that develop physical, mental, cultural, social, and economic well-being in a welcoming, flexible environment.

FY 2015 Priorities and Accomplishments

*Maintain existing in-demand programming and develop new programming to address special needs such as those related to retirement-transition and living with dementia

*Maintain (through operating budget) and enhance (through capital projects funded by MSAC endowment) our facility for optimal functionality, enjoyment of members, and the use by the public.

*Maintain existing partnerships and facilitate new partnerships with community organizations in order to fulfill the mission of MSAC, including the possibility of adding new community sites for MSAC programming.

*Improve outreach to supporting towns and seniors that have not yet been reached by MSAC services and opportunities.

*Develop fundraising initiatives, to include long-term goals and exploration of options.

FY 2016: Priorities

*Contribute to making Montpelier a more dementia-friendly community by serving people with dementia and their caregivers as well as increasing dementia awareness and sensitivity in and outside the walls of MSAC.

*Continue to cultivate donors and develop fundraising initiatives, work with the city to implement an investment strategy, and establish a planned giving campaign.

*Develop awareness and promote use of public and alternative transportation options including walking, biking, ride-sharing and riding the bus.

*Work with City employees to develop a plan for integration of MSAC with other departments into Community Services Division in FY17.

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY16 Target
Supporting town funding contributions will increase and new towns will be added.				
	# Supporting towns	5	6	7
	$ collected in supporting town funding contributions	$7,800	$15,500	$17,600
	% increase in supporting town funding contributions	280% over FY13 ($2050)	105% over FY14	10% increase over FY15
Service provision through MSAC will be largely supported by volunteers.				
	# of volunteers for year	130	160	150
	# of volunteer hours served in year	4500	5000	5000

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Montpelier and surrounding community residents age 50 years and above will benefit from MSAC services and will have the opportunity to participate in classes in Movement, Arts & Crafts, Humanities, Technology, and Special Workshops, including some off-site.							
	# of MSAC members from Montpelier	470	523			650	650
	% of MSAC members from Montpelier	70%	70%			70%	70%
	# of MSAC members from surrounding communities 166 “Supporting” + 74 “Other”	201	229			280	280
	# of classes offered each week	35	46			45-50	35-50
	# of Montpelier class registrations	401	537			500	500
	% of class registrations by members from Montpelier	71%	77%			70%	70%
MSAC members will have access to trip activities that are self-supporting.							
	% of trips offered that are self-supporting	100%	100%			100%	100%
Montpelier seniors aged 60 years and above will benefit from the FEAST partnership for nutrition services							
	# of meals served onsite or delivered	3227	3825			n/a	10,000
	% of meals served to residents of Montpelier	appr. 80%	80%			n/a	70%

FY16 Budget: Performance Management Report
Tree Management

Mission Statement: To protect, preserve and enhance the health and benefits that street trees provide Montpelier and it's residents. To evaluating tree health and related safety issues ,and conducting pruning, removal, planting and care of our street trees as well as to influence proper tree care around Montpelier.

FY 2015 Priorities and Accomplishments

*Acquired a $5000 grant to update tree inventory
*Worked with Tree Board to develop contingency plans for ash borer effects on Montpellier's ash trees
*Removed 30+ hazard trees, pruned approximately 25+ trees
*Worked with treeboard to plant and care for downtown trees

FY 2016: Priorities

*Seek grants to help leverage tree plantings on significant streetscapes
*Continue systematic tree pruning program
*Offer training to DPW, fire and emergency crews on handling fallen trees that are "under compression" to prepare city crews to be prepared and better coordinated in relation to potential storm events.
*Remove priority hazard trees (as identified by inventory and tree warden
*Continue to work with tree board to care for and plant downtown trees

Departmental Goals and Performance Measures

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Montpelier's trees are well maintained							
	# of tree related public injuries	0	0			0	0
	# of tree related damage to public property	1	0			0	0
	# of tree crew injuries	0	0			0	0
	# of hazard trees removed	30	4			15	20
	# of trees pruned	25	8			100	50
	# of trees inventoried	0	0			1000	2000
	# of trees planted	12	4			30	30

CITY OF MONTPELIER

DEPARTMENT OF PUBLIC WORKS

WINTER OPERATIONS PLAN

2014-2015

Todd C Law, PE, Director

General Information:

The City of Montpelier has approximately 52.5 miles of roads to maintain as well as 26 miles of sidewalks and 1.6 miles of path that it performs winter operations on.

