



Town of Acton, Massachusetts

FY2022 – FY2031

CAPITAL IMPROVEMENT PLAN

Version 3/5/21



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Introduction

The proposed FY2022 – FY2031 Capital Improvement Plan (CIP) for the Town of Acton invests a total of \$75.9 million in the community, including \$33.9 million in General Fund (GF) resources, \$13.3 million from the Enterprise Fund (EF), and \$28.7 million from Federal and State grants and other sources. The CIP provides a roadmap for the Town to achieve its goals and priorities, especially in key areas such as sustainability initiatives, roadway improvement and complete streets, economic development, and public safety. This is Acton's first ten-year capital plan, reflecting Town leadership's commitment to excellence in financial management.

This report provides substantial detail about Acton's capital planning process, an assessment of capital assets and capital needs across all departments, and the Town's capital investment strategy. A complete listing of all proposed projects for each year of the CIP is included as well. Below is an overview of select projects.

In response to the climate emergency, Acton's CIP makes important investments in sustainability programs and initiatives to build upon the strides the Town has made in energy conservation and lowering greenhouse gas (GHG) emissions. Many of these projects will leverage State grant programs to amplify their impact. The FY22 Capital budget includes \$50,000 for implementing sustainability program initiatives such as maintaining our GHG inventory, installing EV chargers (which will be subsidized by utility incentives), nature-based solutions such as the proposed tree planting project at Jones Field, and funding to improve our ability to seek grants that require matching funds, and to cover incremental costs of making purchase decisions that incorporate sustainability best practices.

The CIP also includes several key projects in the areas of roadway improvement and complete streets projects. This includes the transformative Kelley's Corner project which is largely funded through the Massachusetts Department of Transportation's (MassDOT's) Transportation Improvement Program (TIP). However, the CIP includes local resources to fund pedestrian light poles which will contribute positively to pedestrian safety and usability, the aesthetic quality of the streetscape, and economic development. In addition, local funding will leverage State funds for light pole infrastructure. The plan creatively uses \$481,000 from a prior capital article appropriation and \$500,000 in additional debt to complete the work. The CIP also includes \$886,000 for roadway improvements in Acton Town Center. After completing a traffic study and design work, this project will begin construction on improvements for enhanced safety and vehicular and pedestrian flow. This project aligns with goals from the Acton Comprehensive Community Plan.

In terms of economic development, the CIP supports the Town's efforts over the last few years to focus on finding ways to support our local business community and develop programs and initiatives that help retain existing businesses and attract new commercial investments in the community. In the FY22 budget \$20,000 is proposed to support a new vacant storefronts program. This request is for matching funds that will allow the Town to apply to the state Economic Assistance Coordinating Council for certification to designate Great Road as a Certified Vacant Storefront District.

The CIP includes several projects to support public safety in Acton, including several projects to replace vehicles, equipment, and technology for the Police and Fire Departments. One major project is the River Street Dam removal project. After planning and design work, the capital plan includes funding for matching funds so that the Town may seek a grant through the Massachusetts Executive Office of Energy and Environmental Affairs' (EEA's) Dam and Seawall Repair or Removal Program. This work will allow the Town to move forward with stream restoration and the creation of an historic park.



Finally, the CIP identifies funds to advance the work on a new Public Works facility. A feasibility study is currently underway to provide an architectural and engineering evaluation and to recommend improvements to the Department of Public Works (DPW) Facility and the Transfer Station and Recycling Facility. The proposed FY22 capital plan includes a total of \$1 million to advance to the next phase of design. This funding is proposed as 80% General Fund borrowing and 20% Enterprise Fund borrowing. The feasibility study is expected to be completed in Spring 2021 and will be presented to the Board of Selectmen. Once the Board reviews the analysis and decides whether to move forward with a renovation or a new building, the proposed funding in the FY22 budget will allow the project to proceed to the next phase of the design. This project is reflective of a short-term goal of the Board, and will also align with the Town's Environmental Sustainability policy in that the design will consider elements that would support a net zero energy building and the use of green technology in the design and construction of the new building.

There are more projects proposed in Acton's FY2022 – FY2031 CIP, and this report thoroughly outlines them as well as the process of developing the plan. This CIP should be considered a living document, in particular the later years of the plan. Capital planning is an ongoing, annual process akin to municipal budgeting, and sometimes project priorities, scope, timing, and/or cost can change. It is incumbent upon Town leadership to monitor the financial conditions and capital needs of the Town so that the CIP can continue to guide capital investment to achieve the Town's goals and priorities in the years to come.



Capital Planning: Purpose and Process

What is a capital budget? What is a capital project?

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or acquisition of a new dump truck, whereas an operating budget includes recurring expenses or are modest in magnitude, such as supplies or vehicle maintenance. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP.

The Massachusetts Association of Town Finance Committees defines capital projects as “major, non-recurring expenditures, for one of the following purposes:

- acquisition of land for a public purpose;
- construction of a new facility or external expansion or major rehabilitation of an existing one. Examples of such town facilities include public buildings, water and sewer lines, roads and playing fields;
- purchase of vehicles or major equipment items;
- planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects;
- equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment;
- major equipment which is expensive and has a relatively long life such as a fire apparatus, garbage trucks, and construction equipment.”

What is a capital plan? Why prepare one?

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community’s capital expenditure and “one of most important responsibilities of local government officials.” Putting together multiple years of capital spending into a plan, instead of looking at each year in isolation, has multiple benefits including:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase;
- costly mistakes created by lack of coordination - such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided; and,
- methodical progress can be made toward meeting community goals.



Acton's capital planning process

The Town of Acton is governed by its Town Charter and Town Bylaws, as amended, establishing the Selectmen-Town Manager form of government. The legislative body of Acton is an Open Town Meeting comprised of all registered voters. The capital planning process in Acton tracks closely with the development of the operating budget.

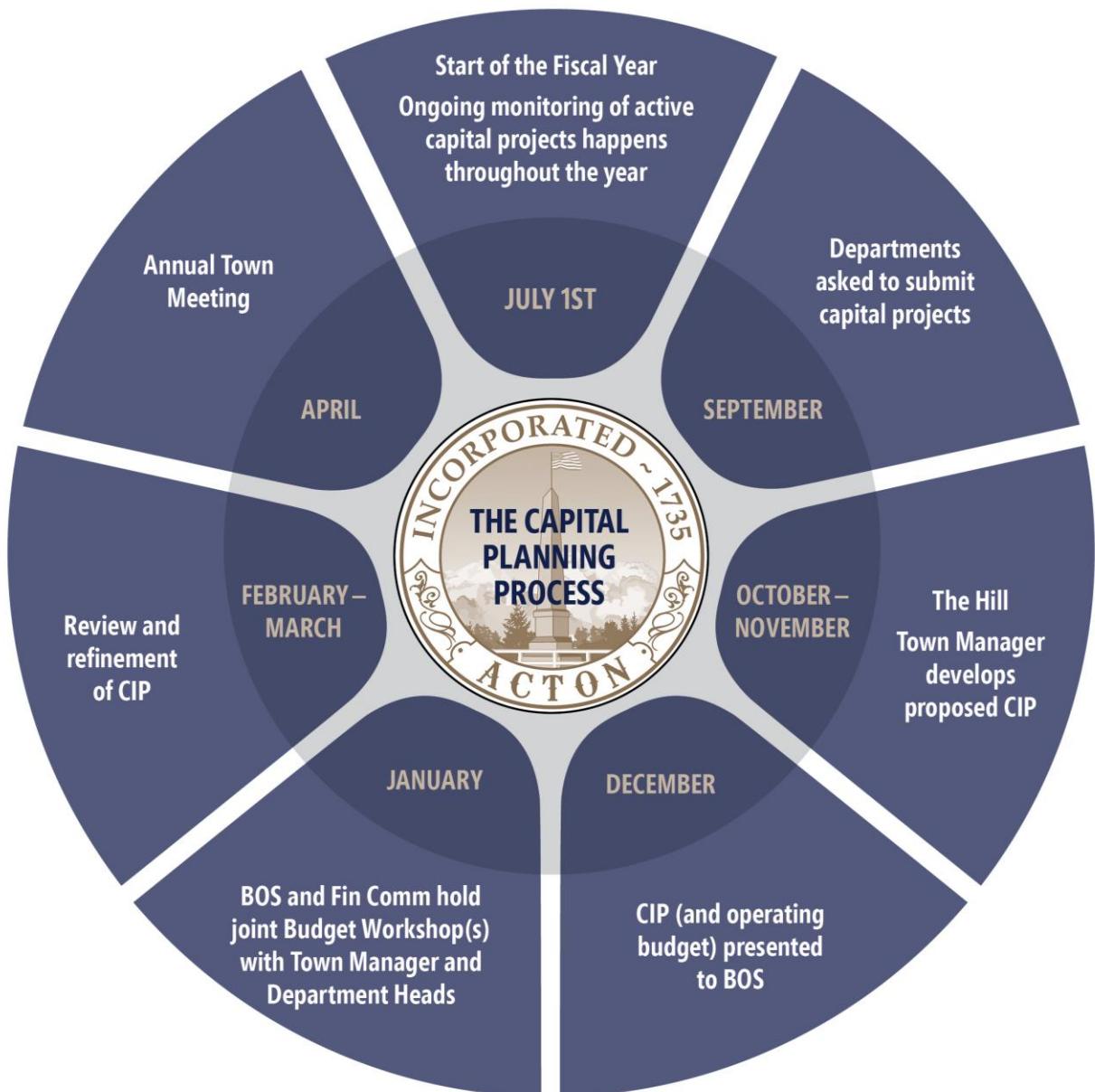
The process begins in September, when departments are asked to develop and submit capital project requests using a standard form. In early October, the Town Manager hosts the event known as "The Hill" which, among other tasks, includes the presentation and peer review of department capital equipment and project proposals. This event also includes team building activities focused on encouraging innovation and creativity in the budget development process.

After "The Hill," the Town Manager works with the Finance Director and finance team to meet with staff to review and refine the proposed capital projects. Finally, the Town Manager develops the proposed annual capital budget and long-term capital improvement plan (CIP), which is presented at a regular meeting of the Board of Selectmen in mid- to late-December (concurrently with the proposed operating budget).

On an evening or two in January, the Board of Selectmen and the Finance Committee jointly convene for a Budget Workshop meeting to review both the recommended operating and capital budgets with the Town Manager and department heads. The recommended capital budget is then further discussed and refined before it is transmitted to the Finance Committee (along with the recommended operating budget proposal) for review. Additional refinement may be made prior to the closing of the Annual Town Meeting warrant.

Town Meeting votes on warrant articles that include the annual capital budget for the ensuing fiscal year, but does not vote on the long-term CIP.

The graphic on the subsequent page summarizes the Town's capital planning process.





Possible Funding Sources

There are many ways to finance municipal capital improvement projects. Some of the most common methods are:

Local Resources

- **Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (also known as “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
 - **Bonds funded within the tax limits of Proposition 2 ½:** Debt service for these bonds must be paid within the tax levy limitations of Proposition 2 ½. Funds used for this debt must be carefully planned in order to not negatively impact the annual operating budget.
 - **Bonds funded outside the tax limits of Proposition 2½:** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.*
- **Capital Outlay / Pay as You Go:** Pay as You Go capital projects are funded with current revenues (typically tax levy or free cash) and unexpended balances in previously approved projects. The entire cost is paid off within one year so no borrowing takes place. A project funded with current revenues will cost less than if it were funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must also be carefully planned in order to not negatively impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.
 - **Free Cash:** Represents the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the State Director of Accounts.
- **Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are comparable to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the town would be authorized to borrow money.

*A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.



- **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the General Fund - to pay for all or a portion of future capital projects. A majority vote of Town Meeting is required to appropriate money into the fund and a 2/3 vote to appropriate money out of this fund.
- **Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town, city, or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, city, or district shall be used only by said town, city, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Section 63).
- **Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, including investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include ambulance funds, recreation funds, the sale of cemetery lots, and off-street parking fees accounts.

Federal, State, and Private Grants and Loans

Other revenue sources may include grants or loans from federal, state, or private sources. For example, federal money is used for bridge and roadway projects listed on the State Transportation Improvement Plan. Private funds are sometimes available from “Friends of...” groups for local libraries or councils on aging. However, the Commonwealth provides the most opportunities for funding through various programs.

Key State funding sources for the Town of Acton include:

- **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.
- **Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school repair and construction via a series of programs. In the School Building Program, projects must be accepted into the process in response to the submission of a Statement of Interest (SOI) which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income, community property wealth, and community poverty. Through the Accelerated Repair Program, the MSBA will fund roof, window, and boiler projects with an expected 18-month completion date. Funding can be provided for multiple projects in a single district in a year. The Major Repairs Program includes roofs, windows, and boilers, but can also include other significant building renovations. Districts are limited to one project per year under the Major Repair Program, but work can be more substantial than under the Accelerated Repair Program.



- **State Revolving Fund (SRF) Loan Program:** The State Revolving Fund (SRF) offers affordable loan options to cities and towns to improve water supply infrastructure and drinking water safety; and to help them to comply with federal and state water quality requirements that deal with wastewater treatment plants and collection systems, while addressing issues such as watershed management priorities, stormwater management, and green infrastructure. Additionally, the SRF supplies financial assistance to address communities with septic system problems.
- **MassDOT Transportation Improvement Program (TIP):** MassDOT along with other State agencies and in collaboration with the regional Metropolitan Planning Organizations (MPOs) develops the TIP in order to address each region's highway and transit needs and allocate available Federal highway and transit financial resources. Acton is a member of the Boston Region MPO, and important capital projects positively impacting the Town have been successfully funded through the TIP process.
- **MassWorks Infrastructure Program:** This is a competitive grant program through the Executive Office of Housing and Economic Development that provides capital funds for municipalities and other eligible public entities to complete public infrastructure projects that support and accelerate economic and housing development throughout the Commonwealth and/or address roadway safety concerns.
- **MassDOT Municipal Small Bridge Program:** A State program that targets municipality-owned bridges with spans between 10-20 feet. The program was funded with \$50 million total for FY2017-FY2021, and each municipality may receive up to \$500,000 annually. The program may or may not continue after FY2021. This program may cover preservation activities or replacement.
- **Municipal Vulnerability Preparedness (MVP) Program:** This program from the Executive Office of Energy and Environmental Affairs (EEA) supports municipalities as they plan for and implement climate resiliency projects. Grants are available to assess vulnerabilities and create action plans. Once that step is complete, municipalities can seek additional grant money annually for implementation of capital and other projects.
- **Community Compact IT grant program:** Through the Community Compact Cabinet, this program offers grants of up to \$200,000 for “one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible.”*
- **Green Communities Division grants:** The Department of Energy Resources provides grants through its Green Communities Division intended to reduce energy use through clean energy projects, including vehicle/equipment, building, and school facilities projects. For example, projects may include HVAC upgrades, solar, energy audits, idle reduction technology, lighting retrofits, window/door weatherization, hybrid/electric vehicles, and vehicle charging stations, to name a few.



Capital Assets in Acton

Acton is in Middlesex County about 25 miles northwest of Boston and 14 miles south of Lowell. Bordered by Carlisle and Concord to the east, Sudbury to the south, Maynard and Stow to the southeast, by Boxborough to the west, and by Littleton and Westford to the north, the Town was incorporated in 1735. The Town occupies a land area of about 20 square miles and is home to approximately 21,924 residents according to the 2010 U.S. Census. Despite an increasing population, Acton retains its quintessential New England town character, with a well-maintained town center and green, historic architecture, and tree-lined country roads and fieldstone walls.

Acton was first settled by the Pawtucket Tribe. Originally part of Concord as the first inland colonial town established by the Massachusetts Bay Colony, the first European homestead within the current boundaries of Acton was built in 1639 after an epidemic killed the vast majority of Native Americans living in Eastern Massachusetts introduced by Europeans. Acton established itself as an independent town in 1735. The Town was a pivotal location in the run up to and during the Revolutionary War, as residents sent a list of grievances to the British monarch in 1774 and took part in the Battle of Lexington and Concord as provincial minutemen and militias fighting the British Army at Old North Bridge. Acton participants lead the charge under the command of Captain Isaac Davis, whose fighters were some of the only ones armed with bayonets.

During the 19th century, Acton became a producer of barrels, gunpowder, flour, and lumber during the Industrial Revolution, owing to its strategic position along the Assabet River. The manufacture of gunpowder, centered largely around the American Powder Mills complex, lasted for a little over 100 years from 1835 to 1940. It was also during this time that the Fitchburg Railroad was built through Acton to accommodate industrial activity, and later became passenger-centric as the Town grew less due to industrialization and more as a result of becoming an attractive residential community.

The Town's population has grown by 50% in the last several decades, due in large part to it being an attractive residential community with high-performing schools. However, Acton does attract and sustain significant economic activity: the Town is home to the global headquarters of Haartz Corporation, the leading supplier of automotive topping fabrics and leading producer of interior trim materials. Haartz alone employs approximately 385 people, in addition to businesses like Acton Medical, Lifecare Center of Acton, Roche Bros. Inc., and Honeywell/Data Instruments. The Town is composed of five village centers: Acton Center, North Acton, South Acton, East Acton, and West Acton. Acton's Master Plan document encourages the development of these five centers in order to reduce suburban sprawl and protect green space.

As the population grew and local government services evolved, the Town built infrastructure to provide important services to residents such as roads, libraries, full-time police and fire departments, and regional school systems that rank among the top ten in the Commonwealth. These systems remain in place today and must be maintained along with the Town's vehicles and other equipment to ensure that the Town can continue to provide valuable services to its residents. Infrastructure components for which the Town of Acton is responsible for include:

Facilities

The Town of Acton occupies and manages a series of buildings and building complexes that serve a multitude of purposes from Town Hall to the Memorial Library to the Human Services Facility. Each of these facilities must be maintained on a regular basis to ensure the safety of workers and the general public. Buildings and the major components therein, such as the HVAC system, roof, flooring, electrical, plumbing, and elevators, have certain lifespans and so major upgrades and/or replacements are necessary in order to maintain the functionality of these facilities. According to the 2015 Acton Town-Wide Facility Study by LLB Architects, the total assessed value of the following Town facilities amounts to approximately \$23.3 million.



Acton Town Facilities

Note: School, Utility, and most Park/Recreation Facilities will be discussed in subsequent sections, except for the NARA Park complex.

| Name | Address | Year Built/Renovated | Approximate SF |
|---|-----------------------|----------------------|----------------|
| Asa Parlin House | 17 Woodbury Lane | 1780/1976 | |
| Center Fire | 3 Concord Road | 1960 | 4,678 |
| Civil Defense | 3 School Street | 1940 | 2,628 |
| DPW Building | 14 Forest Road | 1971 | 19,200 |
| Kennedy Service Building | 104 Concord Road Rear | 1967/2018 | 2,640 |
| Woodlawn Cemetery Chapel | 74 Concord Road | 1940 | 2,872 |
| Woodlawn Hearse House | 87 Concord Road | 1862 | 300 ? |
| Memorial Library | 486 Main Street | 1889/1997 | 48,259 |
| Morrison House | 116 Concord Road | 1932 | 2,973 |
| Morrison Barn | 116 Concord Road | 1988? | 1,500 ± |
| Municipal Properties & Sustainability Offices | 468 Main Street | 1915 | 5,404 |
| NARA Park Amphitheater | 25 Ledge Rock Way | 1999 | 2,000 |
| NARA Park Bathhouse | 25 Ledge Rock Way | 1999 | 5,758 |
| NARA Park Picnic Pavilion | 25 Ledge Rock Way | 2014 | 3,415 |
| NARA Park Sports Pavilion | 25 Ledge Rock Way | 1992/2021reno | 4,480 |
| Public Safety Facility | 371 Main Street | 2005 | 21,858 |
| DPW Salt Shed (new) | 14 Forest Road | 2012 | 10,124 |
| DPW Salt Shed (old) | 14 Forest | 1985 ? | ? |
| Recreation | 50 Audubon Drive | 1993 | 6,704 |
| South Fire | 54 School Street | 1961 | 5,848 |
| Town Hall | 472 Main Street | 1864/1988 | 24,144 |
| Transfer Station | 14 Forest Road | 1985 | 5,525 |
| West Acton Citizens' Library | 21 Windsor Avenue | 1815 | 2,008 |
| West Fire | 256 Central Street | 1958 | 5,162 |
| Windsor Building | 18 Windsor Avenue | 1903 | 3,988 |
| 21 Maple Street (Rear Building) | 21 Maple Street | 1900/1997/2006 | 5,958 |
| 21 Maple Street (Front Garage) | 21 Maple Street | 1997 | 1,320 ? |



The Town, through its participation in the State's Green Communities Grant (GCG) program, has received multiple grant award for energy efficiency projects. Over the past four years the Town was granted:

- 2017 \$245,497 for LED lighting upgrades at the Parker Damon Building, Acton-Boxborough Regional High School (ABRHS) and RJ Grey Junior High
- 2018 \$249,984 funding the installation of LED lighting installations at the DPW, Town Hall, Fire 1, 2 and 3, ABRHS, Parker Damon and Regional Administration Building.
- 2019 \$136,461 for LED lighting installations at the Public Safety Facility, 50 Audubon Drive and the ABRHS. In addition to these projects, the Town converted its streetlights to energy efficient LEDs partially done in 2008, fully completed in FY16 with a combination of GCG, Energy Efficiency Funds and Town General Funds.

