

### *Sleepy Hollow*

Memorial Day and Veterans Day ceremonies were held at Sleepy Hollow.

On-going maintenance/upgrade programs continued to be carried out at Sleepy Hollow: the tree management program continued to ensure the health, safety and aesthetics of the hundreds of trees within the grounds and a row of hedges was removed and replaced with raised garden beds in the oval at the Knoll.



*Deborah Stoessel, Ruth Armknecht, Carole Cushing, Kathleen Winslow, Fred Macdonald, Chair*

Renovation of the buildings at the Knoll was completed and the Cemetery Division is now operating from that one location. The renovation of the building opposite New Hill Gate was completed and is now being used by the Town Assessors Office.

Most sales of burial plots are for The Knoll section of Sleepy Hollow.

### *Statistics*

During 2010, there were 78 interments at Sleepy Hollow: 38 were full burials and 40 were cremations. Of the interments, 44 were Concord residents. Lot sales for the year totaled 71 with 14 of these being sold to eligible former Town residents.

### *Friends of Sleepy Hollow*

The Friends of Sleepy Hollow is a private, non-profit organization whose purpose is promoting the preservation, beautification and appreciation of the historic burial grounds in Concord. Additional information can be found at [www.friendsofsleepyhollow.org](http://www.friendsofsleepyhollow.org).

The Friends' map of Sleepy Hollow, now in its second printing, highlights areas of historical interest and continues to be a valuable asset to the hundreds of visitors

who tour the grounds each year.

The Friends completed the refurbishment of a pre-Civil War cannon and Cemetery staff replaced it in its original location in Sleepy Hollow. A subcommittee edited a book, *Obituaries of Concord Luminaries* that included the original obituaries of 12 famous Concordians who are buried in Sleepy Hollow. Another successful community education breakfast was hosted and featured Leslie Wilson, Curator at the Concord Library. She spoke about the interactions of many of the people who were featured in the book.

## CONCORD PUBLIC WORKS

### ADMINISTRATION

Richard K. Reine,  
Director

The Concord Public Works Team continues to focus on its principal mission to enhance the quality of life for those living, working or visiting the Town, and through sound management, innovation, teamwork and vision provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable costs.

### *Protecting the Town's Infrastructure/Providing Essential Services*

Concord Public Works (CPW) is comprised of four Divisions. These include two staff Divisions: Administration (including Recycling and Solid Waste Management) and Engineering and two line Divisions: Highway & Grounds (including Cemetery) and the Water & Sewer Division. The Department is responsible for planning and managing a large segment of the Town's infrastructure.

These assets include Concord's roads and roadsides; curbs and sidewalks; catch basins, storm drains, culverts and outfalls; traffic islands; guardrails; street signs and traffic signals; public shade trees and park trees; Town parks, playgrounds, ball fields, and recreation equipment; Town cemeteries; the Town's former landfill, including the earth products and snow storage facility; the public water supply including its storage, pumping, and distribution systems; the Town's sewer collection, pumping, and treatment systems; and CPW buildings and equipment.

Delivering key services including water service; sewer service; recycling, curbside trash collection and disposal service; yard waste disposal; and winter snow and ice management along with other storm and safety services is also a core responsibility of Concord Public Works.

### *Keys to Organizational Excellence*

CPW's strategy for success in meeting its goals relies on the principles of ingenuity, fact-based problem solving, accountability, safety and environmental stewardship, respect and integrity, diversity, customer satisfaction, empowerment, communication and continuous improvement. These key principles along with the experience and dedication of the CPW team leads to organizational excellence.

### *CPW Team, Programs & Organization*

Concord Public Works is made up of 55 dedicated individuals with a wealth of experience. It is a team that is passionate about Concord, which takes great pride in their work, and fully understands their stewardship responsibilities.

The Four CPW divisions manage eight programs—Administration, Engineering, Highway, Grounds (Parks and Trees), Cemetery, Recycling, Waste Management, Water and Sewer. Two of the programs—Water and Sewer are totally supported by user fees while two other programs— Recycling and Waste Management, and Cemetery, are primarily funded from fees.

### Infrastructure Improvements and Initiatives

The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2010. Notable accomplishments include:

- The continued targeted roadway and sidewalk maintenance and management program resulted in the internal design and scheduled construction of approximately 2.43 miles of roadway and 3.4 miles of sidewalk improvements. In addition, 10.15 miles of road received crack-sealing.
- The Engineering Division continued to provide input towards project closeout for the State's Route 62 Footprints Roadway Reconstruction Project.
- The commencement of a Town-wide culvert inventory and condition assessment.
- Multiple improvements were made to the Town's drainage system by replacing catch basins and culverts.
- An access management system which provides prox-

imity card access to CPW facilities was designed and installed.