City parking lots are maintained by the Green Mount Cemetery staff and outside contractors under a seasonal bid contract.

The Street Division has 12 full time personnel and 1 seasonal employee who provide most of the winter operations for the City. The water/ sewer and equipment divisions provide assistance and replacements to complete the necessary employees to provide the level of service currently desired.

The City receives weather condition updates on a contractual basis from Weathering Heights, Roger Hill, who provides up to date weather and forecasts to assist the Department with winter operations decisions. Other information is gathered via the internet at www.weather.gov, www.accuweather.com, www.intellicast.com and other web based weather forecasting agencies.

The Police Department provides assistance by inspecting the streets during off duty hours and calling out the Public Works Department when road conditions warrant. During the months where adverse weather conditions maybe present, there is a Public Works employee designated "on-call" 24 hours a day, 7 days a week.

Call out guidance is provided to the Police Department to minimize the response time and assist the call out person in making a decision prior to coming in. The officer or shift supervisor should provide all pertinent information as follows:

- Is the problem City wide or confined to a specific area or areas?
- What is the specific nature of the problem? Snow covered (# of inches of snowfall), icing – City wide or runoff related
- Debris- What is the condition? Is the road passable? What equipment is necessary to clean up the debris (loader, chain saw, etc?) Is there an officer on site?

Any information that the officer/ supervisor can give is extremely valuable in assisting the on-call personnel in making a decision on who, what, etc.

Operations:

The Department has established an overall plan to provide for clearing of roads and the plan is generally followed. There are 6 plow routes that are cleared by a combination of large dump trucks and smaller dump trucks to improve efficiency. There are also 3 sidewalk plow routes that cover the entire area of the City.

Equipment

- 6 large dump trucks
- 5 small dump trucks
- Motor grader
- 1- 1 ton pick up trucks
- 2 loader mounted snowblowers
- 3 bucket loaders
- 3 sidewalk plows with a snowblowers and/ or reversible or v plows
- 1 skidsteer loader with plow and snowblower

Materials:

Capabilities- Salt storage- 500 cubic yards
Sand storage- 1,200 cubic yards

The City typically uses an average of 3,000 cubic yards of salt during the winter operations. Current prices are $72.18/ ton compared to 58.73/ ton last season. The City contracts with 2 primary suppliers of salt, American Rock Salt (Trucked by Dubois Construction) and Cargill Salt (Trucked by Barretts) to provide salt when supplies are depleted. Sand costs approximately $14/ cubic yard and is used to provide traction during icing conditions and for gravel road maintenance.

Snowplowing and Salting/ Sanding:

Plow and salt routes have been established to provide general areas of coverage for routine operations. Typically, 1 large dump truck and 1 small dump truck are assigned to each area so that the route can be completed as efficiently and affectively as possible. Each plow route takes approximately 3 ½ -4 hours to complete during a normal storm. There are 6 plow routes with 10 trucks available for the routes varying from large to small dump trucks.

Plow route priorities are hills, major routes (Class 1 and 2 highways) and intersections. These areas are the greatest concern because of the probability of accidents and the volume of traffic. Some of the flat residential streets are deemed lower priority as they are lower volume streets and have a lower probability of accidents.

Additionally, there are 3 sidewalk plow routes to maintain the sidewalk by plowing, blowing and salting/ sanding. Sidewalk plows are very slow moving and prone to breakdown due to their specialized design and makeup and are costly to purchase and maintain. This season, we will have a replacement sidewalk plow if there is an issue with a breakdown of one of the other pieces of equipment. It can also be used to assist during significant events where we receive freezing rain that makes sidewalks more difficult to maintain and keep safe. We have not added additional employees to increase the number of sidewalk plows in operation on a consistent basis due to our necessary routes and current staffing.

Sidewalk priorities are the areas around the schools and the downtown, then branching out into the neighborhoods. Sidewalk routes for plowing take approximately 4 ½- 5 hours to complete, which increase significantly to approximately 8 or more hours when the sidewalks need to be blown in heavier storms and when snow has accumulated. Typically, the downtown is the only sidewalks that are maintained during the weekend and the remaining sidewalks are completed on Monday mornings to open the sidewalks around the school.

We will begin to reduce salt usage in low volume, flat areas to conserve supplies while attempting to maintain safe roadways. We will also continue to emphasis to our operators the importance of plowing the streets to remove the snow and utilizing the right amount of salt to keep the roads safe and not add to waste.