Recent HVAC upgrades completed on Town municipal buildings:

- Fire 1 – Installed Lochinvar Boiler & Mitsubishi Split Systems 2017
- DPW Garage Bay – Installed Modine Heaters 2018
- Memorial Library – Boiler replacement 2017, burner replacement 2018
- Memorial Library – Roof and HVAC Rooftop Units 2019
- Fire 2 & 3 - Lochinvar Boiler & Mitsubishi Split Systems 2020
- Memorial Library, Town Hall, Public Safety Facility, DPW and 50 Audubon Drive – Installed Needlepoint Bipolar Ionization Equipment (air purification and increased efficiency)

Other work completed:

- Town Hall Interior Modifications – Room 204 ADA Bathroom 2021

Information Technology

The Town's core information technology (IT) infrastructure includes a town-wide fiber optic network, physical and virtualized servers, high availability clustering, network switches / routers, wireless access points, firewalls and content filters, redundant internet connections, VoIP phones (voice over Internet Protocol) and PoE (power over Ethernet) equipment including building access and surveillance equipment. The Town's maintains a primary data center with failover and redundancy located locally in other municipal facilities.

Acton Software Applications

| Department | Software |
|---------------------------------------|--|
| All Users | Windows 10/Office 2016, Sophos Antivirus, Microsoft Exchange |
| Assessor | Vision |
| Department of Public Work (DPW) | AutoCAD, ESRI ArcGIS, StreetLogix |
| Finance: Accounting, Clerk, Treasury | Tyler Technologies - MUNIS |
| Public Safety: Police, Fire, Dispatch | Pamet Systems |
| Inspectional and Health Services | Tyler Technologies - MUNIS |



Parks & Open Space

Acton is a major regional center for active and passive recreation. These points serve not only residents and people in the county, but frequently visitors from other parts of Massachusetts and out-of-state as well. With this extensive inventory of resources, the Town has committed to enhancing the outdoor activity economy. NARA Park, built initially in 1999, is an exceptional example of expanding open space opportunities for Town residents.

Open Space Facilities Owned/Managed by Acton*

| Name | Amenities | Address |
|----------------------------------|--|--------------------------|
| Camp Acton | Wooded campsites | 362 Pope Road |
| Concord Road Field | Soccer field, multiuse | 104 Concord Road |
| Elm Street Fields | Playground, tennis courts, softball diamond, small soccer field, lighting | 19 Elm Street |
| Gardner Field | Playground, basketball hoop, field area | 530 Massachusetts Avenue |
| Goward Playground | Playground | 486 Main Street |
| Great Hill/Little Great Hill | Soccer fields, conservation area, | 54 School Street |
| Hart Field | Baseball/softball diamond | 80 Taylor Road |
| Herbert Farm Community Garden | Organic garden | 88 Prospect Street |
| Ice House Pond | Fishing, picnic area, parking lot access to BFRT | 120 Concord Road |
| Joseph Lalli Miracle Field | Fenced baseball field (handicap accessible) | 75 Quarry Road |
| Jones Field | Fully accessible playground | 54 Martin Street |
| MacPherson Field | Baseball diamond | 80 Taylor Road |
| Morrison Farm Community Gardens | Organic garden | 116 Concord Road |
| NARA Park | Playground, bathhouse, pond, beach, walking trail, softball field, picnic pavilion, soccer fields, picnic tents, beach volleyball courts, amphitheater, ports pavilion, parking access to BFRT | 25 Ledge Rock Way |
| North Acton Community Gardens | Organic garden | 845 Main Street |
| Robbins Mill Recreation Area | Soccer field, basketball court, playground, picnic shelter | 61 Canterbury Hill Road |
| School Street Fields | Cricket pitches, multi-use fields | 343-347 School Street |
| T.J. O'Grady Memorial Skate Park | Skate park for skateboarding, rollerblading | 66 Hayward Road |
| Veterans Field | Baseball diamonds, playground | 655 Main Street |

*Town of Acton Recreation, retrieved from <https://www.acton-ma.gov/DocumentCenter/View/817/1--Facilities-Uses-and-Locations-Info-Sheet?bidId=>, October 6, 2020.



Roads, Bridges, & Infrastructure

There are approximately 127.8 miles of roadway in the Town, the vast majority of which are Town-owned. There are nearly 112.6 miles of Town-accepted streets, 4.3 miles of private streets, and 10.9 miles of State roadway maintained by the Massachusetts Department of Transportation (MassDOT). Acton exists at the junction of MA Routes 2 and 111 (also known as Massachusetts Avenue). Other State numbered roadways that pass within Town borders include MA Routes 2A, 27, and 62, which runs through the southeasterly portion of Acton. Roads are typically classified into three categories:

- **Local streets** comprise approximately 67% of the roads in Acton. These roads provide access to residential properties and generally have lower speed limits.
- **Collector roads** make up about 14% of the Town's road network. These roads primarily collect traffic from local streets and funnel it to arterial streets and vice versa.
- **Arterial roadways** comprise around 19% of roads in the Town. These roads are designed for mobility, carrying traffic at greater speeds over longer distance than other roads. These streets are typically numbered. These roadways may be maintained by the State and function as part of a regional highway system.*

Roads degrade over time through use and as a result of water infiltration, which can cause damage through freeze/thaw cycles common here in New England. Therefore, capital reinvestment as well as ongoing maintenance are necessary.

Acton is home to Barkers Pond, Ice House Pond, Fort Pond Brook Reservoir, portions of the Assabet River and Lake Nagog, and other waterways and railroad tracks that fall within Town boundaries.

As a result, there are many arches and culverts in the Town, as evidenced by MassDOT's bridge inventory.** The State is responsible for inspecting these culverts, but the Town is responsible for repairs and replacement. There are also many smaller municipally-owned culverts in the Town.

Acton Bridges & Major Culverts

| Facility Carried | Featured Intersection | Structure Type | Year Built/Reconstructed |
|------------------|-----------------------|-----------------------------------|--------------------------|
| Hwy Lawsbrook Rd | Water Fort Pond Brook | Tee Beam | 1928 |
| Hwy Brook St | Water Nashoba Brook | Arch - Deck | 1938 |
| Hwy Concord Rd | Water Nashoba Brook | Culvert (includes frame culverts) | 1994 |
| Hwy River St | Water Fort Pond Brook | Arch - Deck | 1937 |
| Hwy Parker St | Water Fort Pond Brook | Arch - Deck | 1938 |
| St119 /St2 A | Water Nashoba Brook | Tee Beam | 1940 |
| Hwy Wetherbee St | Water Nashoba Brook | Culvert (includes frame culverts) | 1997 |

*MassDOT 2017 Road Inventory, <https://www.mass.gov/files/documents/2018/03/19/2017-ri-ye-rpt.pdf>

**MassDOT Open Data Portal, <https://geo-massdot.opendata.arcgis.com/datasets/bridges>



Acton Bridges & Major Culverts

| Facility Carried | Featured Intersection | Structure Type | Year Built/ Reconst'd |
|--------------------|-----------------------|-----------------------------------|-----------------------|
| Hwy River St | Water Fort Pond Brook | Culvert (includes frame culverts) | 1981 |
| Hwy River St | Water Fort Pond Brook | Culvert (includes frame culverts) | 1981 |
| Hwy Stow St | Water Fort Pond Brook | Stringer/Multi-beam or Girder | 1924 |
| Hwy Martin St | Water Fort Pond Brook | Culvert (includes frame culverts) | 1965 |
| Hwy Concord Rd | Water Nashoba Brook | Culvert (includes frame culverts) | 1994 |
| St 27 Main St | Water Nashoba Brook | Culvert (includes frame culverts) | 1850/1900 |
| Hwy Carlisle St | Water Nashoba Brook | Arch - Deck | 1950 |
| Hwy Central St | Water Fort Pond Brook | Culvert (includes frame culverts) | 1850/1900 |
| Hwy Central St | Water Fort Pond Brook | Culvert (includes frame culverts) | 2009 |
| Hwy Arlington St | Water Fort Pond Brook | Culvert (includes frame culverts) | 1850/1900 |
| St 27 Main St | Water Butter Brook | - | 1850/1900 |
| St 27 Main St | Water Fort Pond Brook | Arch - Deck | 1900 |
| St 27 Main St | St 2 | Stringer/Multi-beam or Girder | 1952/1987 |
| St111 Nb/Mass Ave | St 2 Eb | Stringer/Multi-beam or Girder | 1950/1990 |
| St111 Mass Ave | Water Fort Pond Brook | Tee Beam | 1907/1998 |
| St 62 Pwdr Mill Rd | Water Assabet River | Stringer/Multi-beam or Girder | 1953 |
| Hwy Hayward Rd | St 2 | Stringer/Multi-beam or Girder | 1950/1990 |
| Hwy Arlington St | St 2 | Stringer/Multi-beam or Girder | 1950/1990 |
| St 27 Main St | Rr Mbta/Bmrr | Slab | 1906/1997 |

School Facilities

Acton shares a regional school district with neighboring Boxborough, forming a comprehensive preK-12 school system. The Acton-Boxborough Regional School District serves 5,700 students and is comprised of nine schools: Acton-Boxborough Regional High School, R.J. Grey Junior High School, six elementary schools, and the Carol Huebner Early Childhood Program. Administrative offices are located at 15 Charter Road in Acton.

The ABRSD is responsible for capital planning for the district, and Acton is responsible for paying its share of capital costs. In addition to the buildings, the athletic fields, parking lots, and roads on the school sites and school vehicles and equipment must be maintained.



Acton-Boxborough Regional Public School Facilities

| Facility | Grades | Address | Enrollment |
|---------------------------------------|--------|--------------------------------------|------------|
| Acton-Boxborough Regional HS | 9-12 | 36 Charter Road | 1,821 |
| R.J. Grey Junior HS | 7-8 | 16 Charter Road | 964 |
| Luther Conant Elementary | K-6 | 80 Taylor Road | 500 |
| C.T. Douglas Elementary | K-6 | 21 Elm Street | 405 |
| Paul P. Gates Elementary | K-6 | 75 Spruce Street | 402 |
| McCarthy-Towne Elementary | K-6 | 11 Charter Road | 520 |
| Merriam Elementary | K-6 | 11 Charter Road | 492 |
| Blanchard Memorial Elementary | PK-6 | 493 Massachusetts Avenue, Boxborough | 495 |
| Carol Huebner Early Childhood Program | PK | 15 Charter Road | 105 |

In addition, Acton is a member of the Minuteman Regional Vocational School District and is responsible for its share of the capital costs of projects for the district.

Sewer System

Sewer services are available to approximately 10% of Acton's residents. Approximately 80% of the Town makes use of septic systems and another 10% have discharged water treated privately. The Town's sewer system serves the areas of South Acton, Kelley's Corner, and the high school campus areas. A conditional feature of state approval for the construction of this limited sewer system was a requirement to develop a plan to integrate future areas into the system. West Acton is deemed the current highest priority area, and plans had been developed to expand the current sewer infrastructure into this neighborhood. The effort failed at a 2019 Special Town Meeting.*

Acton uses an enterprise fund to account for its sewer operations. At the end of FY2020, the unrestricted net position of Acton's Sewer Enterprise Fund was about \$15.4 million, decreasing about \$390,000. In 2015, the Town voted to establish a Capital and Sewer Stabilization Fund. The Sewer Stabilization Fund balance in 2019 was approximately \$1.6 million. As of 2020, the Town holds approximately \$11.7 million in sewer bonds issued through the Massachusetts Clean Water Trust.**

Storm Water System

In order to protect the water quality in the region and comply with Federal EPA and Massachusetts Department of Environmental Protection (MassDEP) regulations, the Town has developed a storm water management program. Part of this program is to ensure that well-maintained infrastructure collect and channel runoff appropriately. While the Town is only responsible for maintaining infrastructure on public property, there is also storm water infrastructure on private property throughout the Town.

Acton's physical storm water infrastructure consists of curbing, gutters, storm drains, catch basins, pipes, manholes, culverts, outfalls, reservoirs, and other components that function together to collect and convey storm water to larger bodies of water. Historically, Acton was the first community in the region to build water-bound macadam highways, which helped to both shed and absorb rainwater before more sophisticated methods were developed.

*Abstract of the December 10, 2019 Special Town Meeting, retrieved from <https://www.acton-ma.gov/ArchiveCenter/ViewFile/Item/12707>

**Town of Acton, Massachusetts GO Bond Anticipation Note, May 11, 2020



Vehicles & Equipment

Town staff use an array of vehicles and equipment to complete their tasks on a daily basis. There are approximately 190 vehicles owned by the Town.

The Department of Public Works has the most at more than 80 vehicles, ranging from trailers and pickup trucks to street sweepers and loaders. Many other smaller, handheld pieces of equipment (e.g. asphalt compactors, shovels, and other grounds maintenance tools) are used daily by public works staff in the execution of their duties.

The public safety departments also utilize a significant inventory of vehicles and equipment, including a motorcycle, police cruisers, pickup trucks, fire engines, and fire ladder trucks. Police and Fire also have other small equipment and tools needed for their mission, such as trailers.

Acton-Boxborough Regional School District also owns its bus fleet, transit vans, and several sedans/SUVs.

Acton Insured Vehicles & Equipment

| Department | Year | Manufacture & Model |
|-----------------|------|---------------------------------|
| Board Of Health | 2014 | Ford - Escape |
| Building | 2012 | Ford - Escape |
| Building | 2015 | Ford - Explorer |
| Cemetery | 1997 | Karavan - Utility Trailer |
| Cemetery | 1997 | Atwood - Trailer |
| Cemetery | 2005 | Giant Vac - Trailer |
| Cemetery | 2008 | Big Tex - Utility Trailer |
| Cemetery | 2008 | Ford - F450 Dump Truck |
| Cemetery | 2008 | Ford - F350 Pickup |
| Cemetery | 2008 | John Deere - Tractor |
| Cemetery | 2010 | Big Tex - Utility Trailer |
| Cemetery | 2011 | John Deere - Backhoe |
| Cemetery | 2012 | Ford - F350 Pickup |
| Cemetery | 2016 | Ford - Super Duty |
| Cemetery | 2017 | Ford - F350 |
| Civ Def | 1952 | Jeep - Willy |
| Civ Def | 2004 | Wells Cargo - Trailer |
| Civ Def | 2004 | Inger - Lightsource |
| Civ Def | 2004 | Inger - Lightsource |
| Civ Def | 2009 | Ford - F350 Pickup |
| DPW | 2012 | Ford - E350 Van |
| Emergency Mgmt | 1972 | Globe Star - 18' Travel Trailer |
| Emergency Mgmt | 1983 | Relco - Utility Trailer |
| Emergency Mgmt | 2012 | Cross - Utility Trailer |
| Emergency Mgmt | 2013 | Ford - Explorer |
| Engineering | 2010 | Ford - Ranger |



Acton Insured Vehicles & Equipment

| Department | Year | Manufacture & Model |
|------------|------|----------------------------------|
| Fire | 1936 | Seagraves - Pumper |
| Fire | 1936 | Seagraves - Pumper |
| Fire | 1953 | Cable - Trailer |
| Fire | 1966 | Homemade - Trailer |
| Fire | 1980 | Boat - Trailer |
| Fire | 1996 | Culkins - Boat Trailer |
| Fire | 2004 | Ferrara - Truck/Pumper |
| Fire | 2006 | Ford - Aerial Truck |
| Fire | 2008 | Ford - F550 Truck |
| Fire | 2009 | Pierce - Arrow Ladder Truck |
| Fire | 2009 | Carry On - Trailer |
| Fire | 2010 | Pierce - Arrow Fire Truck |
| Fire | 2011 | Ford - Expedition |
| Fire | 2015 | Chevrolet - Tahoe |
| Fire | 2015 | Chevrolet - Silverado |
| Fire | 2015 | International - Ambulance |
| Fire | 2017 | Chevrolet - Tahoe |
| Fire | 2017 | International - 4300 |
| Fire | 2017 | Seagrave - Fire |
| Fire | 2017 | Carre - Trailer |
| Fire | 2018 | Chevrolet - Tahoe |
| Fire | 2018 | Chevrolet - Suburban |
| Fire | 2018 | Seagrave - Tb50ca |
| Fire | 2018 | Gravely - Jsv |
| Fire | 2018 | Seagraves - Marauder |
| Fire | 2019 | Car-mate - Utility Trailer |
| Health | 2005 | Sewer - Jetter |
| Health | 2008 | Haul - Utility Trailer |
| Health | 2011 | Ford - Escape |
| Health | 2016 | Ford - F150 |
| Highway | 1973 | Centerville - Tag A Long Trailer |
| Highway | 1984 | Rogers - Trailer |
| Highway | 1987 | Mack - Truck |
| Highway | 1988 | Ingersoll Rand - Compressor |
| Highway | 1988 | Chevrolet - 30 Van |
| Highway | 1990 | Mack - Truck |
| Highway | 1992 | Mobil - Sweeper M-9b |
| Highway | 1995 | Mack - Dump Truck |



Acton Insured Vehicles & Equipment

| Department | Year | Manufacture & Model |
|------------|------|-----------------------------------|
| Highway | 1996 | Read - Cv90d |
| Highway | 1997 | Hudson - Trailer |
| Highway | 1998 | Mack - Dump Truck |
| Highway | 1998 | Mack - Dump Truck |
| Highway | 1998 | Mq - Power Generator |
| Highway | 1999 | Mack - Dump Truck |
| Highway | 1999 | Cat - Loader 938g |
| Highway | 2000 | Chevrolet - Pickup |
| Highway | 2000 | Somerset - Trailer |
| Highway | 2000 | Somerset - Trailer |
| Highway | 2001 | Somerset - Trailer |
| Highway | 2004 | Contrail - Utility Trailer |
| Highway | 2004 | Bobcat - Skid Steer Loader |
| Highway | 2004 | Elgin - Pelican Sweeper |
| Highway | 2005 | Mack - Tractor |
| Highway | 2006 | Allmand - NI Pro Trailer |
| Highway | 2006 | Allmand - NI Pro Trailer |
| Highway | 2006 | Allmand - NI Pro Trailer |
| Highway | 2006 | Allmand - NI Pro Trailer |
| Highway | 2006 | Mack - Dump Truck |
| Highway | 2007 | Ford - F550 Dump Truck |
| Highway | 2007 | McCloskey - Screener Semi Trailer |
| Highway | 2007 | Ford - Expedition |
| Highway | 2008 | Ford - F350 Pickup |
| Highway | 2008 | J&j - Dump Trailer |
| Highway | 2008 | Bandit - Recycler |
| Highway | 2008 | Cat - Wheel Loader |
| Highway | 2008 | Cat - Wheel Loader |
| Highway | 2008 | Kalmar - Vf81 |
| Highway | 2009 | Cat - Excavator |
| Highway | 2011 | Mack - Dump Truck |
| Highway | 2011 | Mack - Dump Truck |
| Highway | 2011 | Carmate - Trailer |
| Highway | 2011 | Steco - Semi Trailer |
| Highway | 2012 | Ford - F550 Truck |
| Highway | 2012 | Ford - F250 Pickup |
| Highway | 2012 | Wacker Neuson - Towable Generator |
| Highway | 2012 | Bobcat - Loader |



