

TRAIL DEVELOPMENT PRIMER

By Reno DeLuzio, Chairman
Milford Upper Charles Trail Committee

Milford, Massachusetts

2011

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Trail development projects are multi-faceted long-term projects that require a program management approach to be successful

PREFACE

This primer is written from the perspective of the Town of Milford's approach to the development of the Milford Upper Charles Trail. The names of municipal, state and federal organizations and programs may vary among communities and may change over time. However the overriding themes are relevant to any multi-faceted project involving a variety of disciplines and participants.

1. FEASIBILITY STUDY

A feasibility study is a prerequisite for any trail development project. It should address the following as a minimum:

- Existing Conditions
- Trail Corridor Options
- Planning, Design and Environmental Issues
- Transportation, Recreation, and Economic Development Potential
- Rough Order of Magnitude Costs for:
 - Property Rights Acquisition
 - Design & Permitting
 - Construction
 - Policing & Maintenance
- Funding Sources

The study should also produce a trail map and an action plan for implementation.

2. STRATEGIC QUESTIONS

Before the program gets underway some basic questions need to be addressed:

- Should a Town Department or Committee be responsible for managing the program? (e.g., Milford Selectmen assigned the responsibility to the Planning & Engineering Dept., specifically the Town Planner).
- If a Committee, who will be the appointing authority (e.g., Selectmen, Town Meeting, other)? What should be the Committee composition (e.g. see example in item 3)?
- Should the project be split into phases for funding considerations, property rights issues, or other reasons?
- Which Town Department will responsible for long term maintenance?

Once it is decided who will be responsible for managing the program, the following questions need to be addressed:

- Should the program development process be serial or parallel? Serial approach is less risky but takes longer than a parallel approach.
 - Serial --- Secure all property rights first, then preliminary design, then outreach, etc
 - Parallel --- Concurrently pursue as much of the above as possible

- What type of trail?
 - Walking/Biking
 - Walking/Biking/Equestrian
 - Surface Treatment (e.g. paved, stone dust, other)
- Should it be plowed and sanded during the winter months or should it be relegated to snowshoeing and cross country skiing?
- Should dogs be allowed on the trail? If so, how should they be regulated (i.e., leashes, excrement clean up, baggie stations, etc)?
- Should comfort stations be provided?
- When and how should abutters' concerns be addressed?

3. TRAIL COMMITTEE COMPOSITION

- Appointed by the Selectmen
- Keep it small if possible (no more than 11)
 - Suggested composition:
 - Representative from the Town Department responsible for program management (e.g., Milford Town Planner who was elected Chairman by the Committee)
 - Member of the Board of Selectmen
 - Conservation Commission Chairman
 - Member from the department responsible for long term maintenance
 - A resident who has civil engineering experience
 - Two key abutters
 - Four residents who express an interest in joining
- Establish charter/mission statement
 - Example: The Trail Committee shall do all that is necessary to develop the Milford Upper Charles Trail from the Milford town line to the Holliston town line including but not limited to design, permitting, property rights acquisition, and construction and further to apply for and accept any State and/or Federal grants which may become available for the accomplishment of said purpose.
- Adopt quorum and voting rules acceptable to Selectmen and Town Accountant

4. FRIENDS OF THE TRAIL

Establish a Friends of the Trail Group to assist the Trail Committee and build more citizen participation. Example of Friends Purpose:

FRIENDS OF THE MILFORD UPPER CHARLES TRAIL MISSION STATEMENT

The Friends of the Milford Upper Charles Trail is a 501(c)(3) non-profit organization formed to benefit the citizens of the Town of Milford and neighboring towns through the recreation and transportation opportunities offered by the Trail. The Friends of the Milford Upper Charles Trail will work diligently and in co-operation with other Town Departments, other organizations, and groups to:

- Promote the proper use and care of the Trail
- Raise and Expend Funds to Support Trail Maintenance and Improvements
- Assist in Trail Maintenance
- Oversee the Trail and Report Improper Uses.

5. KEY PLAYERS AND THEIR ROLES

- **Selectmen**

The Board of Selectmen must officially endorse the project by majority vote to move it forward. They are the official body that will be responsible for approving all contracts and change orders (e.g., Design Consultant Contracts, City/Town 110% Agreement with the Commonwealth, etc.). They are also responsible for executing eminent domain proceedings authorized by Town Meeting.

- **Finance Committee**

The Finance Committee is an advisory committee to the Town Meeting. Their main responsibility is to recommend favorable or unfavorable action and if favorable, how the Town's share of the costs will be funded (e.g., free cash, transfer from other accounts, tax levy, borrowing, Community Preservation funds, etc.). Their support is essential.