During evening hours between 10 pm and 3 am, staffing will be reduced to a minimum or no staffing will be available unless continuous heavy snowfall or ice storms hit and road conditions become hazardous.

<u>Use of salt/ sand from Public Works Garage:</u>

The primary material use for winter operations is rock salt. Rock salt is very expensive and therefore, the City prohibits the taking of road salt by residents and businesses.

Residences and businesses are expected to keep their own driveways, parking lots and walkways clear. The City does not have the equipment, labor or time to remove snow that is plowed onto driveways and walkways.

The City purchases sand for the use on City sidewalks and streets to improve traction in ice storms, etc. Sand is provided to residents at the Public Works Garage at a rate of 2- 5 gallon buckets per 24 hour period. Residents are required to check in with the Stock Records Clerk to verify residency prior to obtaining sand. Salt and melting agents are not available for the public use. Area merchants (hardware, grocery and general merchandize stores) should have supplies available for purchase.

<u>Downtown Snow Removal:</u>

There is little to no snow storage capabilities in the downtown, resulting in the need for snow removal operations after large storms. Snow removal operations occur primarily during nighttime hours due to parking issues, hauling issues and for the safety of the employees and the traveling public, although the Public Works Department has attempted to perform some areas during the day to keep costs for snow removal down. It is necessary to ensure roads, sidewalks and parking areas are open for travel/ use.

The City utilizes a snow removal plan which denotes 4 nights of operations following substantial snowstorms where accumulation causes issues for the downtown. It is critical that all vehicles are removed from the streets prior to 12:30 am so that the snow removal operations can be continued without significant hold ups. Vehicles on the streets after 1 am will be towed and the owner responsible for all costs incurred as a result of.

The snow removal operation consists of the City grader, loader mounted snowblower and City trucks to move the snow. Annually the City obtains hourly trucking costs from local contractors to haul snow to the snow dumps throughout the City. Contracting the hauling keeps repairs costs on our equipment down and allows our personnel to rest in case we receive additional storms requiring attention.

Continued Operations:

At times, it is essential to "wing back" snow banks from roadways, intersections, driveways to improve safety and visibility in those areas. This also allows for additional snow storage area for future storms and is a necessary part of winter operations.

Fire Hydrants are checked frequently for water and filled with antifreeze to avoid freezing and damaging the hydrants. Flags are placed on hydrants to show their location when snow banks become too high to protect them and make them visible. Following snow events, staff will remove the snow from the hydrant making them accessible if needed for firefighting capabilities.

A small number of water/ sewer employees are necessary to provide the staffing levels to perform winter operations on a normal basis. At times, additional water/ sewer employees will be called upon to conduct winter operations. This overlap of employees allows the Department to maintain safe roads without additional backup personnel.

Damages:

Title 19, Section 1111 prohibits encroachment of the right of way without consent of the municipality. Because of the number of damage complaints resulting from items placed within the right of way, the following have been established:

Objects in the right of way are placed there at the owners risk and the City assumes no responsibility for damage incurred as a result of winter operations including winging back snow banks. Common items are flower pots, recycling and trash containers, basketball hoops and fences, as well as some vehicles.

The City allows mailboxes to be placed within the highway right of way to enable rural delivery. The City maintains the right to control the height and location of mailboxes within the right of way and may require homeowners to move the box to a more suitable location. The post office has a typical detail of the height of a mailbox to ensure that mail can be delivered; it should also be adequately adjusted so that the wing of the plow truck can go under the mailbox without damaging it. Mailboxes that tip towards the road are prime candidates for being struck by a plow truck. Please ensure that mailboxes are properly installed to ensure that City trucks can do their jobs and residents can receive their mail.

The City will pay a maximum of $25 for the repair or replacement of a mailbox physically hit by the snow plow. Determination shall be made by cut marks on the box or from paint found from the plow blade. Snow coming off the plow blade can also damage or knock over mailboxes as well as private contractors and homeowners. The City is not responsible for repairing or replacing mailboxes damaged because of these situations.