Acton Insured Vehicles & Equipment

| Department | Year | Manufacture & Model |
|------------|------|----------------------------------|
| Highway | 2013 | Mack - Tractor |
| Highway | 2013 | Mack - Tractor |
| Highway | 2013 | Cross Country - Trailer |
| Highway | 2013 | Caterpillar - Wheel Loader |
| Highway | 2014 | Ford - F250 Pickup |
| Highway | 2014 | Ford - F250 Pickup |
| Highway | 2014 | Heat - Utility Trailer |
| Highway | 2014 | Vermac - Message Trailer |
| Highway | 2014 | Vermac - Message Trailer |
| Highway | 2014 | Vermac - Message Trailer |
| Highway | 2014 | Wacker - Loader |
| Highway | 2015 | Mack - Dump Truck |
| Highway | 2015 | Wacker - Loader |
| Highway | 2016 | Mack - Dump |
| Highway | 2016 | John Deere - Loader |
| Highway | 2016 | Bobcat - Loader |
| Highway | 2016 | Ver-mac - Pcms 320 Trailer |
| Highway | 2016 | Vermac - Pcms320 Trailer |
| Highway | 2016 | Vermac - Trailer |
| Highway | 2017 | Ford - F550 |
| Highway | 2019 | Sure-trac - Utility Trailer |
| Highway | 2019 | Mack - Gr64f |
| Highway | 2020 | Mack - Gr42f9 |
| Info Tech | 2008 | Ford - Expedition |
| Info Tech | 2014 | Ford - Explorer |
| Info Tech | 2018 | Ford - Explorer |
| Munic Prop | 1965 | Water Tank - Trailer |
| Munic Prop | 1990 | Brush - Chipper |
| Munic Prop | 2001 | John Deere - Tractor |
| Munic Prop | 2007 | Ford - F550 Dump Truck |
| Munic Prop | 2007 | Chevrolet - Silverado Pickup |
| Munic Prop | 2008 | Charlton - Brush Chipper Trailer |
| Munic Prop | 2009 | Giant - Vac Trailer |
| Munic Prop | 2010 | Ford - F350 Truck |
| Munic Prop | 2013 | Ford - Explorer |
| Munic Prop | 2015 | Ford - F250 Pickup |
| Munic Prop | 2016 | Ford - F550 |
| Municipal | 2004 | Ford - F150 Pickup |



Acton Insured Vehicles & Equipment

| Department | Year | Manufacture & Model |
|-------------|------|-----------------------|
| Municipal | 2005 | Big Tex - Trailer |
| Municipal | 2010 | John Deere - Tractor |
| Municipal | 2011 | Chevrolet - Silverado |
| Municipal | 2013 | Ford - F150 Pickup |
| Municipal | 2018 | Ford - Transit Van |
| Natural Res | 2013 | Changz - Trailer |
| Natural Res | 2015 | Ford - F150 Pickup |
| Operations | 2015 | Ford - Explorer |
| Police | 1992 | Gmc - Top Kick |
| Police | 2005 | B&w - Speed Trailer |
| Police | 2011 | Chrysler - Town/Count |
| Police | 2012 | Ford - Explorer |
| Police | 2013 | Ford - Explorer |
| Police | 2013 | Ford - Explorer |
| Police | 2014 | Ford - Explorer |
| Police | 2014 | Ford - Explorer |
| Police | 2014 | Ford - Explorer |
| Police | 2015 | Ford - Explorer |
| Police | 2015 | Ford - Explorer |
| Police | 2015 | Ford - Explorer |
| Police | 2015 | Ford - Explorer |
| Police | 2016 | Ford - Explorer |
| Police | 2016 | Ford - Explorer |
| Police | 2016 | Util - Trailer |
| Police | 2016 | Ford - F150 |
| Police | 2017 | Ford - Explorer |
| Police | 2017 | Ford - Explorer |
| Police | 2017 | Ford - Explorer |
| Police | 2018 | Ford - Explorer |
| Police | 2018 | Ford - Explorer |
| Police | 2018 | Ford - Explorer |
| Police | 2018 | Ford - Explorer |
| Police | 2019 | Ford - Explorer |
| Police | 2019 | Zero - Motorcycle |
| Police | 2019 | Ford - Fusion |
| Police | 2019 | Ford - Explorer |
| Police | 2020 | Ford - Explorer |



Acton Insured Vehicles & Equipment

| Department | Year | Manufacture & Model |
|------------|------|----------------------------|
| Police | 2020 | Ford - Explorer |
| Recreation | 2013 | Ford - Explorer |
| Town Hall | 2018 | Ford - Explorer |
| Town Hall | 2019 | Ford - Fusion |
| Transport | 2011 | Ford - Cutvan |
| Transport | 2011 | Ford - Cutvan |
| Transport | 2018 | E-series Van - World Trans |
| Transport | 2018 | E Series Van - World Trans |
| Transport | 2019 | Ford - Econoline E450 |
| Transport | 2019 | Ford - Econoline E450 |
| Transport | 2019 | Ford - Econoline E450 |
| Veterans | 2015 | Ford - Expedition |

Major Projects Update

The Town maintains a dynamic series of webpages to provide public transparency around major projects undertaken through the capital planning process. These sites can be accessed via the Town's [ClearGov page](#), and interested parties can subscribe to updates for specific projects.

The information provided in this report is a snapshot of certain projects of interest.

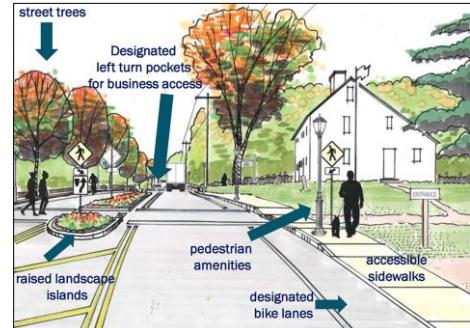
Kelley's Corner Infrastructure

Description:

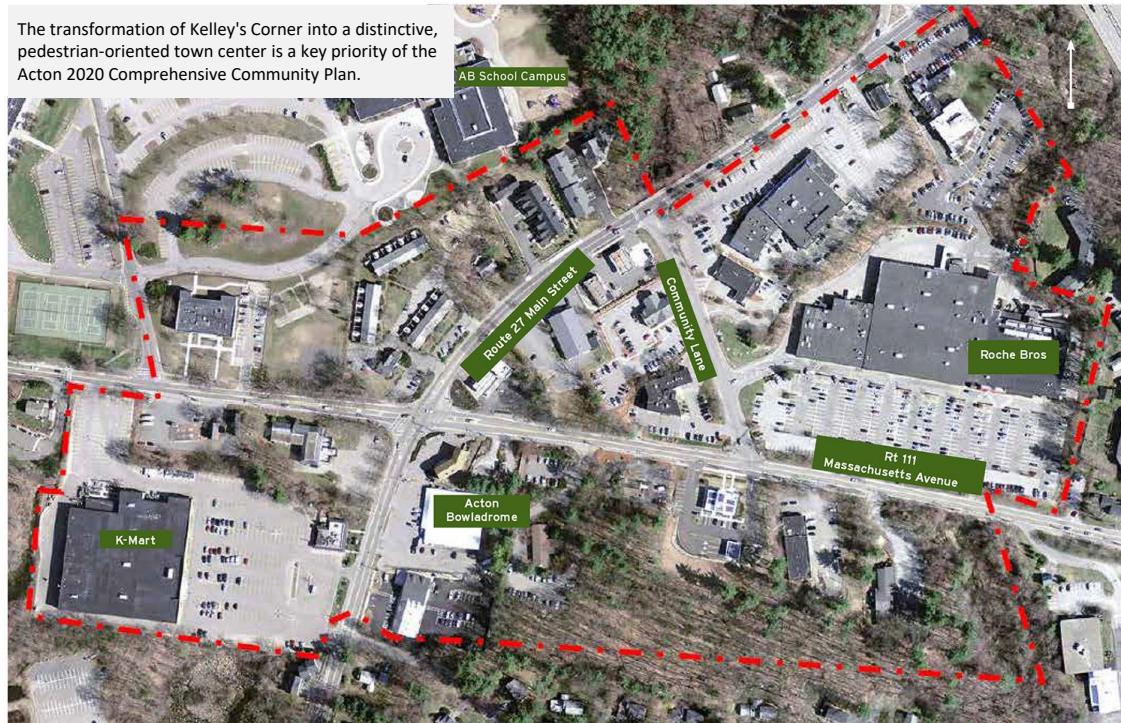
Kelley's Corner will become a vibrant, walkable town center with a wide range of shops and restaurants. Parking, sidewalks, benches, street lighting and signage are all oriented to the pedestrian. Redevelopment is led by design guidelines and review so that all buildings are in keeping with Acton's distinct character.

Project Highlights:

- 2.24 miles of new ADA compliant sidewalks.
- 157 new street trees of uniform & appropriate species.
- 5 new crosswalks and 4 pedestrian rapid flashing beacons.
- 2 new traffic signals to support safer pedestrian crossings and more efficient vehicle movements.
- 4 major intersections redesigned for increased safety.
- \$14.5+ (million) significant investment of state & federal funds.



The transformation of Kelley's Corner into a distinctive, pedestrian-oriented town center is a key priority of the Acton 2020 Comprehensive Community Plan.

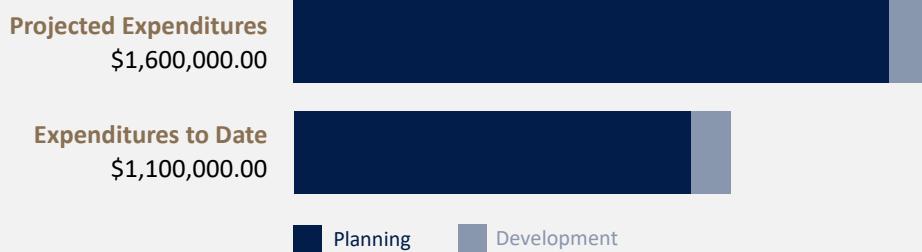




Project Status

This project is ongoing. The project is on-track with regards to timeline and budget. The next major milestone is December 25th, 2021.

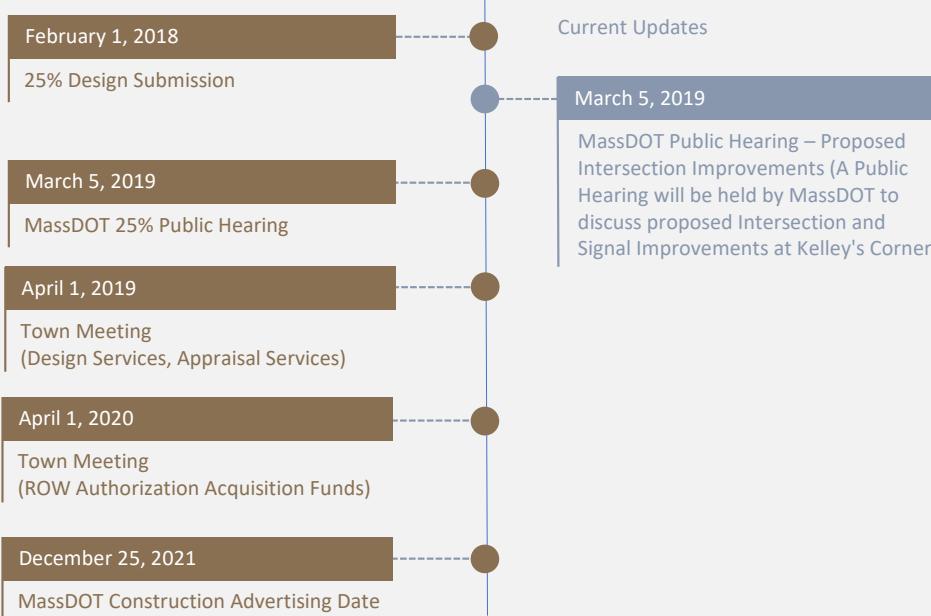
Budget



Last updated 02/21/19

Timeline

Projected Timeline



DPW Facility Transfer Station

Description:

The planned DPW Facility Transfer Station will improve public works operations and afford for greater capacity in the aggregation, consolidation, and disposal of waste with an emphasis on reducing the Town's carbon footprint. Designs will consider elements that will support a net zero energy building and the use of green technology in the design/construction phase.

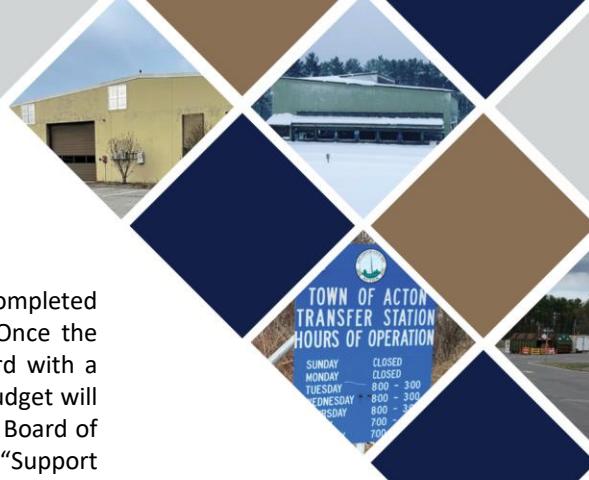
Project Highlights:

- Helps to meet Acton's Sustainability Policy.
- Current goal of Board of Selectmen and supported by 2013 Space Needs Study.
- Higher energy efficiency and capacity for Department of Public Works.
- Expansion of current facility at 14 Forest Road to meet municipal demand.



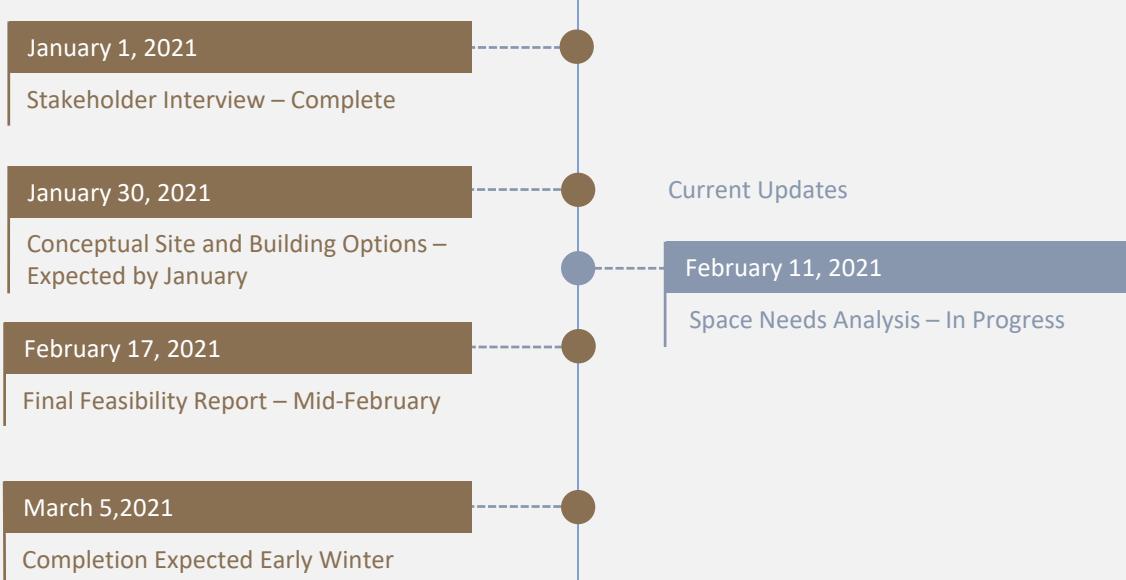
Project Status

This project is ongoing. The feasibility study is expected to be completed Spring 2021 and will be presented to the Board of Selectmen. Once the Board reviews the analysis and decides whether to move forward with a renovation or a new building, the proposed funding in the FY22 budget will allow the project to proceed to the next phase of the design. The Board of Selectmen voted as its second highest priority short term goal to "Support the Department of Public Works Facility building feasibility study and identify a preferred option for next steps which may include a new building, renovation, and/or expansion."



Timeline

Projected Timeline



North Acton Fire Station

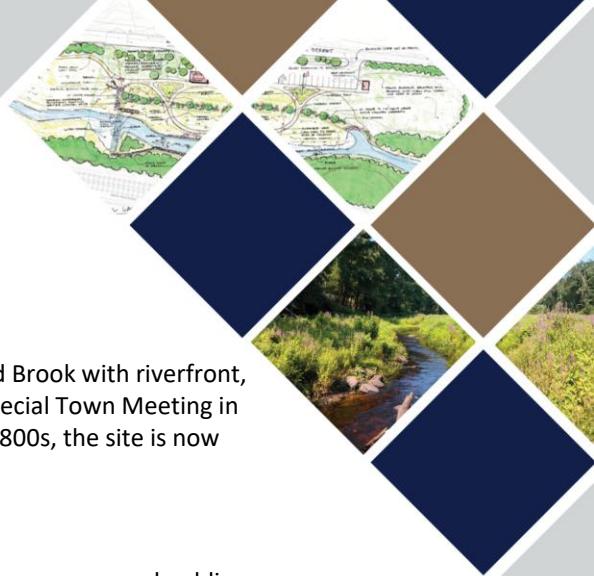
Description:

North Acton's extended response times have been recognized by the Town as a problem since the 1970s. The Town has recognized the need for a fire station since that time, and the need has only grown since then. Much recent growth in residential population has occurred in this part of the community since that time. The proposed site, 66-68 Harris Street, is the former Massachusetts Division of Fisheries and Wildlife office. This site was chosen due its centralized location within the North Acton district and because it is a property already owned by the Town.

Project Highlights:

- Pursuing Net Zero or Net Zero Ready sustainability goals.
- All electric – no connections to natural gas necessary.
- Ground-sourced geothermal wells included in schematic design.
- Roof is being constructed “solar-ready”.
- Natural lighting in apparatus bays.
- Motion activated LED lighting.
- Project expenditure approx. \$10.3 million.