- **Capital Improvement Committee**

The Capital Improvement Committee is responsible for developing a multi-year capital plan including priority ranking of capital projects. They have more than an advisory role to the Town Meeting in that the Town Meeting cannot consider any capital expenditure over a certain dollar amount unless it has been submitted to the Capital Improvement Committee prior to Town Meeting and is part of the capital plan.

- **Town Meeting**

The Town Meeting is probably the most important body. Town Meeting controls the purse strings and the acquisition of property rights. They can stop the project in its tracks. The acquisition of property rights by an eminent domain taking requires a 2/3 vote and can be problematic. Town Meeting has to be convinced that the project is good for the Town and is therefore worth approving the acquisition of property rights and the expenditure of Town funds. Getting through Town Meeting successfully requires significant effort in advance of presenting any warrant articles for their consideration. The Trail Committee should have a position on all known issues and diffuse the opposition as much as possible prior to Town Meeting. If possible, all abutters and other stake holders should be on board prior to Town Meeting. Informal meetings with abutters and stake holders (sometimes one on one) are recommended wherein they can express their concerns and the Trail Committee can work with them to mitigate those concerns.

- **Conservation Commission**

The Conservation Commission is charged with administering the Wetland Protection Act. If the trail corridor comes under the purview of the Wetland Protect Act, it is advisable to get them involved as early as possible in the design and permitting process to get their input and identify their concerns. Waiting until the formal public hearing can be counter productive in dollars and time. Having to iterate the final design can be costly and continuing the public hearing can be time consuming.

- **Park Commission**
 The Park Commission owns the trail once it is completed. The Parks and Recreation Department is the lead department in a tri-party maintenance team consisting of the Parks and Recreation Dept., the Highway Dept, and the Police Dept. The Parks & Recreation Dept. has the primary responsibility for long term maintenance calling on support of the Highway Dept. as may be required for work they cannot perform and the Police Dept. for traffic signal repairs. The Park Commission is a key stake holder and therefore must be supportive of the project from its inception. All three departments' issues typically involve equipment, manpower and budget.
- **Highway Department**
 The Highway Department supports the Parks and Recreation Department in maintaining drainage systems, pavement, etc.
- **Police Department**
 The Police Department is responsible for enforcing the provision of the Trail By-Law (copy of which can be found on the trail website www.milfordtrail.org)
- **Boston Region Metropolitan Organization (MPO)**
 The Boston Region Metropolitan Planning Organization (MPO) produces the Transportation Improvement Program (TIP) annually. Getting a project on the TIP is through the community's designated TIP representative (e.g., Milford Town Planner). For more information on the roles of MPO) visit the website www.bostonmpo.org.
- **Metropolitan Area Planning Council (MAPC)**
 Has a seat on the MPO and can be a valuable source of information and guidance. MAPC support for the project can help in getting MPO approval and thereby programmed on the TIP. For more information on MAPC visit the website www.mapc.org.
- **Southwest Advisory Planning Committee (SWAP)**
 AN MAPC sub-committee whose support is also advised.
- **Executive Office of Transportation**
 The Secretary of the EOT has the final say in approving TIP projects and issuing the Notice to Proceed for construction.
- **MassHighway Boston**
 They are involved in property rights acquisitions, the design review process (including bridge design review and approval), the bid process, and construction contracts administration.
- **MassHighway - Applicable District**
 They administer the Project Review Committee (PRC). This committee's approval is required to get the project programmed on the TIP. The District also manages the construction phase.

- **Enhancement Steering Committee**

This is another advisory committee to the MPO for TIP projects (trails being one of several) that qualify for Enhancement Program funding. The Enhancement Program was established to set aside fund for transportation projects like bike trails so that they would not have to compete with highway, bridge, and mass transit projects This committee’s charge is to assure the project meets the Enhancement Program’s criteria and that the essential elements of the TIP application have been adequately addressed before it gets to the MPO for their consideration.