<u>Safety and protection:</u>

To assist the City in its endeavors in winter operations and for the protection and safety of all, the following is essential:

- Snow shall not be plowed, blown or shoveled onto the City sidewalk or street.
- The parking ban must be respected and obeyed to allow City staff to perform their jobs effectively, efficiently and safely as possible. 1 vehicle left in the roadway during winter operations causes substantial issues in providing adequate and timely service.
- Placement of trash and recycling containers present a common and troublesome issue for sidewalk plows and snow plows as well as vehicles and pedestrians who utilize these areas. Please work with your trash hauler to ensure that the trash can be removed as well as the snow. Also remember, just because it isn't snowing, there maybe a need to maintain sidewalks due to icing in some locations and that containers on the sidewalk make it impossible for certain sidewalk users to pass with a stroller, walker or wheelchair.
- Children should be prevented from being allowed to build snow forts, castles, tunnels, etc in roadside snow banks. If a child is caught in a collapse or "winging back" of the banks occurs, the consequences could be dire.
- Snow plows and equipment must be respected. Given the height, width and visibility limitations of the vehicles and the unpredictability of winter operations, it is best to allow additional room to enable the operator to perform their duties safely and effectively.

<u>Contact information:</u>

Public Works Garage, normal hours of operation 7 am to 3:30 pm, Monday – Friday.
223-9510

Police Department – for problems noticed after normal work hours-
223-3445

Public Works Director- normal hours, 8 am until 4:30 pm, Monday – Friday
223-9508

City of Montpelier
Department of Public Works
Memorandum

To: Hon. John Hollar, Mayor & Montpelier City Council\
William J. Fraser, City Manager

From: Thomas McArdle, Director

Date: February 16, 2015

Subject: Winter Operations Discussion & Update

I viewed the video recording of the February 11th City Council meeting during which there was some discussion regarding our winter operations during which questions and concerns were raised. This memorandum is offered as a response to that discussion while also including some general facts & information to assist you and our residents with gaining an understanding of the winter operations work that we perform. Accompanied by our Public Works Superintendent, Brian Tuttle, I will present this report during the February 18th City Council meeting.

As you know, the winter and severe cold conditions of this season have stretched the Department's human and other resources, but we've kept up with the demand and maintained safe conditions. The following list of facts might help to give context to our discussion. We thank you for this opportunity to address any questions or concerns that you and the public may have.

Facts & FY 15 Winter Operations Budget Projections:

- snow fall to date = 85"
- salt delivered to date = 1,636 tons compared to our budget of 2,500 tons at the current price.
- Salt price this year is up 24% ($72.18 vs $58.73). Our budget at last year's price would have allowed the purchase of approximately 3,000 tons.
- 73 times out so far responding to snow related issues including holidays, nights, weekends, and during normal work hours.
- 600 cy of sand used this year @ $11.00 cy (budgeted 500 cy @ $15.00 cy)
- 34 snow removal operations including 4 full night & 30 early morning or daytime operations. Approximately 40,000 cy of snow hauled to three snow dump sites (two now full. *Note*: A new snow dump is being used at former Grossmans Lumber.)
- Each night snow removal with hired trucks costs approximately $4,000 ($15,000 budgeted)
- Recent snow bank removal production with hired trucks (2 nights) cleared approximately 2 miles of curb line (double side) on 16 streets located primarily within the downtown core.

General Overview:

Attached please find our 2014-15 "Winter Operations Plan" prepared by former Public Works Director, Todd Law. This plan provides a general overview of the street & sidewalk system and maintenance routes, current staffing & equipment available, street & sidewalk maintenance routes, priority areas, removal of accumulated snow (snow banks), and other miscellaneous information and facts of interest. The following points offer background information and expand on the Operations Plan:

- As noted in the Plan, DPW utilizes rock salt (sodium chloride) as the primary de-icing material. We currently do not utilize an anti-icing material applied to surfaces prior to freezing rain & snow events. The salt loses its effectiveness at temperatures in the single digits to 15°. Moisture resulting from the exothermic reaction when applied at higher temperatures will freeze when temperatures drop to 0°F. Typically, any snow that is not cleared by plowing becomes compacted on the surfaces to a density of ice. In these instances, a sand / salt mixture or just sand is utilized to provide traction.

  When temperatures rise and the salt that has not yet dissolved begins to react with the ice, a mealy or grainy type of snow develops from a combination of sand, residual ice & water. The mass increases significantly as the packed snow & ice liquefy coupled with displacement by tire and foot traffic. When this occurs, it is necessary for repeated passes by snow plowing equipment.

- The plan assigns priorities by distinguishing between low & high traffic areas. The Public Works Department, does however, recognize the need to achieve & maintain all roads that are passable for emergency services vehicles regardless of traffic volumes.