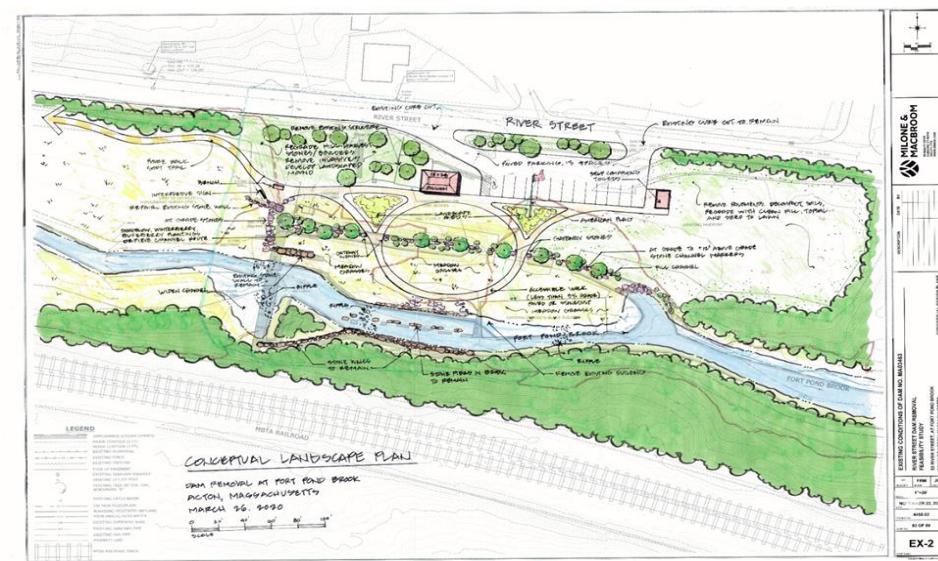
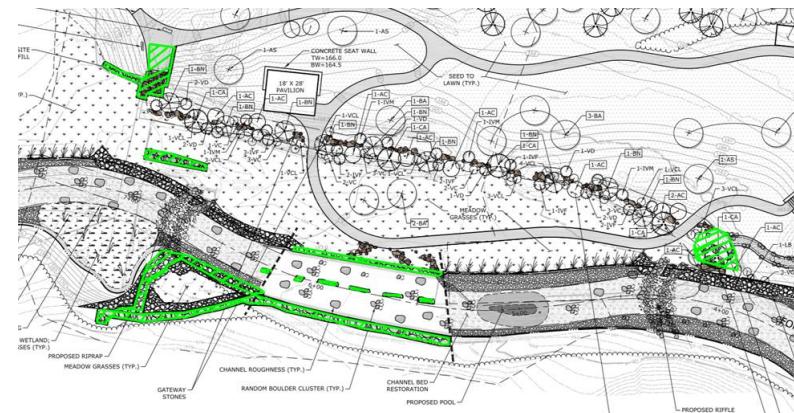
53 River Street

Description:

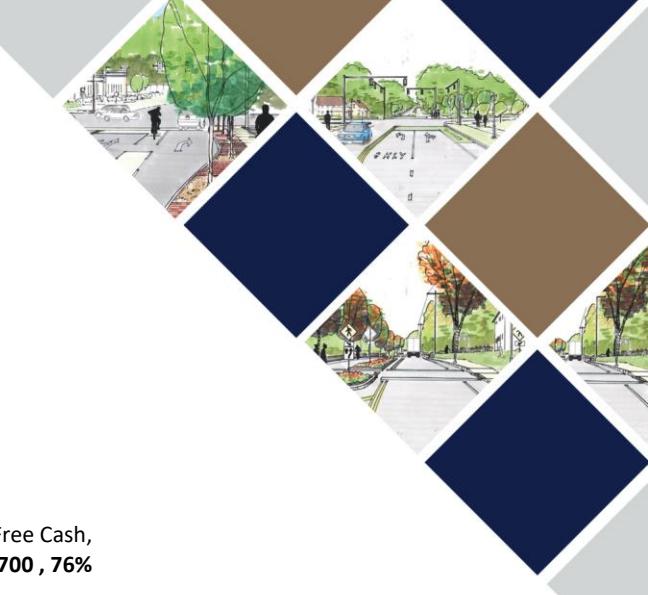
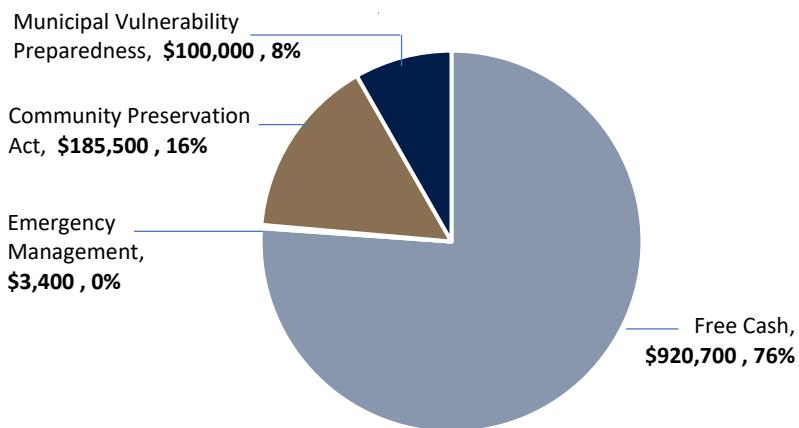
53 River Street, a 7.26-acre former industrial site bordering Fort Pond Brook with riverfront, wetlands, and 2.5 acres of upland, was acquired by Acton during a Special Town Meeting in 2016. With remnants of a dam and mill race dating back to the mid-1800s, the site is now being conceptualized as a historic park area.

Project Highlights:

- Reclamation and remediation of underutilized industrial land for open space and public recreation.
- \$1.5 million in anticipated grant funding, including \$1 million Dam and Seawall Removal grant from the MA Department of Energy and Environmental Affairs.



Funding by Source (to date)



Timeline

Projected Timeline

January 1, 2018

MA Department of Conservation and Recreation's Office of Dam Safety determined that the dam does not meet acceptable standards and is a potential threat to public safety

June 7, 2019

ODS ordered the Town to conduct inspections and investigations and bring the dam into compliance by repair, breach, or removal by November 20, 2020.

ca. 2019

Milone & Macbroom, Inc. engineers conducted a dam breach feasibility study in 2019.

ca. 2019

Milone & Macbroom, Inc. engineers advanced the design to 60% and started the permitting process for dam removal and stream restoration with the help of a 2019 Municipal Vulnerability Preparedness grant.

Anticipated Expenditures

\$1,300,000

\$100,000

■ Planning ■ Development

Sustainability – Green Infrastructure, Climate Action Planning and Climate Resiliency

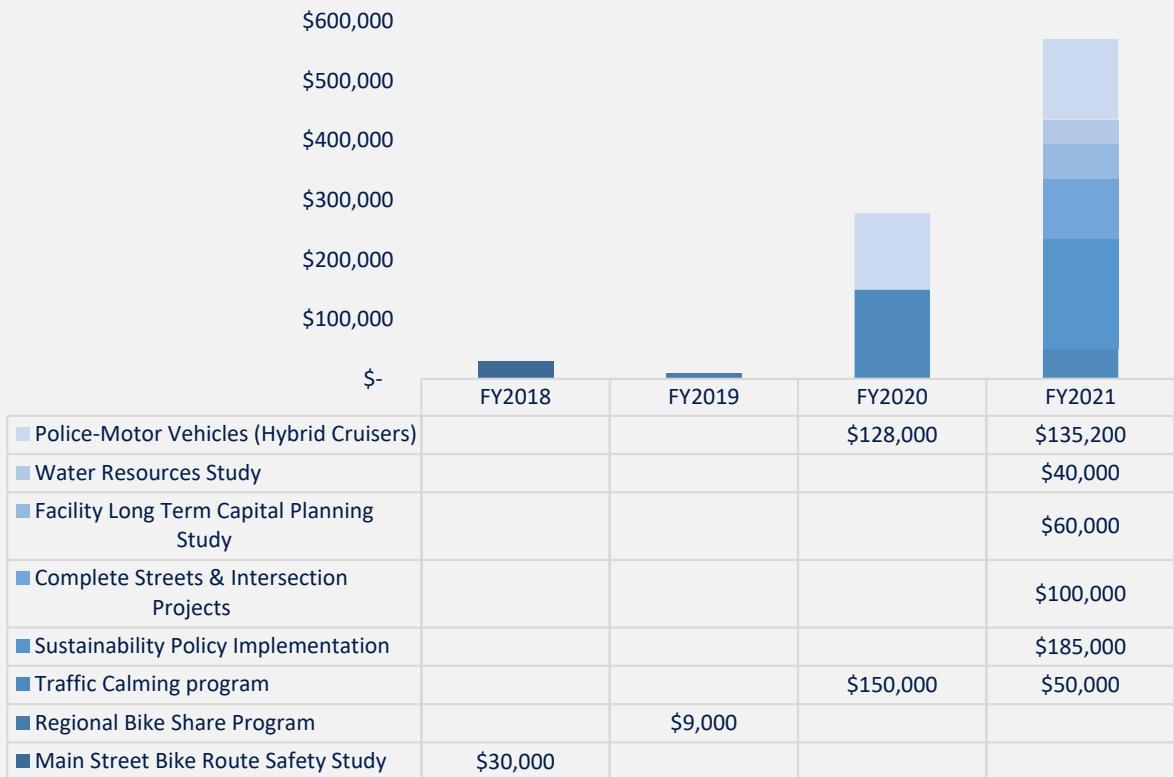
Description:

As part of Acton's commitment to addressing climate change, the Town has passed both an Environmental Sustainability Policy (December 2018) and a Town Meeting Resolution declaring a "Climate Emergency" (September 2020). The latter established a Sustainability Office to help guide implementation of policies designed to reduce greenhouse gas emissions and advance clean energy. As the policy is comprehensive, it is the driving force behind several initiatives.

Project Highlights:

- Received eight Green Communities grants amounting to nearly \$1.5 million since 2010.
- One of 27 Green Communities in Massachusetts to reduce energy usage by 20% or more within five years.
- Established Acton Power Choice (APC) in 2017, allowing residents and businesses to opt into clean energy usage and allowing a reduction of 14.5 million pounds of CO2 emissions.
- Regional Bike Share Program, Complete Streets & Intersection projects, and purchase of eight EV charging stations throughout Acton to reduce reliance on fossil fuels in transportation.
- Water Sources Study and Hybrid Police Cruisers are also being pursued.

Sustainability Progress FY2018-FY2021





Capital Needs Assessment

Department leaders were asked to report their capital needs for the period FY2022 – FY2031 using a new online form that captured important information about each potential project, such as project description, project justification, project cost and timing, and priority. In addition, departments were asked to indicate if non-local funds might be available to support the project and to anticipate the impact of the project on the Town's operating budget. For example, savings could be realized if the purchase of new equipment could reduce the cost of annual maintenance and repairs. This was a time-intensive process for staff, which required reviewing asset inventories, finding available data on asset condition and performance, and projecting work for a ten-year period.

Overall, 123 project requests were submitted, totaling just over \$68.1 million across all funding sources, including local tax levy, enterprise funds, and potentially non-local sources such as State grants.

The table below shows all projects submitted by Department. The Department of Public Works accounted for the greatest percentage of the total project cost at ~43% while facilities projects represent an additional ~20% of the total.

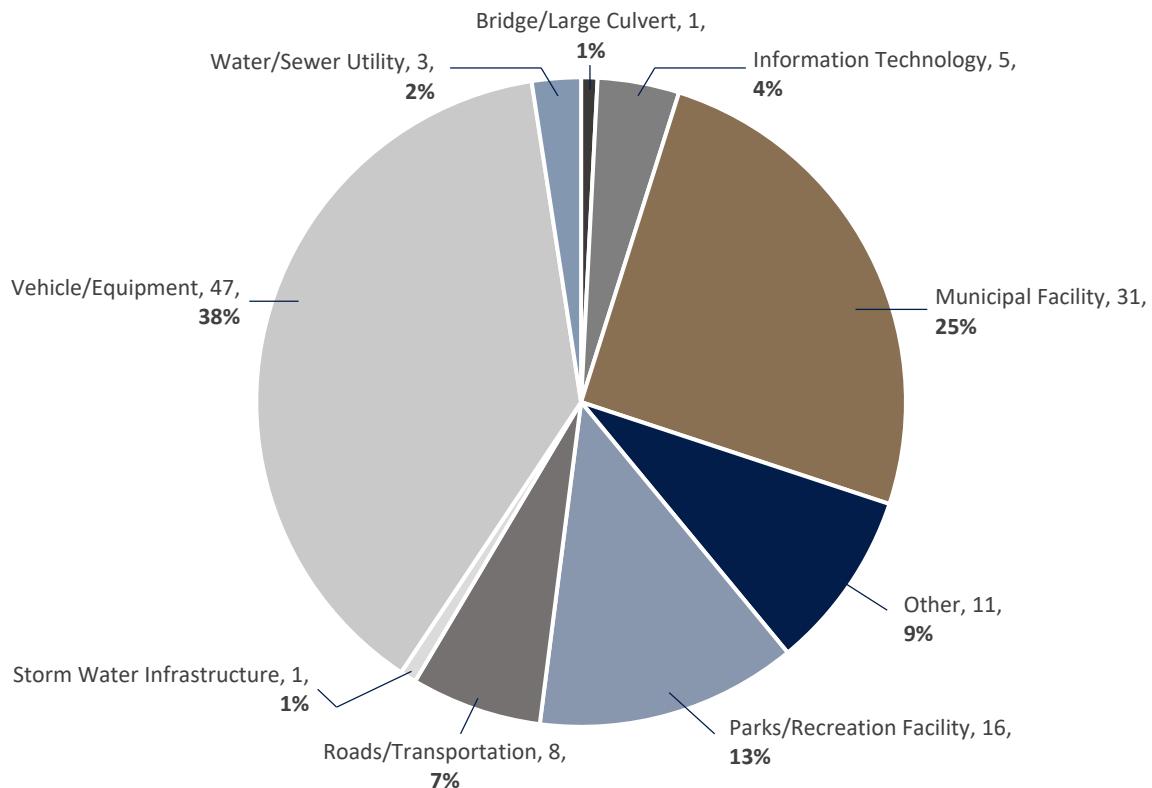
Original Project Submissions by Department

| Department | Project Count | Total Project Cost | % of Total Cost |
|--------------------------------------|---------------|---------------------|-----------------|
| Ambulance (Enterprise) | 2 | \$2,180,100 | 3.2% |
| Community Resources | 1 | \$15,000 | 0.0% |
| DPW | 20 | \$28,971,000 | 42.5% |
| Facilities | 42 | \$13,787,153 | 20.2% |
| Finance | 1 | \$155,000 | 0.2% |
| Fire | 6 | \$7,462,000 | 11.0% |
| Land Use - Build/Health/Plan/EconDev | 11 | \$2,266,020 | 3.3% |
| Land Use - Natural Resources | 29 | \$4,193,500 | 6.2% |
| Memorial Library | 1 | \$30,000 | 0.0% |
| Police | 3 | \$795,000 | 1.2% |
| Sewer | 2 | \$6,450,000 | 9.5% |
| Town Manager | 3 | \$1,640,000 | 2.4% |
| Transfer Station (Enterprise) | 1 | \$150,000 | 0.2% |
| West Acton Library | 1 | \$15,000 | 0.0% |
| Grand Total | 123 | \$68,109,773 | |

When considered by Asset Type, Vehicles and Equipment account for the largest portion of the projects both in terms of project count (38%) and project cost (30%). The next most significant category is Municipal Facilities with 25% of projects representing 20% of the cost. Road and Transportation projects are an additional 20% of total projects costs. See chart and table on the next page.



Project Count by Asset Type



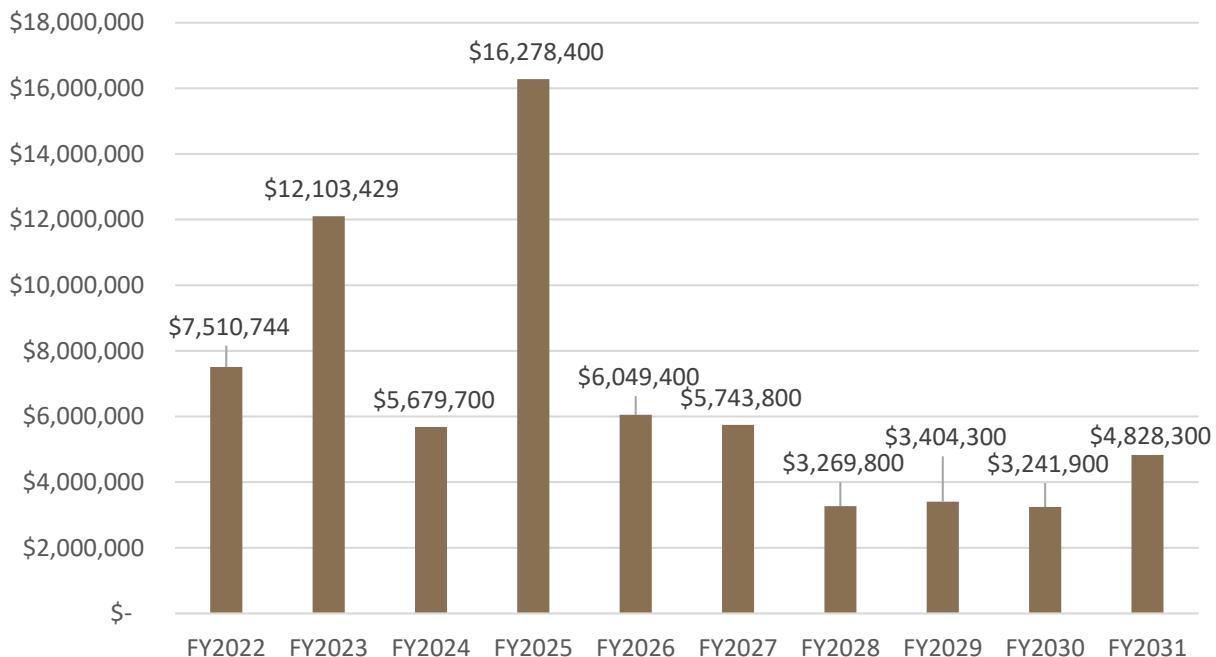
Original Project Submissions by Asset Type

| Asset Type | Project Count | Total Project Cost | % of Total Cost |
|----------------------------|---------------|---------------------|-----------------|
| Bridge/Large Culvert | 1 | \$5,115,000 | 7.5% |
| Information Technology | 5 | \$1,700,000 | 2.5% |
| Municipal Facility | 31 | \$13,847,153 | 20.3% |
| Other | 11 | \$2,070,000 | 3.0% |
| Parks/Recreation Facility | 16 | \$2,815,000 | 4.1% |
| Roads/Transportation | 8 | \$13,762,020 | 20.2% |
| Storm Water Infrastructure | 1 | \$2,092,000 | 3.1% |
| Vehicle/Equipment | 47 | \$20,158,600 | 29.6% |
| Water/Sewer Utility | 3 | \$6,550,000 | 9.6% |
| Grand Total | 123 | \$68,109,773 | |

The project costs were concentrated in the first four years, particularly the first, second, and fourth years of the plan before dropping significantly in the following several years. This is likely due to greater clarity on projects needed in the near-term as compared with the longer-term.



Total Project Cost by Fiscal Year



There were 15 projects involving local money that were \$1 million or more:

1. Construct New Highway/DPW Facility for \$10 million;
2. Sidewalk Program – New Construction & Maintenance for \$8.9 million;
3. WWTF Infrastructure Repair & Replacement for \$6.225 million;
4. Bridge Design for \$5.115 million;
5. Fire Engines Replacement Program for \$4.802 million;
6. Capital Replacement of Enterprise Fund Assets for \$3.184 million;
7. Storm water Management – EPA MS4 General Permit Compliance Measures for \$2.092 million;
8. Replacement of Aerial Ladder Truck for \$1.8 million;
9. Complete Streets Program for \$1.695 million;
10. Replace Ambulance for \$1.563 million;
11. DPW Fleet Replacement Program for \$1.35 million;
12. Fleet Replacement – Dump Truck/Spreader for \$1.239 million;
13. South Acton Main Street (Route 27) Corridor Traffic Study for \$1.16 million;
14. DPW Facility Improvements – Design for \$1 million; and
15. Implement Sustainability Programs/Initiatives for \$1 million.

A summary of all projects submitted during the Capital Needs Assessment can be found in Appendix A.



Capital Investment Strategy

The project team worked with the Town Manager, Finance Director, and financial team to gather information about the Town's existing debt profile, authorized and unissued debt, capital leases, stabilization and any special funds, and revenue and expenditures forecasts. After documenting General Fund spending over a four-year historical period, the team compared capital spending to net budget. Net budget is defined as the total amount raised on the tax rate recapitulation sheet less any excluded debt or capital exclusions, enterprise funds, and available funds. Available funds are deducted under the rationale that these are typically reserves such as Free Cash that can vary from year to year. The goal is to measure General Fund capital spending as a percent of recurring General Fund revenues to ensure that an appropriate share of recurring General Fund revenues is reinvested through the capital improvement plan.

As the table below shows, the Town of Acton invested an average of 1.64% of net operating budget for capital improvements during the period FY2018 through FY2021 using non-excluded financial resources, including non-excluded debt, Free Cash, and operating budget/tax levy. Over the four-year period, the Town has been reducing its capital investment from tax levy while increasing its investment from Free Cash; non-excluded debt also increased in FY2021 with the issuance of additional non-excluded debt.