6. FUNDING

- Major Funding Sources:

- Federal surface transportation bill reauthorization entitled “Safe, Accountable, Flexible, Efficient Transportation Equity Act – A legacy for Users (SAFETEA-LU for short).
 - ❖ Mainly for construction (Funds are not allocated to the Town). MassHighway takes control of the construction phase of the project.
 - ❖ New policy being formulated to award funds for final design. (Reimbursable grant so Town Meeting has to appropriate the full amount.)
- Local community is required to secure all property rights, develop the design, secure all environmental permits, and contribute 10% of the total project cost. (e.g., Milford met its 10% requirement by funding all of the aforementioned requirements).
- Mass. Division of Conservation Services Urban Self Help Grant
 - ❖ For property rights acquisition by purchase or eminent domain.
 - ❖ Property rights acquired is designated as conservation land in perpetuity
 - ❖ Reimbursable grant which requires Town Meeting to appropriate the full amount. (e.g., Milford applied for and received a grant and the share ratio was 64% State/36% Town).
- Local funds via Town Meeting appropriations and gifts.
- Massachusetts Special Legislation (e.g., Special bond authorization for Holliston land acquisition)
- Federal Earmarks (e.g. many examples for trails in the SAFETEA-LU bill)

The Massachusetts Department of Transportation through the State’s Transportation Program (TIP) process administers SAFETEA-LU.

The Boston Region Metropolitan Planning Organization (MPO) produces the Transportation Improvement Program (TIP) annually. The TIP lists all transit projects programmed to receive federal aid over a three-year horizon and all federal and non-federal aid projects programmed with highway funds. The TIP is financially constrained and the MPO can only program projects for which funds are expected to be available. A roadway project (or trail project) must be programmed in the TIP to be eligible for federal and state funding. The MPO defined the overall framework for TIP programming and created project selection criteria. These project selection criteria address such factors as existing conditions, safety, mobility, community, environment, land use, economic development, and cost effectiveness.

A project is programmed on the TIP by the community’s designated TIP representative (e.g., Milford Town Planner). The first step is to get it listed as a future

project. In order for the project to be formally programmed with funding, a preliminary design with an engineering cost estimate must be approved the applicable MassHighway District Project Review Committee (PRC). All property rights do not have to be secured for a project to be programmed on the TIP.

Consult with the community's designated TIP representative as early as possible to determine the latest procedures and requirements to get through the PRC and thereby secure a position on the TIP.

7. OUTREACH

Very important to get as much public exposure as possible via the following:

- Selectmen briefings
- Local Cable TV and Radio Station (if available)
- Develop Web Site
- Newspaper
- Presentation to local civic & business organizations (e.g. Kiwanis, Rotary, Chamber of Commerce., etc.)
- Trail walks
- Town meeting (resolutions, funding authorizations, property rights acquisition authorizations, Trail By-law adoption, etc).
- Abutters Meetings

Keep records of all outreach initiatives for grant application purposes.

8. PUBLIC SUPPORT

- Very important for Town Meeting and Grant Applications
- Conduct surveys (Town Meeting attendees, general population, etc)
- Research Town documents for supporting evidence that the Town desires trails (Town Master Plan/Comprehensive Plan, Open Space and Recreation Plan, etc)
- Selectmen's Resolution supporting the Upper Charles Trail
- Letters of support from local boards (Planning Board, Conservation Commission, etc), and departments (police, fire, highway, parks and recreation, etc.)
- Letters of support from State and Federal Senators and Representatives
- Letters of support from local businesses, chamber of commerce, schools, trail corridor landowners, abutters, individuals, etc.
- Friends of the Trail group could help in this area

Keep a record of all support documentation to support grant applications and Town Meeting initiatives.

9. PROPERTY OWNERS

Identify all trail corridor land owners and start negotiating property rights acquisition with individual land owners. Start as early as possible to minimize the number of opponents at Town Meeting.

- First meeting – Information meeting to brief the landowner on the project status, its benefits to the Town, and to get a feel for his/her position and concerns. Try to positively address as many concerns as possible.
- Second Meeting (if land owner is cooperative) -- get specific about acquisition terms and conditions (e.g., gift or purchase, permanent easement or fee acquisition, fencing, landscaping, etc.)

10. ABUTTERS

- Identify all trail corridors abutters, and others who may have interests in the trail corridor land (e.g. developers who may have petitions before the Planning Board, those who use the land for access to their property, etc).
- Schedule abutters' meetings in groups by trail segment as early as possible to minimize the number of opponents at Town Meeting
- Send individual invitations (via return receipt mail)
- Use marked up assessors maps, aerial photos (via Google Earth), and information packets to brief the abutters and:
 - hear their concerns,
 - positively address as many concerns as possible,
 - promise to get back to them on unresolved issues and follow up.
- Have a sign up sheet for them to check off whether or not they support the project.