- The Public Works Department does not have a bare roads & sidewalks policy nor do we have the equipment or staff resources to achieve bare roads during or immediately following storm events. Instead, we follow the "safe roads at safe speeds" approach to winter operations. Effectiveness is achieved when motor vehicles are equipped with appropriate winter tires (not all season) and pedestrians are attired with proper footwear (traction aids are also recommended.)

  To accomplish bare roads & sidewalks, two or more shifts of personnel would be required to achieve continuous operations during storm events and removal of snow banks and residual snow clean-up would need to occur without delay following the storm event. In addition to an increase in personnel, an adequate inventory of spare or reserve equipment would also need to be available to address failures caused by continuous use and to permit proper maintenance to be performed. And, anti-icing capabilities would need to be included in the operations plan to address the limitations inherent with salt. Last, we would want to review our current reliance on the Police Department to notify us when road & sidewalk conditions are deteriorating and develop a more pro-active, around the clock & at-the-ready approach. A bare roads & sidewalks policy and budgeting discussion could be pursued if desired. I would recommend that the City Attorney also be consulted throughout such a discourse, to ensure we are properly considering the City's legal liability exposure in whatever direction we choose.

<u>Challenges & Constraints:</u>

In the above section I referred to our existing Operations Plan and provided some clarification of certain aspects of the plan. In this section I will address some challenges and constraints that folks may not be aware of that have the potential to occasionally lead to misperceptions.

To begin, I want to point out the differences between roads & sidewalks. As may be surmised from the Operations Plan, the ratio of equipment & personnel available to clear roads vs sidewalks is almost 2:1 in favor of roads. This may be a little deceiving because roads require at least two passes to clear the full widths while sidewalks do not. However, the fact remains that roads do receive a higher resource priority for safety, commerce and convenience reasons.

Unlike roads, sidewalks do not receive the benefit of tire friction heat and heat from exhaust and engines to help break up compacted snow. Also, roadways are much wider allowing greater solar warming with fewer shadows from snow banks and nearby houses than sidewalks. Consequently, sidewalks are typically snow covered more often and longer than roadways.

An additional constraint related to sidewalks is the capability or limitation of our sidewalk plow equipment. Unlike road plowing trucks equipped with hydraulics that can apply downward pressure on the plow blade, sidewalk plows rely almost entirely on the weight of the plow blade for gravitational pressure to push the snow & accumulation of ice adhering to the surface. Typically, the sidewalk plow blade will ride over the ice & snow rather than cutting to the surface. To overcome this constraint, repeated passes are made with added de-icing efforts to break the surface bond. Also, smooth sidewalks absent defects are more likely to be cleared to the bare surface and south facing walks also help overcome the equipment limitations. It is noteworthy that a residual layer of ice remains on many sidewalks from the several wet snow storms of December & early January.

Some folks have noted that the sidewalks within & around downtown are typically cleared to the bear surfaces. There are a few factors leading to this in addition to our Plan policy assigning higher priority to high pedestrian areas. First, I suspect that greater foot traffic helps to break-up the packed snow by working the salt/sand mixture into the packed surfaces. Second, I theorize that downtowns and built-up areas may very well be a little warmer as the brick structures in close proximity to the sidewalks absorb, hold & give off passive solar heat. Third, the sidewalk plow routes necessitate traveling through the center of town on their way to and from designated plow routes resulting in multiple passes in some areas. In addition to generally smoother conditions, the wider sidewalks allow us to push the snow out further opening larger areas to the sun light. And last, where the buildings are located immediately adjacent to the back of the sidewalks, there is no melt from lawns running across the walks which are sloped toward the curb.

An important factor to consider when looking at sidewalk conditions is that sidewalks are designed to drain toward the street side gutters. Most lawns and driveways are also sloped toward the sidewalks and streets. As roadside snow banks accumulate and compress, they tend to obstruct water flow where it freezes and becomes a hazard. While this is true in the winter following the application of deicing material, it is particularly problematic during the early spring when temperatures rise above freezing during the day followed by freezing temperature at night. In addition to restoring roadside snow storage capacity, maintaining travel lanes and opening areas for on-street parking, drainage is another reason for snow bank removal operations.

The Department recognizes that over use of salt & sand can lead to adverse environmental impacts. In addition to cost considerations, these materials are contaminants to our water ways presenting a constraint that must be overcome by balancing the need for safe roads and sidewalks with the need to moderate usage. While sand is a darker material absorbing the heat of sunlight and a very good traction aid, the material builds up in our storm systems, along our road sides, in lawns and will be a dust and mud issue in the spring/summer until all of it can be cleaned up with the vactor truck & sweepers.