In addition, the Town has substantial excluded debt, which is paid for with a corresponding addition to the property tax levy for the period of repayment. Excluded debt was on average 2.87% of net budget from FY2018-FY2020 but then increased significantly to 6.02% in FY2021.

| | FY2018 | FY2019 | FY2020 | FY2021 |
|------------|------------|------------|------------|------------|
| Net Budget | 87,542,509 | 90,871,122 | 94,341,895 | 97,442,637 |

| Existing General Fund Capital Investment | | | | |
|--|--------------|--------------|--------------|--------------|
| Existing Non-Excluded Debt | 361,631 | 312,611 | 306,131 | 295,512 |
| Estimated 2021 Non-Excluded Debt | | | | 526,047 |
| Authorized & Unissued Non-Excluded Debt | | | | |
| Free Cash | 70,000 | 149,000 | 675,000 | 575,000 |
| Tax Levy | 828,609 | 809,609 | 739,609 | 462,200 |
| Total Existing Non-Excluded Capital Investment | 1,260,240 | 1,271,220 | 1,720,740 | 1,858,759 |
| Non-Excl. Capital Investment as % of Net Budget | 1.44% | 1.40% | 1.82% | 1.91% |

| | | | | |
|--|--------------|--------------|--------------|--------------|
| Existing Net GF Excluded Debt | 2,768,612 | 2,537,831 | 2,506,230 | 5,869,629 |
| Excluded Capital as a % of Net Budget | 3.16% | 2.79% | 2.66% | 6.02% |
| Total Capital as a % of Net Budget | 4.60% | 4.19% | 4.48% | 7.93% |



The Center project team, working collaboratively with the Town Manager and Finance Director, developed a plan to stabilize the use of operating budget/tax levy for capital at FY2021 levels while annually increasing Free Cash levels from FY2021 levels (\$575,000) to \$1,025,000 in FY2031. In addition, a target was set for non-excluded debt service at 1% of net budget to maintain affordability and reduce any significant upward or downward trend in annual debt service to maintain consistency for the operating budget. Resources can be reallocated amongst the three sources as needed without increasing the budgetary impact to the General Fund.

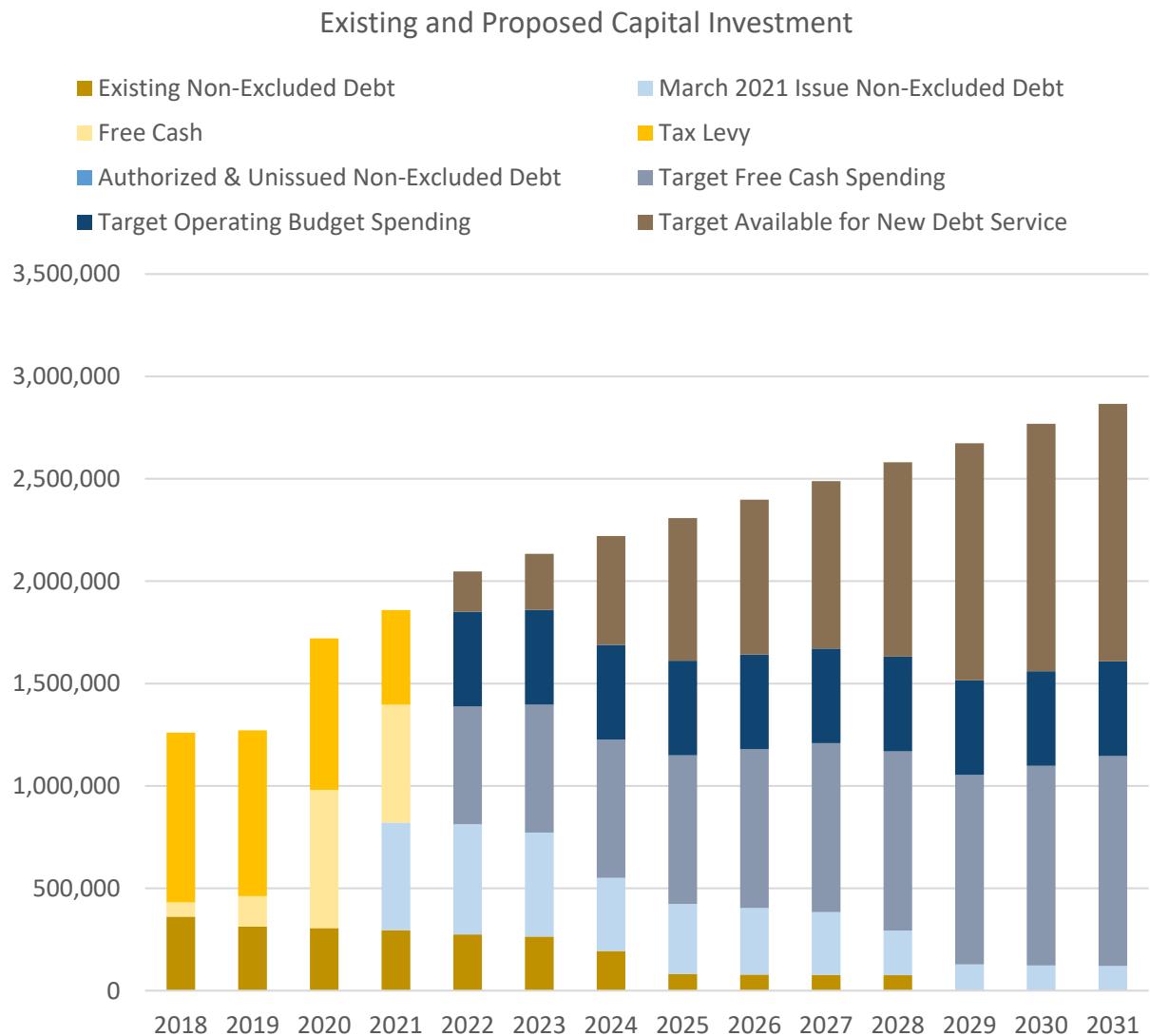
The table on the following page calculates the amount of General Fund resources available at these target levels after taking into account any previously-committed resources such as existing non-excluded debt, projected debt service for authorized and unissued non-excluded debt, and existing capital leases.



| Net Budget (3.64% projected annual growth) | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|------------------|
| 100,989,549 | 104,665,569 | 108,328,864 | 112,120,374 | 116,044,587 | 120,106,147 | 124,309,863 | 128,660,708 | 133,163,832 | 137,824,567 | |
| Existing General Fund Capital Investment | | | | | | | | | | |
| Existing Non-Excluded Debt | 274,555 | 264,294 | 193,582 | 80,578 | 78,984 | 77,391 | 75,797 | 0 | 0 | 0 |
| Estimated 2021 Non-Excluded Debt | 538,550 | 507,800 | 357,550 | 343,800 | 325,050 | 306,550 | 218,300 | 128,800 | 123,300 | 121,100 |
| Authorized & Unissued Non-Excluded Debt | | | | | | | | | | |
| Free Cash | | | | | | | | | | |
| Tax Levy | | | | | | | | | | |
| Total Existing Non-Excluded Capital Investment | 813,105 | 772,094 | 551,232 | 424,378 | 404,034 | 383,941 | 294,097 | 128,800 | 123,300 | 121,100 |
| Non-Excl. Capital Investment as % of Net Budget | 0.81% | 0.74% | 0.51% | 0.38% | 0.35% | 0.32% | 0.24% | 0.10% | 0.09% | 0.09% |
| Existing Net GF Excluded Debt | 6,446,991 | 6,401,654 | 5,750,364 | 5,690,975 | 4,067,225 | 4,064,975 | 4,061,975 | 4,063,475 | 4,064,225 | 456,225 |
| Excluded Capital as a % of Net Budget | 6.38% | 6.12% | 5.31% | 5.08% | 3.50% | 3.38% | 3.27% | 3.16% | 3.05% | 0.33% |
| Total Capital as a % of Net Budget | 7.19% | 6.85% | 5.82% | 5.45% | 3.85% | 3.70% | 3.50% | 3.26% | 3.14% | 0.42% |
| Target Investment Level | | | | | | | | | | |
| Target Free Cash Spending | 575,000 | 625,000 | 675,000 | 725,000 | 775,000 | 825,000 | 875,000 | 925,000 | 975,000 | 1,025,000 |
| Target Operating Budget Spending | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 |
| Target Non-Excluded Debt (1% of Net Budget) | 1,009,895 | 1,046,656 | 1,083,289 | 1,121,204 | 1,160,446 | 1,201,061 | 1,243,099 | 1,286,607 | 1,331,638 | 1,378,246 |
| Target Available for New Debt Service | 196,790 | 274,562 | 532,057 | 696,826 | 756,412 | 817,120 | 949,002 | 1,157,807 | 1,208,338 | 1,257,146 |



The chart below summarizes the proposed target capital investment strategy. The strategy as developed pegs growth in capital investment to growth in the net operating budget and balances investment resources across the three main categories of GF operating budget/tax levy, Free Cash, and non-excluded debt service. In this way, the strategy spreads risk that any one source will be unavailable, controls the investment from tax levy in order to minimize impact to the tax rate, and leverages the use of debt to accomplish significant investments.





Excluded Debt

The Town of Acton has both excluded (also known as exempt) debt and non-excluded debt. Typically, debt exclusions have been used for major building construction projects, as can be seen in the table below. At this time, the FY2022 – FY2031 CIP does not propose any additional debt exclusions.

| Fiscal Year | Vote Date | Description | Department | Vote |
|-------------|------------|---|------------------------|----------|
| 2021 | 12/17/2019 | Bonds for Town's Share of New Gates Elementary School and Early Childhood Program | School | Approved |
| 2021 | 12/17/2019 | Bonds for a New Fire Station | Public Safety | Approved |
| 2021 | 12/17/2019 | Bonds for a New District School | School | Approved |
| 2004 | 11/05/2002 | Public Safety Building | Public Safety | Approved |
| 2002 | 11/20/2000 | Construct Addition and Remodel Regional School | School | Approved |
| 2000 | 12/08/1998 | Construct and Equip New Twin School | School | Approved |
| 2001 | 12/08/1998 | Repair and Reconst. Acton-Box.Reg.School | School | Approved |
| 2000 | 05/13/1997 | Acquire Land for General Operating Exp. | General Operating | Approved |
| 2001 | 05/13/1997 | Repair and Equip Selected Town Schools | School | Approved |
| 1999 | 05/7/1996 | Land-Construct Library | Culture and Recreation | Approved |
| 2000 | 05/07/1996 | Const. Park and Multi Recreation Area | Culture and Recreation | Approved |
| 1997 | 04/01/1987 | Schools/Con, Doug, Gates, Merr, Mcc | School | Approved |
| 1990 | 11/01/1986 | Town Hall Repairs | General Government | Approved |
| 1990 | 02/01/1986 | Regional School/Jr and High | School | Approved |
| 1990 | 04/01/1983 | Schools/Regional Jr and High | School | Approved |

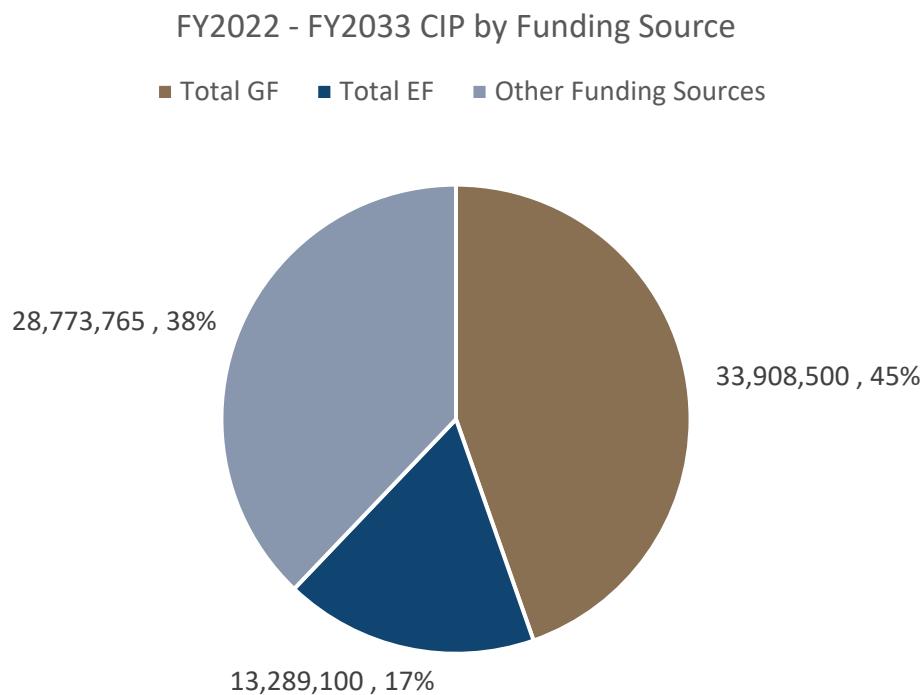


FY2022 – FY2031 CIP Project Plan Summary

The Town of Acton's FY2022 - FY2031 proposed capital improvement plan includes 83 projects costing nearly \$75.9 million and funded through a variety of sources, including General Fund tax levy, Enterprise Fund revenues and other non-local sources such as State grants. These capital investments will allow the Town to maintain and improve its capital assets, which represent millions of dollars of taxpayer investment.

Note: A full project listing for the FY2022 – FY2031 CIP can be found in subsequent sections. This section provides an overview of the projects planned and details the financial components of the plan.

Overall, the CIP calls for approximately \$33.9 million in resources from the General Fund, from the operating budget, Free Cash, and new debt service. The plan includes nearly \$13.3 million from the Enterprise Fund and more than \$28.7 million from other sources. Other sources include Federal and State grants, including \$15.3M for the Kelley's Corner Infrastructure project and \$3.7M for intersection improvements at Rt 2 and Rt 11 at Piper Rd and Taylor Rd, which are included in MassDOT's Transportation Improvement Plan (TIP) and \$6.9M in presumed Chapter 90 funds over the ten-year period. It is anticipated that additional grant opportunities will be identified over time.



Projects are spread across different functional units of Town government, with many projects falling under the Public Works, Facilities, and Land Use Departments. In terms of cost, 72% of the total cost of the CIP falls under the Department of Public Works, and this includes the major projects listed in the paragraph above, but also \$15 million for a new DPW facility, which is proposed to be funded with approximately 85% General Fund resources and 14% Enterprise Fund resources, although the project is still in the planning and design stage.



| Department | Project Count | Total Cost | % of Total |
|------------------|---------------|-------------------|------------|
| DPW | 23 | 54,913,265 | 72.3% |
| Facilities | 20 | 1,712,500 | 2.3% |
| Finance | 1 | 150,000 | 0.2% |
| Fire | 8 | 7,925,100 | 10.4% |
| IT | 2 | 235,000 | 0.3% |
| Land Use | 18 | 2,474,500 | 3.3% |
| Memorial Library | 1 | 30,000 | 0.0% |
| Police | 4 | 1,640,000 | 2.2% |
| Sewer | 2 | 5,625,000 | 7.4% |
| Town Manager | 3 | 1,115,000 | 1.5% |
| Transfer Station | 1 | 150,000 | 0.2% |
| Total | 83 | 75,970,365 | |

A significant portion (46.3%) of the CIP's total cost will be for road and transportation infrastructure projects, including the major Kelley's Corner project. Municipal Facilities, including new construction of the DPW facility as well as capital improvements across the Town's other facilities account for nearly 22% of the CIP's total cost while vehicle and equipment replacement (across all departments, but notably DPW, Police, and Fire) accounts for nearly 20%. See the table below.

| Asset Type | Project Count | Total Cost | % of Total |
|----------------------------|---------------|-------------------|------------|
| Information Technology | 6 | 1,005,000 | 1.3% |
| Municipal Facility | 17 | 16,510,000 | 21.7% |
| Other^ | 11 | 1,985,000 | 2.6% |
| Parks/Recreation Facility | 1 | 20,000 | 0.0% |
| Roads/Transportation | 15 | 35,203,265 | 46.3% |
| Sewer | 2 | 5,625,000 | 7.4% |
| Storm Water Infrastructure | 1 | 500,000 | 0.7% |
| Vehicle/Equipment | 30 | 15,122,100 | 19.9% |
| Total | 83 | 75,970,365 | |

[^]Other includes for example planning efforts/feasibility studies, shade tree projects, public art and sustainability initiatives yet to be defined

The tables on the following pages detail the financial components of the proposed FY2022 – FY2031 CIP. Using the spending targets summarized in the prior section (Capital Investment Strategy) and taking into consideration the funds the Town has already committed through previously-issued debt, the CIP is balanced in FY2022 and FY2023, with cumulative surpluses in both years. Achieving the 1% net budget debt service target is a challenge, as can be seen from the increasing deficits shown beginning in FY2024. These deficits are driven nearly entirely by the debt service associated with construction of the DPW Facility. As the feasibility, planning, and design processes for this project unfold, the Town's leadership and finance team, working with its financial advisor, should determine the most beneficial course of action regarding the associated debt service. Deficits in later years of the CIP are not unusual and will be addressed in subsequent years based on needs and the available resources.



FY2022 – FY2031 CIP: Years 1 - 5

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|-------------|-------------|-------------|-------------|-------------|
| Net Budget (3.64% projected annual growth) | 100,989,549 | 104,665,569 | 108,328,864 | 112,120,374 | 116,044,587 |

| Existing General Fund Capital Investment | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|
| Existing Non-Excluded Debt | 274,555 | 264,294 | 193,682 | 80,578 | 78,984 |
| March 2021 Issue - Non-Excluded Debt | 538,550 | 507,800 | 357,550 | 343,800 | 325,050 |
| Authorized & Unissued Non-Excluded Debt | | | | | |
| Free Cash | | | | | |
| Tax Levy | | | | | |
| Total Existing Non-Excluded Capital Investment | 813,105 | 772,094 | 551,232 | 424,378 | 404,034 |
| Non-Excl. Capital Investment as % of Net Budget | 0.81% | 0.74% | 0.51% | 0.38% | 0.35% |

| | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|
| Existing Net GF Excluded Debt | 6,446,991 | 6,401,654 | 5,750,364 | 5,690,975 | 4,062,225 |
| Excluded Capital as a % of Net Budget | 6.38% | 6.12% | 5.31% | 5.08% | 3.50% |

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Total Capital as a % of Net Budget | 7.19% | 6.85% | 5.82% | 5.45% | 3.85% |
|---|--------------|--------------|--------------|--------------|--------------|

| Target Investment Level | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| Target Free Cash Spending | 575,000 | 625,000 | 675,000 | 725,000 | 775,000 |
| Target Operating Budget Spending | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 |
| Target Non-Excluded Debt (1% of Net Budget) | 1,009,895 | 1,046,656 | 1,083,289 | 1,121,204 | 1,160,446 |
| <i>Target Available for New Debt Service</i> | <i>196,790</i> | <i>274,562</i> | <i>532,057</i> | <i>696,826</i> | <i>756,412</i> |

| General Fund Proposed Project Plan | | | | | |
|--|-----------------|----------------|------------------|------------------|------------------|
| GF Free Cash | 580,000 | 545,000 | 672,500 | 605,000 | 760,000 |
| <i>Surplus / Deficit compared with target</i> | <i>(5,000)</i> | <i>80,000</i> | <i>2,500</i> | <i>120,000</i> | <i>15,000</i> |
| GF Operating Budget | 439,000 | 454,000 | 454,000 | 529,000 | 454,000 |
| <i>Surplus / Deficit compared with target</i> | <i>23,200</i> | <i>8,200</i> | <i>8,200</i> | <i>(66,800)</i> | <i>8,200</i> |
| GF Annual Debt Service | 213,997 | 225,520 | 641,757 | 1,143,694 | 1,681,631 |
| <i>Surplus / Deficit compared with target</i> | <i>(17,206)</i> | <i>49,042</i> | <i>(109,700)</i> | <i>(446,868)</i> | <i>(925,219)</i> |
| <i>Total Surplus / Deficit - All Sources</i> | <i>994</i> | <i>137,242</i> | <i>(99,000)</i> | <i>(393,668)</i> | <i>(902,019)</i> |
| Total Annual GF Cost (Budgetary Impact) | | | | | |

| Enterprise Fund Proposed Project Plan | | | | | |
|--|----------------|------------------|------------------|------------------|------------------|
| EF PayGo | 570,200 | 1,295,200 | 914,200 | 1,058,400 | 2,608,400 |
| EF Annual Debt Service | 15,667 | 15,367 | 171,733 | 168,433 | 165,133 |
| Total Annual EF Cost (Budgetary Impact) | 585,867 | 1,310,567 | 1,085,933 | 1,226,833 | 2,773,533 |