11. PROPERTY RIGHTS ACQUISITION

- Various Methods:
 - Fee acquisition by purchase, gift or eminent domain
 - Permanent Easement by purchase, gift or eminent domain
 - Long Term Lease – usually from public utility and railroad companies
 - Assent Agreement – usually from public utility companies when crossing utility rights of way.
 - Temporary Construction Easements
 - Rights of Entry

CAUTION: *There are Federal and State regulations for projects that acquire property rights by eminent domain. Policies are legalistic, inconsistent and confusing. Some acquisitions may require up to 3 appraisals depending on the funding source. Seek Town Planner/Town Counsel guidance.*

12. ENVIRONMENTAL PERMITTING

- Identify environmental sensitive areas as soon as possible.
- Informally work with the Conservation Commission (preferably with the chairman) to establish a strategy and guidance to mitigate environmental impacts. Don't wait until the design is complete and the Notice of Intent is filed to discover Conservation Commission concerns.

13. DESIGNER PROCUREMENT

Design Consultant must on MassHighway's qualified consultant's list.

Although not required by Massachusetts Procurement Laws, the Federal regulations for funding applicability require a competitive process for selecting a design consultant. One can follow the Massachusetts Competitive Procurement regulation which requires a Request for Proposal (RFP), a selection committee, and selection criteria, advertisement in the newspaper and the Central Register.

Consult with the community's designated Procurement Officer and Town Planner

14. DESIGN PROCESS

The trail must be designed in accordance with MassHighway standards.

The design process for a TIP funded project has five submittals:

- 1. 25% Design Submittal**
 - design plans (preliminary design)
 - construction cost estimate
- 2. 75% Design Submittal**
 - Special Provisions Submittal
 - Preliminary Right of Way Plan
 - Highway Design Review Check List Submittal
 - Addresses 25% comments and refines
 - design plans,
 - construction cost estimate
- 3. 100% Design Submittal**
 - Addresses 75% comments and refines
 - design plans,
 - construction cost estimate
 - Special Provisions
 - Right of Way Plan
- 4. Plans Specifications & Estimate (PS&E) Submittal**
 - All calculations are submitted
 - Addresses 100% comments and refines
 - design plans
 - construction cost estimate
 - Special Provisions
 - Right of Way Plan
- 5. Bid Plans and Contract Documents Submittal**
 - Design Plans
 - Special Provisions
 - Calculations
 - Permitting Documentation
 - Functional Design Report
 - Right of Way Plan

15. PUBLIC ACCESS AND ACCESSIBILITY

Adequate public access and parking facilities at various points along the trail corridor are essential to mitigate concerns that trail users will use limited neighborhood on street parking. The Milford Upper Charles Trail provides over 400 public parking spaces at various locations along the trail corridor.

Multi use trails must be designed to be accessible (barrier free and usable by persons with disabilities). The relevant standards are the “*Uniform Federal Accessibility Standards*” and the “*Americans with Disabilities Act Accessibility (ADA) Guidelines*”.

16. SAFETY

Safety is a frequently expressed concern driven by the fear of increased crime and vandalism. However, the facts do not support this apprehension. Studies have shown that the types and frequency of crimes on a trail is no greater than that in the community at large. To make the case, it is recommended that data be collected from various recent studies and sources including police records and testimony from nearby communities which have a trail. In addition, it is helpful if a commitment is secured by the Police Department to provide regular patrols and enforce all parking regulations.

17. LIABILITY

Increased liability is another issue that is frequently raised. Municipal liability for bicycle facilities is the same as for any other municipality or service and is limited by State Statute MGL Ch21, Section 17c. The most prudent approach to reduce liability risk is to follow current design standards and to maintain the trail in good condition.

Consult with Town Counsel

18. TRAIL BY-LAW

The adoption of a trail by-law establishes allowable and prohibited uses of the trail. It provides the legal framework for the police department to cite individuals for inappropriate use or behavior (e.g. Trail By-Law at www.milfordtrail.org).

19. TRAIL RULES

Trail Rules list the significant prohibited uses and other common courtesy rules of the road. Trail Rules signs are posted at various locations on the trail. (*e.g., see Exhibit 1 - Trail Rules Sign*)

20. MAINTENANCE PLAN

In addition to costs for property rights acquisition, design, and permitting; maintenance cost estimates are also required so municipal officials can assess the impact on local budgets. A maintenance plan with cost estimates at the beginning of the project is recommended so the municipality knows what its total financial obligations will be and may influence the municipality's decision on whether or not to proceed.