Another challenge and constraint is the matter of overtime, budgets, and especially employee fatigue. I don't feel I need to expand too much on these, except to point out that the only true way to control these challenges is to have more good weather than bad, which is entirely out of our control. Our snow plowing & salting times outlined in the plan were developed with a balanced approach in mind. Night time snow bank removal is limited and we only use rented trucks when excessive volumes and un-cleared curb line miles begin to back-up (rentals used twice this season).

A necessary constraint, out of respect for the safety school-aged children, regards a work order directive that was issued to avoid use of heavy snow removal equipment in the school areas when children are walking to and from MSMS & UES. This is generally described as those periods of times when crossing guards are present. This can be challenging during an active snow storm but manageable for planned snow bank removal operations. One question that should be addressed is the lack of clarity with regard to the specific areas that constitute a school zone.

Finally, a new constraint and challenge presented this year regards the alteration of the on-street winter parking ban. The Public Works Department together with our partners at the Police Department are involved with an evolving process from which we gain new experience, learn from and adapt in response to in each and every storm. Communication between departments is key to an effective and consistent response to enforcement, in order to enable necessary winter operations to be undertaken without undue interference with equipment, and to avoid property damage and address safety concerns. A critique or debriefing of the new practices will be conducted in the spring to determine if and how the many challenges faced might be overcome before a determination of whether to recommend retention of the new ordinance is made. Those challenges include at least the following: communications with the public, plowing vs. ticketing storm events, towing company communications and capacity, availability and capabilities of staffing resources, verification and termination points for parking bans during weekend and holiday periods, impacts to plow route completion time and overtime impacts.

<u>Response & Adjustments to Address Concerns & Service Requests:</u>

- The Department added a third active sidewalk plow with one in reserve to help address the road vs sidewalk imbalance and we have implemented cross training among divisions to help ensure continuous operations yet constraints still remain.

  To address continuing sidewalk plowing equipment constraints, staff could research the availability and cost of replacing our fleet with hydraulically assisted plows to better scrape the walks, if requested to do so.

- With regard to budgets and fatigue, we are now limiting snow removal operations to higher priority areas such as intersections, busier streets and utilizing Department forces during normal work hours to the fullest extent possible. Fatigue is being closely monitored and rest periods are factored when repeated & continuous storm events occur such as over the previous three weeks.

  To ensure that sidewalks are cleared prior to school opening and high pedestrian activity, and to be certain the roads are safe for commuter traffic we have modified our early morning start time from 4:00 am to between 2:00 am & 3:00 am.

- As for the school and sidewalk plowing work directives, we implemented a plan to overcome the undefined school zones by supplementing the work directive with a requirement that the sidewalk plow operators must stop work until a child has safely passed. This recognizes that children are utilizing the entire sidewalk network to come & go from school and is not just a school zone related issue where the concentration of children is the greatest. Furthermore, to address a more recent concern, day time snow bank removal operations are restricted during high pedestrian times throughout town.

- Last, there has long been a long standing concern about the noise levels from overnight snow removal operations which we must consider when planning night time snow removal operations when equipment most commonly reverse direction. Noise is a more prevalent issue during the winter months when sound travels further and is louder without vegetation to help dampen it. The number one cause for noise complaints regardless of the season is the VOSHA required back-up alarms (beepers). By law, we are not permitted to turn them off and all equipment must be equipped with the devices. Our existing alarms are non-adjusting with a sound level of 97 decibels (auto horn about 110 db). We have recently researched our options and have recommended to the City Manager that our fleet be re-equipped with a self adjusting alarm which moderate to the required 5-10 db above ambient noise levels. At the lowest level of 82 db, we hope the investment of $2,500 will be viewed as a positive response to the noise concerns.

Generally speaking we're in pretty good shape financially. We're running slightly over budget on our rented trucking for snow removal and our overtime hours are approaching the maximum amount budgeted. Provided the snow storms moderate and we're able to handle snow removal during normal work hours, I do not expect to exceed the budget to an unmanageable level. Contingencies are also available to supplement winter operations from the operating supply budget should the weather trends continue or reach Boston levels.

If there are questions and the need for clarification, Brian & I will be pleased to be able to respond at the meeting.

C: Donna Barlow-Casey, Interim Operations Manager
Brian Tuttle, Superintendent

Memorandum to:
Mayor Hollar, City Council & City Manager, William J. Fraser
February 16, 2015