FY2022 – FY2031 CIP: Years 6-10

| | 2027 | 2028 | 2029 | 2030 | 2031 |
|--|--------------------|------------------|------------------|------------------|------------------|
| Net Budget (3.64% projected annual growth) | 120,106,147 | 124,309,863 | 128,660,708 | 133,163,832 | 137,824,567 |
| Existing General Fund Capital Investment | | | | | |
| Existing Non-Excluded Debt | 77,391 | 75,797 | 0 | 0 | 0 |
| March 2021 Issue - Non-Excluded Debt | 306,550 | 218,300 | 128,800 | 123,300 | 121,100 |
| Authorized & Unissued Non-Excluded Debt | | | | | |
| Free Cash | | | | | |
| Tax Levy | | | | | |
| Total Existing Non-Excluded Capital Investment | 383,941 | 294,097 | 128,800 | 123,300 | 121,100 |
| Non-Excl. Capital Investment as % of Net Budget | 0.32% | 0.24% | 0.10% | 0.09% | 0.09% |
| Existing Net GF Excluded Debt | 4,064,975 | 4,061,975 | 4,063,475 | 4,064,225 | 456,225 |
| Excluded Capital as a % of Net Budget | 3.38% | 3.27% | 3.16% | 3.05% | 0.33% |
| Total Capital as a % of Net Budget | 3.70% | 3.50% | 3.26% | 3.14% | 0.42% |
| Target Investment Level | | | | | |
| Target Free Cash Spending | 825,000 | 875,000 | 925,000 | 975,000 | 1,025,000 |
| Target Operating Budget Spending | 462,200 | 462,200 | 462,200 | 462,200 | 462,200 |
| Target Non-Excluded Debt (1% of Net Budget) | 1,201,061 | 1,243,099 | 1,286,607 | 1,331,638 | 1,378,246 |
| <i>Target Available for New Debt Service</i> | <i>817,120</i> | <i>949,002</i> | <i>1,157,807</i> | <i>1,208,338</i> | <i>1,257,146</i> |
| General Fund Proposed Project Plan | | | | | |
| GF Free Cash | 605,000 | 430,000 | 375,000 | 460,000 | 465,000 |
| <i>Surplus / Deficit compared with target</i> | <i>220,000</i> | <i>445,000</i> | <i>550,000</i> | <i>515,000</i> | <i>560,000</i> |
| GF Operating Budget | 429,000 | 429,000 | 429,000 | 504,000 | 429,000 |
| <i>Surplus / Deficit compared with target</i> | <i>33,200</i> | <i>33,200</i> | <i>33,200</i> | <i>(41,800)</i> | <i>33,200</i> |
| GF Annual Debt Service | 1,819,938 | 1,871,216 | 2,116,470 | 2,157,756 | 2,102,092 |
| <i>Surplus / Deficit compared with target</i> | <i>(1,002,817)</i> | <i>(922,215)</i> | <i>(958,663)</i> | <i>(949,417)</i> | <i>(844,946)</i> |
| <i>Total Surplus / Deficit - All Sources</i> | <i>(749,617)</i> | <i>(444,015)</i> | <i>(375,463)</i> | <i>(476,217)</i> | <i>(251,746)</i> |
| Total Annual GF Cost (Budgetary Impact) | | | | | |
| Enterprise Fund Proposed Project Plan | | | | | |
| EF PayGo | 1,048,800 | 943,800 | 907,300 | 871,900 | 870,900 |
| EF Annual Debt Service | 161,833 | 158,533 | 155,233 | 151,933 | 148,633 |
| Total Annual EF Cost (Budgetary Impact) | 1,210,633 | 1,102,333 | 1,062,533 | 1,023,833 | 1,019,533 |



FY2022 Proposed Capital Budget

The following tables summarize the projects proposed for the upcoming fiscal year by Department and by funding source.

| Department | Project Title | FY2022 Request | FY2022 TM Recommend |
|---|--|----------------|---------------------|
| General Fund Operating Budget Projects | | | |
| DPW | Work Vehicle Replacement - Chip and Leaf Truck (Truck #100) - Bucket Truck | 160,000 | 25,000 |
| DPW | Machinery | 110,000 | 110,000 |
| Police | Police-Motor Vehicles | 135,200 | 102,000 |
| DPW | Roads Paving | 80,000 | 80,000 |
| Facilities | Public Facilities-Machinery/Equipment | 50,000 | 50,000 |
| Facilities | Public Facilities-Building Improvements | - | 30,000 |
| DPW | Special Projects-Bridge/Culvert Repair | 20,000 | 20,000 |
| DPW | Special Projects-Sidewalks | 12,000 | 12,000 |
| IT | IT-Digitize Records | 10,000 | 10,000 |
| Total GF Operating Budget | | 577,200 | 439,000 |

| | | | |
|---------------------------|--|------------------|----------------|
| Free Cash Projects | | | |
| Town Manager | Study and Implement of a Diversity Officer Position | 75,000 | 85,000 |
| DPW | Heavy Equipment Replacement - Brush Chipper (Equip #119) | 70,000 | 70,000 |
| DPW | Climate Emergency - Net Zero - Vehicle Replacement Program | 57,000 | 50,000 |
| DPW | Complete Street Program | 50,000 | 50,000 |
| Facilities | Install Fire Alarm Systems | 80,000 | 50,000 |
| Town Manager | Implement Sustainability Programs and Initiatives | 100,000 | 50,000 |
| DPW | Fleet Replacement - Forklift (Machine #72) | 30,000 | 30,000 |
| DPW | Public Shade Tree Assessment Program | 30,000 | 30,000 |
| Fire | Replacement of the gas powered extrication tools | 35,000 | 30,000 |
| Police | Technology and Communication upgrade | - | 25,000 |
| Land Use | Fund Vacant Storefronts Program | 20,000 | 20,000 |
| DPW | Sidewalk Program - New Construction and Maintenance | 500,000 | 90,000 |
| Total Free Cash | | 1,047,000 | 580,000 |



| Department | Project Title | FY2022 Request | FY2022 TM Recommend |
|---|--|------------------|---------------------|
| General Fund Debt Projects | | | |
| Land Use | Fund Pedestrian Light Poles for Kelley's Corner | 981,020 | 500,000 |
| DPW | Acton Town Center Construction | 886,000 | 886,000 |
| Land Use | River Street Dam Matching Funds for Seawall Grant | | 250,000 |
| DPW | DPW Facility Improvements - Design/Construction (GF portion) | 800,000 | 800,000 |
| Total GF Debt | | 2,667,020 | 2,436,000 |
| Estimated FY2022 Debt Service Cost | | - | 213,997 |

| | | | |
|--|--|----------------|----------------|
| Enterprise Funds PayGo Projects | | | |
| Sewer | Capital Improvement | 225,000 | 225,000 |
| Transfer Station | Heavy Construction Replacement - Trash Tractor (Truck #51) | 150,000 | 150,000 |
| Fire | Replace Ambulance | 140,000 | 140,000 |
| Fire | Replacement Program for Command Vehicles | 55,200 | 55,200 |
| Total Enterprise Fund PayGo | | 570,200 | 570,200 |

| | | | |
|---|--|---------|---------------|
| Enterprise Funds Debt Projects | | | |
| DPW | DPW Facility Improvements - Design/Construction (EF portion) | 200,000 | 200,000 |
| Estimated FY2022 Debt Service Cost | | - | 15,667 |



The following tables summarize the projects proposed for the upcoming fiscal year by Department and by funding source, and they include projects funded entirely by grants or other non-local sources.

| Project Title | FY2022 | Source |
|---------------|--------|--------|
|---------------|--------|--------|

| Department of Public Works | | |
|--|------------|--|
| Chapter 90 Projects | 590,427 | Chapter 90 |
| Heavy Equipment Replacement - Bobcat (Machine #78) | 52,000 | Chapter 90 |
| Work Vehicle Replacement - Chip & Leaf Truck (Truck #100) - Bucket Truck | 85,000 | Chapter 90: \$60k; GF Operating Budget: \$25k |
| Complete Street Program | 50,000 | Free Cash |
| Climate Emergency - Net Zero - Vehicle Replacement Program | 50,000 | Free Cash |
| Public Shade Tree Assessment Program | 30,000 | Free Cash |
| Sidewalk Program - New Construction & Maintenance | 90,000 | Free Cash |
| Heavy Equipment Replacement - Brush Chipper (Equip #119) | 70,000 | Free Cash |
| Fleet Replacement - Forklift (Machine #72) | 30,000 | Free Cash |
| Acton Town Center Construction | 886,000 | GF Debt |
| DPW Facility Improvements – Design/Construction | 1,000,000 | GF Debt: \$800k; EF Debt: \$200k |
| Machinery | 110,000 | GF Operating Budget |
| Roads Paving | 80,000 | GF Operating Budget |
| Special Projects-Bridge/Culvert Repair | 20,000 | GF Operating Budget |
| Special Projects-Sidewalks | 12,000 | GF Operating Budget |
| Kelley's Corner Infrastructure | 15,311,125 | MassDOT TIP |

| Facilities | | |
|---|--------|---------------------|
| Install Fire Alarm Systems | 50,000 | Free Cash |
| Public Facilities-Machinery/Equipment | 50,000 | GF Operating Budget |
| Public Facilities-Building Improvements | 30,000 | GF Operating Budget |

| Fire Department | | |
|--|---------|-----------|
| Replace Ambulance | 140,000 | EF PayGo |
| Replacement program for command vehicles | 55,200 | EF PayGo |
| Replacement of the gas powered extrication tools | 30,000 | Free Cash |



| Project Title | FY2022 | Source |
|---|---------|---|
| IT | | |
| IT-Digitize Records | 10,000 | GF Operating Budget |
| Land Use | | |
| Fund Vacant Storefronts Program | 20,000 | Free Cash |
| Fund Pedestrian Light Poles for Kelley's Corner | 981,000 | GF Debt: \$500k; \$481k Re-appropriation from prior Article for KC Design |
| River Street Dam Matching Funds for Seawall Grant | 250,000 | GF Debt |
| Design Town wide Wayfinding and Historic District Signage | 25,000 | Grant |
| Construct 3 bay garage (40'x60') | 300,000 | |
| Digitization of Files | 40,000 | Community Compact IT Grant |
| Purchase new Bobcat mini-excavator | 70,000 | |
| 3 Walk-behind mowers | 21,000 | |
| Police Department | | |
| Technology and Communication Upgrade | 25,000 | Free Cash |
| Police-Motor Vehicles | 102,000 | GF Operating Budget |
| Replace Cruiser PC's | 65,000 | Public Safety Related Funds From Avalon Phase 2 |
| Sewer | | |
| Capital Improvement | 225,000 | EF PayGo |
| Town Manager | | |
| Implement Sustainability Programs and Initiatives | 50,000 | Free Cash |
| Study and Implement of a Diversity Officer Position | 85,000 | Free Cash |
| Energy Efficiency Projects (e.g. replace 2013 Ford Escape hybrid vehicle - Land Use Dept) | 100,000 | Green Communities |
| Transfer Station | | |
| Heavy Construction Replacement - Trash Tractor (Truck #51) | 150,000 | EF PayGo |



Long-Term Capital Planning

The Town of Acton's ten-year Capital Improvement Plan (CIP) comprises three main components: the FY2022 capital budget presented on the preceding pages and the mid- and long-term project plans. The proposed FY2022 capital budget is actionable and will be considered by Town Meeting and, if approved, expended in the upcoming fiscal year. The CIP itself does not authorize expenditures, but instead serves as a roadmap for future investments and a foundation upon which to build longer-term planning efforts.

While some municipalities produce a simple, one-year capital plan, longer-term plans allow a town to be better prepared for future needs in terms of financing strategies, seeking grant opportunities, timing of synergistic projects, and creating ample opportunity for robust feasibility, planning, and design processes. The Government Finance Officers Association (GFOA) notes that a capital plan should cover "at least three years, preferably five or more." The FY2022 – FY2031 CIP is Acton's first ten-year plan. As with any strategic, long-term planning document, this CIP is designed to be flexible, recognizing that the local environment, available resources, priorities, and technologies change over time.

Each year, as part of the annual capital budgeting process, Town leadership and department staff will review the CIP and adjust the scope, cost, and timing of projects as needed. As projects move up to years 2-5, staff will begin design work or engage outside design professionals, begin right-of-way or easement acquisition, and begin procurement preparation, such as completing bid and construction documents. The long-term CIP comprises projects in years 6-10 and are generally conceptual, with rough estimates and timelines. While the long-term CIP can contain planned replacements of major assets with known lifespans, such as a fire pumper truck, it also can include anticipated replacement of assets based on observed trends and expected deterioration, as is often the case with bridges and roadways where annual inspections allow for trend-based projections. Trends in expenditures are also used to project future capital replacement and maintenance needs as well; while a specific need may not yet be identifiable, the Town can realistically assume that a certain amount of funding for building maintenance and fleet replacement will be an annual requirement.

The long-term CIP is also largely reflective of the Town's various strategic planning efforts, which in turn are representative of community values and priorities. In particular, the importance of sustainability and climate action factor heavily into future planned investments. On September 8, 2020 Acton held a Special Town Meeting and nearly unanimously voted to pass a resolution, "Declaring a Climate Emergency: A Better Future Starting Now." The Town created a new Sustainability Director position who, together with the Town Manager's office, the Green Advisory Board, Town staff, and members of the community, will develop a 10-year Climate Action Plan with a built-in 5-year review. Building on the GHG Inventory conducted in 2019, the plan will include immediate-, mid-term, and long-term targets established through science, market, and data-driven analysis to achieve carbon neutrality and curb emissions in the municipal buildings, transportation, wastewater, and solid waste/recycling services through cost-effective and equitable strategies.

The Climate Action Plan (CAP) will complement and reinforce Acton's other strategic plans and policies, including the 2020 ADA Transition Plan, 2019 Comprehensive Plant Evaluation (CPE), 2014 Complete Streets Policy, Acton's Open Space and Recreation Plan (OSRP), 2018 Municipal Vulnerability Preparedness (MVP) assessment and Hazard Mitigation Plan (HMP). While Acton has historically been very proactive in addressing issues of sustainability, the CAP is expected to drive a number of new projects and initiatives, as well as shape the timing, scope, and scale of projects already included in years 6-10 of the CIP. For this reason, the CIP includes a number of "placeholder" projects to affirm Acton's commitment to funding climate action projects until those projects can be more specifically scoped and more detailed cost and timing estimates prepared.



FY2022 – FY2031 CIP: Years 2-5

This table summarizes the projects proposed for years 2-5 of the CIP.

| Project Title | FY2023 | FY2024 | FY2025 | FY2026 | Source |
|--|---------|-----------|-----------|-----------|--|
| Department of Public Works | | | | | |
| Asset Management - GPS Data Collection, Public Infrastructure Management | 25,000 | | 25,000 | | Free Cash |
| Bridge Design/Construction | 120,000 | | | | GF Debt |
| Capital Replacement - Transfer Station | 500,000 | 108,000 | 250,000 | 1,800,000 | EF PayGo |
| Chapter 90 projects | 702,427 | 702,427 | 702,427 | 702,427 | Chapter 90 |
| Climate Emergency - Net Zero - Vehicle Replacement Program | 50,000 | 50,000 | 50,000 | 50,000 | Free Cash |
| Complete Street Program | 50,000 | 75,000 | 50,000 | 75,000 | Free Cash |
| DPW Facility Improvements - Design/Construction | | 6,000,000 | 4,000,000 | 4,000,000 | GF Debt: \$12.8M; EF Debt: \$2.2M |
| Intersection improvements Rt. 2 & Rt. 111 at Piper Rd & Taylor Rd | | | 3,777,870 | | MassDOT TIP |
| Machinery | 110,000 | 110,000 | 110,000 | 110,000 | GF Operating Budget |
| Public Shade Tree Assessment Program | 30,000 | 30,000 | | | Free Cash |
| Roads Paving | 80,000 | 80,000 | 80,000 | 80,000 | GF Operating Budget |
| Sidewalk Program - New Construction & Maintenance | | | 700,000 | | Free Cash: \$90k (FY22); GF Debt: \$2.8M |
| South Acton Main Street (Route 27) Corridor Traffic Study | 60,000 | | 800,000 | | Free Cash: \$60k; GF Debt \$800k |
| Special Projects-Bridge/Culvert Repair | 20,000 | 20,000 | 20,000 | 20,000 | GF Operating Budget |
| Special Projects-Sidewalks | 12,000 | 12,000 | 12,000 | 12,000 | GF Operating Budget |
| Stormwater Management - EPA MS4 General Permit - Compliance Measures | 50,000 | 25,000 | 75,000 | 25,000 | Free Cash |
| Town Hall / Memorial Library parking lot | 75,000 | 75,000 | | | Free Cash |
| Work Vehicle Replacement - Chip & Leaf Truck (Truck #100) - Bucket Truck | 25,000 | 25,000 | 25,000 | 25,000 | Chp 90: \$60k; GF Operating Budget: \$125k |



| Project Title | FY2023 | FY2024 | FY2025 | FY2026 | Source |
|---|--------|--------|--------|--------|---------------------|
| Facilities | | | | | |
| Design & Replace Heating System 50AD | | | | 15,000 | Free Cash |
| Design/Replace carpet & repaint - ATH Room 204 | | | | 75,000 | Free Cash |
| Exterior carpentry repairs & paint | | | 35,000 | | Free Cash |
| Public Facilities-Building Improvements | 30,000 | 30,000 | 30,000 | 30,000 | GF Operating Budget |
| Public Facilities-Machinery/Equipment | 50,000 | 50,000 | 50,000 | 50,000 | GF Operating Budget |
| Replace Air Handlers (4) PSF, bid spec/plans needed | | 35,000 | | | Free Cash |
| Replace AML carpet | | | | 75,000 | Free Cash |
| Replace Existing Roof 50AD | 55,000 | | | | Free Cash |
| Replace K-3500 Dump Truck (103) | | 62,500 | | | Free Cash |
| Replace Roof | | 35,000 | | | Free Cash |
| Reroof PSF | | | | 90,000 | Free Cash |

| Finance | | | | | |
|----------------------|--|--|--------|--|---------------------|
| Property Revaluation | | | 75,000 | | GF Operating Budget |

| Fire Department | | | | | |
|---|---------|---------|---------|-----------|---------------------------------------|
| Fire Alarm Network-Aerial Truck (Car 32) | | 150,000 | | | |
| Replace ambulance | 140,000 | 148,400 | 148,400 | 148,400 | EF PayGo |
| Replace the self contained breathing apparatus (SCBA). | | | 800,000 | 200,000 | FEMA Grant: \$600k; Free Cash: \$400k |
| Replacement of the aerial ladder truck | | | | 1,850,000 | GF Debt |
| Replacement program for command vehicles | 55,200 | 57,800 | 60,000 | 60,000 | EF PayGo |
| Replacement program for the fire engines | | 800,000 | | | GF Debt |
| Study the current and future capabilities and needs of the 3 existing 3 fire stations | | | 60,000 | | Free Cash |
| Fire Alarm Network-Aerial Truck (Car 32) | | 150,000 | | | |
| Replace ambulance | 140,000 | 148,400 | 148,400 | 148,400 | EF PayGo |
| Replace the self contained breathing apparatus (SCBA). | | | 800,000 | 200,000 | FEMA Grant: \$600k; Free Cash: \$400k |
| Replacement of the aerial ladder truck | | | | 1,850,000 | GF Debt |



| Project Title | FY2023 | FY2024 | FY2025 | FY2026 | Source |
|---|---------|---------|---------|---------|---------------------------|
| IT | | | | | |
| IT-Computers, etc. | 15,000 | 15,000 | 15,000 | 15,000 | GF Operating Budget |
| IT-Digitize Records | 10,000 | 10,000 | 10,000 | 10,000 | GF Operating Budget |
| Land Use | | | | | |
| Construct two-bay barn | 15,000 | 15,000 | 15,000 | 15,000 | GF Operating Budget |
| Construction of a 2nd Softball Diamond at NARA Park | 10,000 | 10,000 | 10,000 | 10,000 | GF Operating Budget |
| Digitization of Files | | 200,000 | | | |
| Fund Vacant Storefronts Program | | 20,000 | | | |
| Re-codify the Zoning Bylaw | 40,000 | 40,000 | | | Compact IT Grant |
| Replace truck 114 | 20,000 | | | | Free Cash |
| Update the Master Plan | | | | 75,000 | Free Cash |
| Upgrade GIS for cemeteries | | | 57,500 | | |
| Memorial Library | | | | | |
| Feasibility Study of AML | 30,000 | | | | Library State Aid Reserve |
| Police Department | | | | | |
| Police-Motor Vehicles | 102,000 | 102,000 | 102,000 | 102,000 | GF Operating Budget |
| Replacement of Firearms | 50,000 | | | | Free Cash |
| Technology and Communication Upgrade | 30,000 | 60,000 | 60,000 | 30,000 | Free Cash |
| Sewer | | | | | |
| WWTF Infrastructure Repair and Replacement | 600,000 | 600,000 | 600,000 | 600,000 | EF PayGo |
| Town Manager | | | | | |
| Energy efficiency projects (e.g. replace 2013 Ford Escape hybrid vehicle - Land Use Dept) | | 100,000 | | 100,000 | Green Communities |
| Implement Sustainability Programs and Initiatives | 50,000 | 50,000 | 50,000 | 50,000 | Free Cash |