Designating a lead municipal department is recommended. Depending on the municipality's organizational structure other departments may be designated to support the lead department. A formal Memorandum of Understanding (MOU), wherein all participating departments sign on, is recommended (*e.g., see Exhibit 2 - MOU*). A solid maintenance plan with department commitments (in writing) is sometimes required for grants applications.

21. CONSTRUCTION

MassHighway assumes construction management responsibility of TIP funded projects over some dollar amount. The municipality has no official role during construction. If unanticipated conditions surface that require engineering solutions, the municipality (through its design consultant) may be required to provide same. It is recommended that the municipality set the ground rules for providing engineering support to control engineering costs.

e.g., The Town of Milford and MassHighway came to an agreement wherein MassHighway would request engineering support from the Town Engineer, not

directly from the Town’s design consultant. The Town Engineer would determine if he could resolve the issue and if not he would solicit support from the Town’s design consultant.

22. CONTRACTS & FINANCIAL ADMINISTRATION

Contracts

The trail committee will be generating and managing various contracts and controlling expenditures of funds during the design and permitting phase of the project. There could be several contracts depending on the number of project phases. Some examples are:

- Preliminary Design Services Contract - Municipality/Consultant
- Final Design and Permitting Design Services Contract - Municipality/Consultant
- Construction Support Engineering Services Contract - Municipality/Consultant
- Reimbursable Grant Contract- Municipality/Commonwealth (e.g., Department of Conservation Resources – Urban Self Help grant)
- TIP funded Final Design Contract - Municipality/Commonwealth

It should be noted that there is another contract imposed on the municipality by the Executive Office of Transportation. It is titled “City/Town 110% Agreement”. It applies to construction projects wherein the municipality is responsible for design and permitting and the Executive Office of Transportation (through MassHighway) is responsible for construction. The Agreement holds the municipality responsible for cost overruns in excess of 10% of the selected contractor’s bid price. The Agreement is flawed in many respects. However, the Executive Office of Transportation will not issue a Notice to Proceed with construction unless the Municipality signs the Agreement.

Over the past 2 years, the Town of Milford, through the Massachusetts Municipal Association (MMA), has enumerated the flaws to the EOT in an attempt to modify the Agreement but to no avail. The MMA continues to pursue this effort. It is recommended that the Municipality’s Chief Executive Officer (Selectmen/Mayor) be made aware of the Agreement and its flaws well before the project advances to the construction phase.

Financial Administration

TIP funded trail projects will typically be in the order of several million dollars. The municipality will typically contribute 10% (several hundred thousand dollars) of the total project cost for property rights acquisition, design, and permitting. Accurate accounting is essential to keep track of expenditures and commitments to assure municipal appropriations, grant funds, or contract values are not exceeded and to be able to periodically report the project’s financial status to the Finance Committee and Selectmen. *(e.g., see Exhibit 3- Expenditure Ledger)*

**MILFORD UPPER CHARLES TRAIL
Guidelines for Sharing the Path**

Hours of Operation:

ONE HALF HOUR BEFORE SUNRISE TO ONE HALF HOUR AFTER SUNSET

General Guidelines

- EVERYONE: KEEP TO THE RIGHT except to pass.
- Pass on the left, only when safe.
- Give an audible warning before passing.
- Yield to emergency and maintenance vehicles.
- Maximum Speed: 15 MPH

Bicycling

- Helmets are recommended for all cyclists and required by state law for children under 13.
- Stop your bicycle, if necessary, to yield or to prevent an accident.
- Bicyclists must yield to pedestrians.
- Bicyclists may ride a maximum of two-abreast only when safe

Walking / Jogging

- Keep to the right when walking or running on the path.
- Look before entering the bikeway or changing direction.
- Don't walk or run more than two abreast.

In-Line Skating

- Helmets, kneepads, and wrist guards are advised.
- Keep to the right so that other users may pass safely.
- Skate single-file when the bikeway is busy.

Common Courtesy

- Do not litter or trespass on private property.
- Keep your dog on a leash (Maximum 6 Feet). Pick up after your dog.
- Respect other bikeway users. Share the path.