- Park and Tree Division staff constructed an outdoor skating rink at Emerson Field.
- Nashawtic Bridge abutment repairs were completed with design and permitting performed by the Engineering Division.
- Engineering technical support continued to be provided for both the Crosby's Corner and Route 2/Concord Rotary projects. An agreement with Massachusetts Department of Transportation to reimburse the Town with up to \$7.5 Million dollars in funding for construction improvements to Cambridge Turnpike resulting from the Crosby's Corner Project was finalized.
- Over 1,300 catch basins in West Concord were cleaned as required by the NPDES MS4 Storm Water Permit.
- Concord Public Works responded to severe flooding in March and April – resulting in the replacement of drainage infrastructure and repairs.
- Park and Tree Staff under the direction of the Tree Warden planted over 55 public shade and park trees as well as street/scape trees. Over 150 trees were removed because of their hazardous condition.
- The original Cemetery office/operations location was completely renovated by Town staff and the Town Assessor's office was relocated to this location. The Cemetery office and operations were relocated to their new location at the Sleepy Hollow Knoll.
- The Town signed a three year contract extension with Waste Management and received two BigBelly Solar Compactors. A unique, historical design was created by Concord Public Works for these compactors.
- The largest ever DropOff SwapOff event was held in October.
- A grant was received to defray the cost of Unwanted Medication and SHARPS collection.
- A satellite hazardous products collection was held at Concord Public Works, which was very well attended.
- Three underground storage tanks were successfully removed from Town property without incident.
- In accordance with the Chemical Control Safety regulations, continuous chlorine analyzers were installed at every water production facility.
- A Phase I and Phase II evaluation report was completed for the Nagog Pond concrete dam, spillway and gate/control valves. This report was provided to the Office of Dam Safety.
- A large section of water main was replaced by public works personnel along Farmers Cliff Road.
- The Laurel and Pilgrim Road sewer ejector stations were rehabilitated.

- The Wastewater Planning Task Force, of which Concord Public Works is a part, awarded a contract to develop a Wastewater Capacity Alternatives Analysis.
- The manufacturer replaced both CCRSD fields with an improved version of artificial turf, addressing an issue with lead content. This work was performed at no cost to the Town under a warranty replacement.

#### *CPW Leadership and Innovation*

- Concord Public Works received MassDEP's Public Water Supplier – 2010 Water Conservation Award for exhibiting "exemplary water conservation practices".
- Anna Trout was appointed as "Team Leader" for the Communications and Collaborations Team, established by the Town Manager and Senior Management Team to explore opportunities for improvement in this area.
- Concord Public Works staff coordinated with the Council on Aging to provide lunch for over 80 attendees at the Harvey Wheeler Center.

#### *Learning and Growth*

With the ever increasing complexity of public works operations, the need for professional development of CPW employees continues to play an important role in the organization. Concord Public Works is committed to providing its employees with opportunities to increase skills while endeavoring to make certain our team is comprised of motivated, informed and inspired team members who can utilize this knowledge for the benefit of Concord.

#### *Public Works Week – Middle School Event*

Concord Public Works celebrated the 50th Anniversary of National Public Works Week at the fourth annual event that the entire 8th grade from Concord Middle School has participated in. The theme was "Above, Below and All Around You".

A special celebration and tribute was made to William Wheeler at the Wastewater Treatment Plant, after which tours of the facility were provided to the audience and students.

CPW staff utilized its hydraulic lift bucket truck to photograph the students and others forming a "375" for Concord's 375th Birthday Celebration.

Doug Shattuck who teaches the Applied Technology course to all these students, worked closely with Anna Trout and Concord Public Works staff to coordinate this educational experience which included visits to Warner's Pond Dam, the High School Playing Fields

and Concord Public Works at 133 Keyes Road, where the students were provided with interactive demonstrations by CPW staff.

#### *Personnel*

Concord Public Works appreciates the contributions made by the following employees who moved on from their positions within the department. These include Michael McLaughlin (Engineering Division) and John Katin (Highway Division).

We were happy to welcome Reginald Fennell as a Water/Sewer Treatment Systems operator and Hardik Ravel as Public Works Engineer-Water.

## **ENGINEERING DIVISION**

William J. Renault PE,  
Town Engineer

The Engineering Division is responsible for the planning, design, engineering and construction of Town roads, sidewalks, drainage, bridges and stormwater infrastructure assets. The Division provides a wide range of professional engineering and construction management services for Concord Public Works (Administration, Solid Waste, Water, Sewer and Highway/Grounds/Cemetery) and other Town departments and boards.

The Division manages the Town's Geographic Information System (GIS) services and maintains Town-wide inventories, database, mapping and document control for Concord's public right-of-ways, easements, infrastructure and natural resources.

#### *Roads and Sidewalks Program*

There are approximately one hundred and seven miles of public roads, classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways and make-up approximately 34% of Concord's public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make-up approximately 7% of Concord's public roads, and the remaining 59% of public roads consist of local streets. In addition, Concord has 55 miles of public sidewalks.

Concord's pavement management strategy and 20-year Roads and Sidewalks Program emphasizes ad-