FY2022 – FY2031 CIP: Years 6-10

This table summarizes the projects proposed for years 6-10 of the CIP.

| Project Title | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 | Source |
|--|---------|---------|---------|-----------|---------|--|
| Department of Public Works | | | | | | |
| Asset Management - GPS Data Collection, Public Infrastructure Management | 25,000 | | 25,000 | | 25,000 | Free Cash |
| Bridge Design/Construction | | | | 1,200,000 | | GF Debt |
| Capital Replacement - Transfer Station | 225,000 | 118,000 | 80,000 | 28,000 | 25,000 | EF PayGo |
| Chapter 90 projects | 702,427 | 702,427 | 702,427 | 702,427 | 702,427 | Chapter 90 |
| Climate Emergency - Net Zero - Vehicle Replacement Program | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | Free Cash |
| Complete Street Program | 50,000 | 100,000 | 100,000 | 100,000 | 100,000 | Free Cash |
| DPW Facility Improvements - Design/Construction | | | | | | GF Debt: \$12.8M; EF Debt: \$2.2M |
| Machinery | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | GF Operating Budget |
| Roads Paving | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | GF Operating Budget |
| Sidewalk Program - New Construction & Maintenance | 700,000 | | 700,000 | | 700,000 | Free Cash: \$90k (FY22); GF Debt: \$2.8M |
| Special Projects-Bridge/Culvert Repair | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | GF Operating Budget |
| Special Projects-Sidewalks | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | GF Operating Budget |
| Storm water Management - EPA MS4 General Permit - Compliance Measures | 75,000 | 25,000 | 75,000 | 75,000 | 75,000 | Free Cash |
| Town Hall / Memorial Library parking lot | 75,000 | 75,000 | | | | Free Cash |



| Project Title | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 | Source |
|---|---------|---------|---------|---------|---------|---------------------|
| Facilities | | | | | | |
| Design Replacement HVAC System | | | | 30,000 | | Free Cash |
| Design, Construct & Replace 50kW Generator ATH | 20,000 | | | | | Free Cash |
| Design/Construct HVAC Upgrade - Cemetery Office | | | | | 35,000 | Free Cash |
| Public Facilities-Building Improvements | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | GF Operating Budget |
| Public Facilities-Machinery/Equipment | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | GF Operating Budget |
| Replace 2015 F250 Truck - Facilities Division | 60,000 | | | | | Free Cash |
| Replace 2018 Cargo Transit Van | | 35,000 | | | | Free Cash |
| Replace AML Bathroom Counters & Partitions | | | 15,000 | | | Free Cash |
| Replace AML carpet | 75,000 | | | | | Free Cash |
| Replace ATH Elevator Controls | | | | 80,000 | | Free Cash |
| Replace Roofing - Two Fire Stations | 35,000 | | | | | Free Cash |
| Finance | | | | | | |
| Property Revaluation | | | | 75,000 | | GF Operating Budget |
| Finance | | | | | | |
| Replace ambulance | 161,800 | 161,800 | 161,800 | 176,400 | 176,400 | EF PayGo |
| Replacement program for command vehicles | 62,000 | 64,000 | 65,500 | 67,500 | 69,500 | EF PayGo |
| Replacement program for the fire engines | | 900,000 | | 955,000 | | GF Debt |



| Project Title | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 | Source |
|---------------------|--------|--------|--------|--------|--------|---------------------|
| IT | | | | | | |
| IT-Computers, etc. | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | GF Operating Budget |
| IT-Digitize Records | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | GF Operating Budget |

| Land Use | | | | | | |
|---|--|--------|--|--------|--------|-----------|
| Install (extend) electric service along Quarry Road | | | | | 70,000 | Free Cash |
| Replace John Deere Gator | | | | 15,000 | | Free Cash |
| Replace Recreation Vehicle | | 35,000 | | | | Free Cash |

| Police Department | | | | | | |
|--------------------------------------|---------|---------|---------|---------|---------|---------------------|
| Police-Motor Vehicles | 102,000 | 102,000 | 102,000 | 102,000 | 102,000 | GF Operating Budget |
| Technology and Communication upgrade | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | Free Cash |

| Sewer | | | | | | |
|--|---------|---------|---------|---------|---------|----------|
| WWTF Infrastructure Repair and Replacement | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | EF PayGo |

| Town Manager | | | | | | |
|---|--------|---------|--------|---------|--------|-------------------|
| Develop a Public Art Plan | 30,000 | | | | | Free Cash |
| Energy efficiency projects (e.g. replace 2013 Ford Escape hybrid vehicle - Land Use Dept) | | 100,000 | | 100,000 | | Green Communities |
| Implement Sustainability Programs and Initiatives | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | Free Cash |



Appendix A: Capital Project Request Form

Town of Acton FY2022 Capital Needs Assessment

Capital Project Request Form

Please fill out a new form for each proposed project.

1. Please provide your name.

Name

2. Department / Division

3. Proposed Project Name (Please begin with an action verb: Design, Construct, Replace, etc.)

4. Project Location (Please Provide a Physical Address When Possible - Otherwise Street, Building, Floor, etc.)



5. Priority - High Priority = 1 - Low Priority = 5

This is not a ranking of projects. You may have more than one project with the same priority. This is also not an indication of urgency. High priority projects may be scheduled for later years.

- 1
- 2
- 3
- 4
- 5

6. Project Description (1-3 sentences): Describe name/make/model of item to be purchased and what, if anything, is being replaced.

Describe extent of work to be done on facilities projects. Indicate if project will require consulting or design work.

7. Project Justification: Describe why the project is necessary. Justification may include the condition of the existing asset, financial savings, number of people impacted, environmental sustainability, public safety, expanded learning or recreational opportunities, or ADA compliance, to name a few.

8. Does the project directly support a goal of the Board of Selectmen or other existing policy or plan? If so, please note which goal, policy,



plan.

Yes

No

Which goal, policy or plan?

9. Project Timing: If it is one time expense note any external circumstances that impact timing (for example: end of warranty, regulatory requirements that must be met, etc.) If it is a multi-year investment to be completed in phases describe the schedule for the phase

10. Please indicate the project costs by year. Do not include dollar signs (\$) or commas (,)

FY2022

FY2023

FY2024

FY2025

FY2026

FY2027

FY2028

FY2029

FY2030

FY2031



11. Is there a grant or alternative funding source available for this project? How likely is it that a grant will be received?

- Very likely to get grant, or it's already been received
- Somewhat likely to get grant
- Small chance to get grant
- I have no idea

Please specify grant name and program type (State, Federal, Private, etc.) and provide any additional details you know about the grant (for example, max award, matching requirements, etc.)

12. Will the project have an impact on the operating budget? An example would be avoiding repair costs by replacing an old vehicle. Another example is paying a driver for a new transport van.

- Yes, the project will impact the operating budget
- No, the project will not impact the operating budget
- I don't know

If yes, please explain the impact on the operating budget, indicating whether the project will save more or cost money.

13. If you have any documentation related to this project, such as price quotes, specs, or photos, please upload. Max 4 uploads.

Choose File

No file chosen

14. If you have any documentation related to this project, such as price quotes, specs, or photos, please upload.

Choose File

No file chosen



15. If you have any documentation related to this project, such as price quotes, specs, or photos, please upload.

Choose File

No file chosen

16. If you have any documentation related to this project, such as price quotes, specs, or photos, please upload.

Choose File

No file chosen

Thank you. Any questions, please contact the Town Manager's Office

Done

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See how easy it is to [create a survey](#).

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Appendix B: Capital Needs Assessment Results

Note: This table summarizes all the projects submitted by departments/board/committees etc. in their original form. Additional details (e.g. justification, potential grants, etc.) were also submitted and are part of the supporting materials provided to the Town. In some cases, timing, scope, and/or cost of certain projects may have changed.

| Proj # | Title | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | Total Cost |
|--------|--|-------------|-------------|-------------|-----------|-------------|-------------|-----------|-----------|-----------|-------------|-------------|
| Amb 2 | Replace ambulance | \$140,000 | \$140,000 | \$148,400 | \$148,400 | \$148,400 | \$161,800 | \$161,800 | \$161,800 | \$176,400 | \$176,400 | \$1,563,400 |
| Amb 1 | Replacement program for command vehicles | \$55,200 | \$55,200 | \$57,800 | \$60,000 | \$60,000 | \$62,000 | \$64,000 | \$65,500 | \$67,500 | \$69,500 | \$616,700 |
| CR 1 | Expand capacity to promote and enhance community well being | \$15,000 | | | | | | | | | | \$15,000 |
| DPW 16 | Sidewalk Program – New Construction and Maintenance | \$500,000 | \$750,000 | \$750,000 | \$825,000 | \$825,000 | \$900,000 | \$900,000 | \$975,000 | \$975,000 | \$1,500,000 | \$8,900,000 |
| DPW 17 | Bridge Design | \$200,000 | \$1,200,000 | | | \$225,000 | \$1,500,000 | | | \$240,000 | \$1,750,000 | \$5,115,000 |
| DPW 3 | Capital Replacement of Enterprise Fund Assets | | \$500,000 | \$108,000 | \$300,000 | \$1,800,000 | \$225,000 | \$118,000 | \$80,000 | \$28,000 | \$25,000 | \$3,184,000 |
| DPW 19 | Stormwater Management - EPA MS4 General Permit - Compliance Measures | \$100,000 | \$125,000 | \$150,000 | \$175,000 | \$200,000 | \$220,000 | \$242,000 | \$266,000 | \$292,000 | \$322,000 | \$2,092,000 |
| DPW 15 | Complete Street Program | \$50,000 | \$100,000 | \$150,000 | \$165,000 | \$180,000 | \$190,000 | \$200,000 | \$210,000 | \$220,000 | \$230,000 | \$1,695,000 |
| DPW 2 | DPW Fleet Replacement Program | | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$1,350,000 |
| DPW 9 | Fleet Replacement - Dump Truck/Spreader | \$190,000 | \$197,600 | | \$203,000 | | \$210,000 | | \$216,000 | | \$222,400 | \$1,239,000 |
| DPW 18 | South Acton Main Street (Route 27) Corridor Traffic Study | \$60,000 | \$100,000 | \$1,000,000 | | | | | | | | \$1,160,000 |
| DPW 12 | DPW Facility Improvements - Design | \$1,000,000 | | | | | | | | | | \$1,000,000 |
| DPW 14 | Acton Town Center Construction | \$886,000 | | | | | | | | | | \$886,000 |
| DPW 10 | Climate Emergency - Net Zero - Vehicle Replacement Program | \$57,000 | \$60,000 | \$63,000 | \$67,000 | \$71,000 | \$75,000 | \$79,000 | \$83,000 | \$88,000 | \$93,000 | \$736,000 |
| DPW 1 | DPW Equipment Replacement Program | | \$75,000 | \$75,000 | \$75,000 | \$75,000 | \$75,000 | \$75,000 | \$75,000 | \$75,000 | \$75,000 | \$675,000 |
| DPW 20 | Asset Management - GPS Data Collection, Public Infrastructure Management | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$250,000 |
| DPW 5 | Work Vehicle Replacement - Chip & Leaf Truck (Truck #100) | \$160,000 | | | | | | | | | | \$160,000 |
| DPW 11 | Town Hall / Memorial Library parking lot | \$150,000 | | | | | | | | | | \$150,000 |
| DPW 6 | Heavy Equipment Replacement - Front End Loader (Truck #63) | \$137,000 | | | | | | | | | | \$137,000 |
| DPW 13 | Public Shade Tree Assessment Program | \$30,000 | \$30,000 | \$30,000 | | | | | | | | \$90,000 |
| DPW 7 | Heavy Equipment Replacement - Brush Chipper (Equip #119) | \$70,000 | | | | | | | | | | \$70,000 |



| Proj # | Title | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | Total Cost |
|--------|--|----------|-----------|-----------|--------------|-----------|------|------|------|----------|----------|--------------|
| DPW 4 | Heavy Equipment Replacement - Bobcat (Machine #78) | \$52,000 | | | | | | | | | | \$52,000 |
| DPW 8 | Fleet Replacement - Forklift (Machine #72) | \$30,000 | | | | | | | | | | \$30,000 |
| Fac 23 | Construct new Highway/DPW Facility | | | | \$10,000,000 | | | | | | | \$10,000,000 |
| Fac 29 | Construction HVAC Mechanical Upgrade | | \$650,000 | | | | | | | | | \$650,000 |
| Fac 11 | Replace Air Handlers (4) PSF, bid spec/plans needed | | | \$350,000 | | | | | | | | \$350,000 |
| Fac 19 | Replace 250kW Generator - PSF | | | | | \$275,000 | | | | | | \$275,000 |
| Fac 22 | Design, Construct & Replace 50kW Generator ATH | | | | \$200,000 | | | | | | | \$200,000 |
| Fac 30 | Replace AML carpet | | | \$200,000 | | | | | | | | \$200,000 |
| Fac 24 | Replace Roofing - Two Fire Stations | | | | \$175,000 | | | | | | | \$175,000 |
| Fac 32 | Design/Replace carpet & repaint - ATH Room 204 | | | \$140,000 | | | | | | | | \$140,000 |
| Fac 25 | Replace Generator - Highway Bldg. | | | \$110,000 | | | | | | | | \$110,000 |
| Fac 27 | Replace Lochinvar Boilers | | | \$110,000 | | | | | | | | \$110,000 |
| Fac 20 | Reroof PSF | | | | | \$100,000 | | | | | | \$100,000 |
| Fac 26 | Replacement Windows 3 Fire Stations | | | \$100,000 | | | | | | | | \$100,000 |
| Fac 9 | Design & Replace Heating System 50AD | | | | \$100,000 | | | | | | | \$100,000 |
| Fac 14 | Replace ATH Elevator Controls | | | | | | | | | | \$80,000 | |
| Fac 38 | Install Fire Alarm Systems | \$80,000 | | | | | | | | | | \$80,000 |
| Fac 15 | Replace Fire 3 60kW Generator | | | | | | | | | \$78,000 | | \$78,000 |
| Fac 40 | Repaint Isaac Davis Monument | \$77,000 | | | | | | | | | | \$77,000 |
| Fac 42 | Design/Engineering Town Hall Complete Mechanical Upgrade | \$75,000 | | | | | | | | | | \$75,000 |
| Fac 36 | Replace K-3500 Dump Truck (103) | \$62,000 | | | | | | | | | | \$62,000 |
| Fac 2 | Paint & Carpentry Repairs - Exterior 468 | \$60,000 | | | | | | | | | | \$60,000 |
| Fac 21 | Replace 2015 F250 Truck - Facilities Division | | | | \$60,000 | | | | | | | \$60,000 |
| Fac 37 | Repair and Paint Exterior | \$60,000 | | | | | | | | | | \$60,000 |
| Fac 10 | Replace AML IT Core Liebert | | | | | | | | | | \$55,000 | \$55,000 |



| Proj # | Title | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | Total Cost |
|--------|---|----------|----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|----------|-------------|
| Fac 41 | Replace Existing Roof 50AD | \$55,000 | | | | | | | | | | \$55,000 |
| Fac 1 | Paint & Carpentry Repairs - Exterior 18W | | \$45,000 | | | | | | | | | \$45,000 |
| Fac 18 | Replace Fire Escape Stairs - Three Fire Stations | | | | | | \$40,000 | | | | | \$40,000 |
| Fac 28 | Replace/Restore 12 Windows - First Floor | | | \$40,000 | | | | | | | | \$40,000 |
| Fac 6 | Install weatherization measures 468 | | \$35,629 | | | | | | | | | \$35,629 |
| Fac 12 | Design/Construct HVAC Upgrade - Cemetery Office | | | | | | | | | | \$35,000 | \$35,000 |
| Fac 17 | Replace 2018 Cargo Transit Van | | | | | | | \$35,000 | | | | \$35,000 |
| Fac 34 | Exterior carpentry repairs & paint | | \$35,000 | | | | | | | | | \$35,000 |
| Fac 35 | Replace Roof | | \$35,000 | | | | | | | | | \$35,000 |
| Fac 4 | Paint Exterior F1 | | | \$35,000 | | | | | | | | \$35,000 |
| Fac 3 | Replace Heating System - 468 | | | | | | | \$30,000 | | | | \$30,000 |
| Fac 31 | Replace PSF - 3 Liebert Units | | \$30,000 | | | | | | | | | \$30,000 |
| Fac 39 | Design Replacement HVAC System | | | | | | | | | \$30,000 | | \$30,000 |
| Fac 33 | Remove Chimney | | | \$25,000 | | | | | | | | \$25,000 |
| Fac 8 | Install Weatherization Measures F1 | \$22,044 | | | | | | | | | | \$22,044 |
| Fac 13 | Replace Fire Escape 18W | | | | | | | | | \$17,000 | | \$17,000 |
| Fac 7 | Install Weatherization Measures F2 | \$16,761 | | | | | | | | | | \$16,761 |
| Fac 16 | Replace AML Bathroom Counters & Partitions | | | | | | | | \$15,000 | | | \$15,000 |
| Fac 5 | Weatherization Measures - Highway | \$13,719 | | | | | | | | | | \$13,719 |
| Fin 1 | Property Revaluation | | | | \$75,000 | | | | | \$80,000 | | \$155,000 |
| FD 2 | Replacement program for the fire engines. | | | \$800,000 | | \$850,000 | \$875,000 | \$900,000 | \$927,000 | \$450,000 | | \$4,802,000 |
| FD 5 | Replacement of the aerial ladder truck | | | | \$1,800,000 | | | | | | | \$1,800,000 |
| FD 3 | Replace the self contained breathing apparatus (SCBA). | | | | \$600,000 | | | | | | | \$600,000 |
| FD 1 | Study the current and future capabilities and needs of the 3 existing 3 fire stations | | | | \$65,000 | | | | | | | \$65,000 |
| FD 4 | Replacement of the gas powered extrication tools. | \$35,000 | | | | | | | | | | \$35,000 |