**Milford Upper Charles Trail
Maintenance Responsibilities
Memorandum of Understanding**

WHEREAS as part of the Federal/State construction funding application and the State’s Urban Self Help Land Acquisition grant application, the Town submitted a maintenance plan which identified the Parks Department and Highway Department as the Town agencies responsible for long term maintenance of the Milford Upper Charles Trail, and

WHEREAS upon completion of the Phase 1 Trail, the Parks Department was designated as the lead department responsible for said purpose since the majority of routine maintenance is similar to that being performed by them, and

WHEREAS trail maintenance tasks require participation from the Friends of the Milford Upper Charles Trail (a 501c3 non-profit organization) [the Friends], the Parks Department, the Highway Department, and the Police Department,

THEREFORE, all parties agree to:

1. The division of responsibility as set forth in the Maintenance Task Responsibility Matrix included herein as Attachment 1.
2. Execution of the tasks as set forth in Attachment 1 shall be based upon the judgment of the particular Department Head in his/her management of the day-to-day operations of their department and within the funding appropriated by Town Meeting. Tasks performed by the Friends will be determined by the Friends consistent with funds raised.
3. The tasks that are the primary responsibility of the Friends, and participation in the execution of other tasks, are subject to the availability of volunteers and suitable equipment, and the resolution of applicable liability issues.
4. The Friends shall designate a contact person from their organization who will be the sole interface with the Parks and Recreation Director for all maintenance related issues.
5. Maintenance issues identified by the Friends that are outside their scope of responsibility shall be directed to the Parks and Recreation Director for resolution.
6. The Parks and Recreation Director shall be the sole interface to the Highway Department as may be required.
7. The Park Commission shall be the custodian of this agreement as may be amended.

This agreement may be amended by the unanimous signed approval of the signatories. Any of the signatories, on behalf of their represented agency, may opt out of this agreement at their sole discretion upon written notification of same to the other signatories.

(sign and date)

Park Commission
_____, Chairman

Friends of the Milford Upper Charles Trail
_____, President

Highway Department
_____, Highway Surveyor

Police Department
_____, Police Chief

Trail Maintenance Memorandum of Understanding				
Attachment 1				
Milford Upper Charles Trail				
Maintenance Task Responsibility				
Primary Responsibility				
Task	Parks Dept.	Highway Dept	Friends	Police Dept.
Empty Trash Receptacles	X			
Mowing	X			
Edging	X			
Sweeping		X		
Periodic Clean Up Days			X	
Weed Landscaped Areas			X	
Mulch Landscaped Areas			X	
Water Landscaped Areas			X	
Graffiti Removal	X			
Drainage Maintenance		X		
Erosion Repair		X		
Re-Stripe Trail & Road Markings		X		
Tree Trimming	X			
Brush Control	X			
Invasive Species Control	X			
Doggie Station Maintenance			X	
Doggie Station Supplies			X	
Fence Repair	X			
Flashing Beacon Maintenance				X
Policing				X

Exhibit 3 – Expense Ledger

(Trail Name) EXPENSES - ACCOUNT NUMBER _____ Unless Otherwise Stated							
PAYEE	EXPENSE/REVENUE ITEM	COST TO DATE (date)	COMMITMENT	COST TO DATE + COMMITMENT	COST AT COMPLETION	FUNDING TO DATE	Current Reserve
PHASE 1							
Design Consultant DC	Engineering (Contract # _____)	50,000	100,000	150,000	150,000		
Appraisal Firm AF1	Appraisal (XYZ property)	1,000	2,000	3,000	3,000		
Property Owner P1	Property Rights Acquisition (Easement)	0	10,000	10,000	10,000		
	Property Rights Acquisition (Fee/Friendly Eminent Domain)	4,000	0	4,000	4,000		
Worcester Registry of Deeds	Record Deeds	100		100			
Worcester Registry of Deeds	Record Order of Conditions	0	100	100	100		
Local Copy Store	Copy Services	200	0	200	200		
Design Consultant DC	Out of Scope (CO# _____)	5,000	10,000	15,000	15,000		
MassElectric	Pole Relocations (PO# _____)	6,000	4,000	10,000	10,000		
Design Consultant DC	Const, Services(Contract # _____)	0	25,000	25,000	25,000		
Construction Contractor CC	Granite Work Added Cost	500		500	500		
Design Consultant DC	Final walk through (P.O. 08-174-6151)	0	4,000	4,000	4,000		
Monument Co. MC	Town Seal (vector files)	1,000	0	1,000	1,000		
Design Consultant DC	Main St. Signal Design (PO# _____)	1,500	0	1,500	1,500		
Signal Equip. Co. SEC	Install Main St. Signal (Quote # _____)	0	25,000	25,000	25,000		
	Town Appropriation - Design, permitting & Property Rights Acquisition					230,000	
	Grant for Land Acquisition					6,000	
	Town Appropriation - Main St. Signal					30,000	
PHASE 1 TOTAL		69,300	180,100	249,400	249,400	266,000	16,600