| Proj # | Title | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | Total Cost |
|-----------|---|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|------|------------|
| FAN 1 | Replacement of the aerial bucket truck | | | | | \$160,000 | | | | | | \$160,000 |
| L-BHPE 11 | Fund Pedestrian Light Poles for Kelley's Corner | \$981,020 | | | | | | | | | | \$981,020 |
| L-BHPE 4 | Implement Online Permitting | \$70,000 | \$45,000 | \$45,000 | \$50,000 | \$50,000 | \$50,000 | \$55,000 | \$55,000 | \$55,000 | | \$475,000 |
| L-BHPE 8 | Update the Master Plan | | | \$300,000 | | | | | | | | \$300,000 |
| L-BHPE 2 | Digitization of Files | \$125,000 | | | | | | | | | | \$125,000 |
| L-BHPE 6 | Fund Vacant Storefronts Program | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | | | | | | \$100,000 |
| L-BHPE 7 | Re-codify the Zoning Bylaw | | | | | \$100,000 | | | | | | \$100,000 |
| L-BHPE 1 | Replace 10 year old vehicle | | \$45,000 | | | | | | | | | \$45,000 |
| L-BHPE 9 | Fabrication of Town wide Wayfinding and Historic District Signage | | \$20,000 | \$17,500 | \$7,500 | | | | | | | \$45,000 |
| L-BHPE 3 | Replace 2015 Ford explorer Inspectional vehicle | | | | | \$35,000 | | | | | | \$35,000 |
| L-BHPE 5 | Replace the 2013 Ford Escape Hybrid inspectional vehicle | | \$35,000 | | | | | | | | | \$35,000 |
| L-BHPE 10 | Design Town wide Wayfinding and Historic District Signage | \$25,000 | | | | | | | | | | \$25,000 |
| L-NR 9 | Construct NARA Field Lighting | | | | | \$420,000 | | | | | | \$420,000 |
| L-NR 23 | Renovate Gardner Field and Playground | | \$400,000 | | | | | | | | | \$400,000 |
| L-NR 8 | Replace Veteran Field's Lighting to Online System | | | | | \$400,000 | | | | | | \$400,000 |
| L-NR 16 | Replace NARA Playground | | | | \$350,000 | | | | | | | \$350,000 |
| L-NR 29 | Construct Sports Pavilion - South Building Interior | \$350,000 | | | | | | | | | | \$350,000 |
| L-NR 15 | Construct Sports Pavilion Roof between North & South Buildings | | | | | \$300,000 | | | | | | \$300,000 |
| L-NR 18 | Construct 3 bay garage (40'x60') | \$300,000 | | | | | | | | | | \$300,000 |
| L-NR 17 | Construct NARA Splash Pad | | | | \$200,000 | | | | | | | \$200,000 |
| L-NR 3 | Construct two-bay barn | | | \$200,000 | | | | | | | | \$200,000 |
| L-NR 27 | Replace Elm Street Tennis Courts | \$160,000 | | | | | | | | | | \$160,000 |
| L-NR 26 | Replace NARA Bridge Boardwalk | \$150,000 | | | | | | | | | | \$150,000 |
| L-NR 11 | Construct Additional Parking at Veterans Field | | | | | \$100,000 | | | | | | \$100,000 |
| L-NR 13 | Install Solar Panels at NARA | | | | | \$100,000 | | | | | | \$100,000 |
| L-NR 19 | Replacement of NARA Irrigation System | | | | \$100,000 | | | | | | | \$100,000 |



| Proj # | Title | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | Total Cost |
|---------|---|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| L-NR 20 | Construction of Courts at Jones Field | | | \$100,000 | | | | | | | | \$100,000 |
| L-NR 28 | Construct NARA Picnic Pavilion Restrooms | \$80,000 | | | | | | | | | | \$80,000 |
| L-NR 12 | Purchase new Bobcat mini-excavator | \$70,000 | | | | | | | | | | \$70,000 |
| L-NR 5 | Install (extend) electric service along Quarry Road | | \$70,000 | | | | | | | | | \$70,000 |
| L-NR 25 | Construct Recreation Center Outdoor Play Space | | \$65,000 | | | | | | | | | \$65,000 |
| L-NR 1 | Ford F350 one ton dump box truck | | | | | | | \$60,000 | | | | \$60,000 |
| L-NR 2 | Replace truck 114 | | | | \$57,500 | | | | | | | \$57,500 |
| L-NR 7 | Replace Recreation Vehicle | | | | | | | \$35,000 | | | | \$35,000 |
| L-NR 14 | 3 Walk-behind mowers | \$21,000 | | | | | | | | | | \$21,000 |
| L-NR 10 | Purchase two Scag turf tigers | | \$20,000 | | | | | | | | | \$20,000 |
| L-NR 22 | Construction of a 2nd Softball Diamond at NARA Park | | | \$20,000 | | | | | | | | \$20,000 |
| L-NR 24 | Upgrade NARA Beach Snack Bar | | \$20,000 | | | | | | | | | \$20,000 |
| L-NR 4 | Upgrade GIS for cemeteries | | | \$20,000 | | | | | | | | \$20,000 |
| L-NR 6 | Replace John Deere Gator | | | | | | | | | \$15,000 | | \$15,000 |
| L-NR 21 | Purchase a NARA Welcome Sign | | | \$10,000 | | | | | | | | \$10,000 |
| ML 1 | Feasibility Study of AML | | \$30,000 | | | | | | | | | \$30,000 |
| PD 1 | Technology and Communication upgrade | \$- | \$100,000 | \$250,000 | \$125,000 | \$100,000 | \$65,000 | \$40,000 | | | | \$680,000 |
| PD 3 | Replace Cruiser PC's | \$65,000 | | | | | | | | | | \$65,000 |
| PD 2 | Replacement of firearms | | \$50,000 | | | | | | | | | \$50,000 |
| S 1 | WWTF Infrastructure Repair and Replacement | | \$6,225,000 | | | | | | | | | \$6,225,000 |
| S 2 | Capital Improvement | \$225,000 | | | | | | | | | | \$225,000 |
| TM 3 | Implement Sustainability Programs and Initiatives | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$1,000,000 |
| TM 2 | Rehabilitate the Asa Parlin House into a Community Center | \$100,000 | \$500,000 | | | | | | | | | \$600,000 |
| TM 1 | Develop a Public Art Plan | \$40,000 | | | | | | | | | | \$40,000 |
| TS 1 | Heavy Construction Replacement - Trash Tractor (Truck #51) | \$150,000 | | | | | | | | | | \$150,000 |
| WAL 1 | Study and Implement Next Steps for West Acton Citizens' Library | \$15,000 | | | | | | | | | | \$15,000 |



Appendix C: Credit Rating Agency Report

S&P Global
Ratings

RatingsDirect®

Summary:

Acton, Massachusetts; General Obligation; Note

Primary Credit Analyst:

Kaiti Vartholomaios, New York + 1(212) 438 0866; kaiti.vartholomaios@spglobal.com

Secondary Contact:

Christian Richards, Boston + 1 (617) 530 8325; christian.richards@spglobal.com

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Credit Opinion

Related Research



Summary:

Acton, Massachusetts; General Obligation; Note

Credit Profile

US\$13.695 mil GO muni purp loan bnds ser 2021A dtd 03/15/2021 due 03/15/2050

| | | |
|------------------|------------|-----|
| Long Term Rating | AAA/Stable | New |
|------------------|------------|-----|

US\$1.1 mil GO land acquis bnds (taxable) ser 2021B dtd 03/15/2021 due 03/15/2040

| | | |
|------------------|------------|-----|
| Long Term Rating | AAA/Stable | New |
|------------------|------------|-----|

Acton Twn GO (MBIA) (National)

| | | |
|-------------------|------------------|----------|
| Unenhanced Rating | AAA(SPUR)/Stable | Affirmed |
|-------------------|------------------|----------|

Rating Action

S&P Global Ratings assigned its 'AAA' rating to Acton, Mass.' 2021 general obligation (GO) bonds, series A and 2021 GO land acquisition bonds, series B. At the same time, we affirmed our 'AAA' rating on the town's long-term GO debt outstanding and our 'SP-1+' short-term rating on the town's bond anticipation notes (BANs) outstanding. The outlook is stable.

The town's full faith and credit pledge, subject to the limitations of Proposition 2-1/2, secures the bonds and outstanding GO debt and BANs. Despite commonwealth levy limit laws, we did not make a rating distinction between Acton's limited-tax debt and its general creditworthiness because our analysis of its financial and economic conditions already includes the statutory limitation imposed on its revenue-raising ability. Bond proceeds will be used to permanently finance BANs associated with a variety of capital projects and for a land purchase adjacent to its commuter rail station.

Credit overview

After several years of planned drawdowns, Acton's operating performance has stabilized in fiscal years 2019 and 2020, which we expect to continue through fiscal 2021. Despite the lower reserve position relative to fiscal 2015 highs, we believe the town's overall credit quality remains commensurate with that of similarly rated peers. In particular, its very strong economy, stable tax base, very low fixed costs, and forward-looking financial planning policies and practices provide continued stability at the 'AAA' rating.

Acton's GO bonds are eligible to be rated above our rating on the sovereign, because we think the town can maintain better credit characteristics than the nation in a stress scenario. Under our criteria, titled "Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions" (published Nov. 19, 2013, on RatingsDirect), the town has a predominately locally derived revenue source with property taxes generating 90% of general fund revenue. It also has independent taxing authority and treasury management from the federal government.

The rating further reflects our view of the town's:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);



Summary: Acton, Massachusetts; General Obligation; Note

- Strong management, with good financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Adequate budgetary performance, with operating results that we expect could improve in the near term relative to fiscal 2020, which closed with balanced operating results in the general fund and a slight operating surplus at the total governmental fund level in fiscal 2020;
- Strong budgetary flexibility, with an available fund balance in fiscal 2020 of 9.7% of operating expenditures;
- Very strong liquidity, with total government available cash at 19.3% of total governmental fund expenditures and 7.8x governmental debt service, and access to external liquidity we consider strong;
- Very strong debt and contingent liability position, with debt service carrying charges at 2.5% of expenditures and net direct debt that is 24.9% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 66.4% of debt scheduled to be retired in 10 years; and
- Strong institutional framework score.

Environmental, social, and governance factors

Our rating incorporates our view regarding the health and safety risks posed by the COVID-19 pandemic. Absent the implications of the pandemic to health and public safety, we consider the town's social risks in line with those of the sector. We analyzed Acton's environmental and governance risks relative to the town's economy, management, financial measures, and debt and liability profile, and determined that all are in line with our view of the sector standard.

Stable Outlook

Downside scenario

If the town further reduces reserves on a GAAP basis, due to planned or unplanned expenditures, or if retirement costs rise significantly due to the plan's low funded ratio and optimistic assumptions, we could lower the rating.

Credit Opinion

Very strong economy

We consider Acton's economy very strong. The town, with a population of 22,162, is in Middlesex County in the Boston-Cambridge-Newton MSA, which we consider to be broad and diverse. It has a projected per capita effective buying income of 215% of the national level and per capita market value of \$214,041. Overall, market value grew by 1.9% over the past year to \$4.7 billion in 2021. The county unemployment rate was 2.3% in 2019.

The town is primarily residential, with residential properties accounting for 89% of total assessed value (AV). Residential market values have grown by 96% over the last five years, and the town reports ongoing developments (including 40 units of senior affordable housing), with the expectation of 3%-5% growth in residential development per year. Commercial development includes 16 new lots and a 120,000-square-foot space currently under construction. Furthermore, the town reports solar panel construction currently in the permitting stage. We expect that its proximity to Boston and other employment centers, along with a strong school system, will continue to influence residential AV



Summary: Acton, Massachusetts; General Obligation; Note

growth beyond the immediate recessionary period. The town did not report any hindrance as a result of COVID-19, with no major employers closing and tax collection remained in line with prior years at 99%. Furthermore, it reported that Insulet Corp. took the lead as a local employer, increasing the number of employees to 1,000 from 800. We expect the growing tax base will continue to support our assessment of the town's very strong economic metrics.

Strong management

We view the town's management as strong, with good financial policies and practices under our FMA methodology, indicating financial practices exist in most areas, but that governance officials might not formalize or monitor all of them on a regular basis.

The town coordinates financial and capital planning with its regional school district--one of the major expense drivers--through the Acton Leadership Group (ALG), which includes members of the school committee and the board of selectmen. This group produces the three-year financial projection that generates budget development. The town reviews the past five years to develop budgetary revenue and expenditure assumptions for the upcoming fiscal years. Quarterly budget-to-actual reports are presented to the finance committee and board, and the ALG reviews the town and school district financial performance throughout the year. Acton's investment management policy follows state guidelines and statutory limitations. The capital improvement plan (CIP) committee studies requests and proposals. The CIP covers five years (includes funding sources) and is included in the budget document. The town has an informal reserve policy, with a formal draft policy under review. The draft policy would require state-defined free cash and stabilization reserves to be maintained between 3%-8% of current expenditures, which is in line with past informal practices. Acton has no formal debt management plans.

Adequate budgetary performance

Acton's budgetary performance is adequate, in our opinion. The town had balanced operating results in the general fund of negative 0.3% of expenditures, and slight surplus results across all governmental funds of 0.9% in fiscal 2020.

Following three years of operating deficits, Acton reported balanced operating results for the second year in fiscal 2020. As the town works to reduce its use of budgeted reserves, we expect operating performance to remain stable, although it could face revenue pressure if new growth revenues are unable to keep pace with rising school and retirement costs, or if the town is unable to absorb reductions in intergovernmental aid or excise taxes stemming from the economic contraction.

Local property taxes are the predominant source of general fund revenue, accounting for approximately 92% of all operating revenues. The town has a collection rate of about 99.0%, which was not disrupted during the COVID-19 pandemic. Excise taxes account for about 3.7% of general fund revenues, while intergovernmental aid is about 2.7%.

In fiscal 2020, the town was able to generate break-even results due to state aid coming in as planned and a consistent tax collection rate. To offset potential losses from the pandemic, the town only filled essential vacant positions, and reduced overall expenses by \$1.4 million to plan for potential revenues losses, of which there were none. Furthermore, it received \$2 million in CARES Act funding to cover the associated pandemic costs.

Similar results are expected for fiscal 2021; the town expects a decline in interest income, although we consider it immaterial since it only makes up \$106,000 in the budget. Furthermore, the town has instituted a freeze on hiring and



Summary: Acton, Massachusetts; General Obligation; Note

discretionary spending, and is prepared to make additional cuts if needed through employee attrition and possibly staff reductions in divisions with less demand for services. Given its stable performance over the last few years and consistent track record overall, we believe that it will continue to generate at least adequate results.

Strong budgetary flexibility

Acton's budgetary flexibility is strong, in our view, with an available fund balance in fiscal 2020 of 9.7% of operating expenditures, or \$9.4 million.

The town's planned use of reserves for nonrecurring costs over the last five years has resulted in a modest year-on-year decline in fund balances for fiscal 2020 to 9.7% as a percentage of expenditures from 10.3% in fiscal 2019. We understand that management plans to replenish any reserves used. If revenues decline, management intends to limit capital spending to maintain current fund balance levels. Given management's deliberate approach to managing fund balances, we expect our view of budgetary flexibility to remain strong.

Very strong liquidity

In our opinion, Acton's liquidity is very strong, with total government available cash at 19.3% of total governmental fund expenditures and 7.8x governmental debt service in 2020. In our view, the town has strong access to external liquidity if necessary.

We adjusted the town's cash levels to account for funds that we do not believe are readily available. In our view, Acton has strong access to external liquidity if necessary, demonstrated by its issuance of GO debt over the past 20 years. It does not have any contingent liquidity risk from financial instruments, with payment provisions that change on the occurrence of certain events. The town elected to adopt the one-month delay in fourth-quarter tax collections for fiscal 2020 which did not materially affect cash flow. If the state permits further collection delays and the town adopts the measure, it could pressure cash flow. We understand management is not exploring cash-flow borrowing at this time and expect management will ensure consistent cash flow for debt service and operations. We do not expect the town to close 2021 with materially weakened cash levels or an inability to access external markets.

Very strong debt and contingent liability profile

In our view, Acton's debt and contingent liability profile is very strong. Total governmental fund debt service is 2.5% of total governmental fund expenditures, and net direct debt is 24.9% of total governmental fund revenue. Overall net debt is low at 2.2% of market value, and approximately 66.4% of the direct debt is scheduled to be repaid within 10 years, which are, in our view, positive credit factors.

Following this issuance, the town has approximately \$31.4 million in total direct debt (including capital leases) of which we consider about \$5.8 million self-supporting enterprise debt. We understand management is in the process of reviewing the CIP, which will incorporate a long-term bonding strategy and potentially additional debt which is currently undetermined. Given the town's track record of stable performance and strategic approach, we do not expect this to materially change our view of the debt profile.

Pension and other postemployment benefits

- We do not view pension and other postemployment benefit (OPEB) liabilities as an immediate source of credit pressure for Acton despite low funding levels and our expectation that costs will increase.



Summary: Acton, Massachusetts; General Obligation; Note

- Because the town's pension actuarially determined contribution (ADC) is built from what we view as weak assumptions and methodologies, we believe it increases the risk of unexpected contribution escalations. However, we anticipate higher contributions will likely remain affordable given the strength of the town's revenue base and our expectation that management will factor rising costs into the budget.
- OPEB liabilities are funded on a pay-as-you-go basis, which, given claims volatility as well as medical cost and demographic trends, is likely to lead to escalating costs. The town is prefunding liabilities, which we believe is positive.

Acton participated in the following plans as of June 30, 2020:

- Middlesex County Retirement System: 49.5% funded with a \$140 million net pension liability.
- A defined-benefit health care plan that provides both explicit and implicit subsidies to retirees until age 65: 27.07% funded with a net OPEB liability of about \$16 million.

Acton's combined required pension and actual OPEB contributions totaled 5.8% of total governmental fund expenditures in 2020. Of that amount, 4.1% represented required contributions to pension obligations, and 1.7% represented OPEB payments. The town made 100% of its annual required pension contribution in 2020. As of fiscal 2020, it is meeting its static funding requirements, in our opinion, but continues to fall short of its minimum funding progress. There is an actuarial plan in place to reach full funding and contributions are expected to increase by approximately 6.5% through fiscal 2024 and then by 4% each year thereafter, due to an increasing amortization basis. Full funding is expected within a closed 17 years. With a discount rate of 7.5%, we see some risk of market volatility, but primarily the risk of cost escalation is due to a faster-than-payroll increasing contribution schedule that aggressively defers contributions.

The town also offers OPEBs to eligible retirees. As of June 30, 2020, its net OPEB liability was approximately \$16.1 million. For the fourth consecutive year, Acton continues to contribute in excess of the OPEB actuarial contribution in 2020. We understand it expects to annually contribution approximately the ADC, although it has not formally adopted a policy to do so. While we view the pension plan funded ratio as low, we believe the town is making meaningful strides in addressing its OPEB liability. Furthermore, retirement costs remain low. We do not believe fixed costs will pressure the town's budget in the near term.

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Related Research

- Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020

Ratings Detail (As Of February 22, 2021)

Acton Twn GO

Long Term Rating

AAA/Stable

Affirmed



Summary: Acton, Massachusetts; General Obligation; Note

Ratings Detail (As Of February 22, 2021) (cont.)

Acton Twin GO BANs

Short Term Rating

SP-1+

Affirmed

Many issues are enhanced by bond insurance.

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.standardandpoors.com for further information. Complete ratings information is available to subscribers of RatingsDirect at www.capitaliq.com. All ratings affected by this rating action can be found on S&P Global Ratings' public website at www.standardandpoors.com. Use the Ratings search box located in the left column.



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Appendix D: 2018 Environmental Sustainability Policy

Acton Board of Selectmen Environmental Sustainability Policy

Voted December 10, 2018

The Board of Selectmen (the "Board") of the Town of Acton ("Town"), recognizing our noteworthy history of environmental action, our role as a leader in environmental sustainability in the Commonwealth, the intertwining environmental crises facing our community today, and our role in contributing to, or addressing these problems, hereby adopts the following policy concerning the Town's commitment to environmental sustainability.

The Town of Acton acknowledges that we are facing intertwined environmental crises locally, regionally, and beyond, and that the Town's choices and actions can contribute to these problems, or can be leading examples of ways forward in solving them. In enacting this policy, the Board aims to improve the Town's public health, reduce costs, including those related to energy consumption, and positively impact the environment.

For the purposes of this policy, sustainability means allowing the needs of the present to be met in ways that don't eclipse meeting the needs of future generations. Executing a comprehensive sustainable approach requires that decisions consider long-term human needs and environmental well-being, as well as mitigation of harms.

The following objectives will be implemented under the direction of the Board, or the Board's designee if the Board designates responsibility to a staff member or existing committee, or creates a new committee:

1. The Town of Acton, in its actions, policies, budgets, bylaws, and purchasing decisions, will consider and strive to advance sustainability.
2. The Town will develop specific, measurable goals related to addressing aspects of sustainability. Consideration of these goals, as well as the plans to implement them, should involve the Board of Selectmen, Town Manager, Town staff, the Acton Water District, Town boards, committees, and commissions, community groups, and members of the public. The goal setting process may be led by the Town Manager, the Board of Selectmen, or a board or committee designated by the Board of Selectmen.
3. Annually, the Town Manager (or the Manager's designee), will present to the Board a report on progress toward these goals and will provide an updated list of initiatives and programs, such as those listed in Appendix A.
4. This policy should be reviewed periodically by the Board, Town Manager and other staff, and community stakeholders.



APPENDIX A: Acton's Existing Environmental Sustainability Initiatives 2010-2018

GENERAL:

1. Adoption of the Stretch (Building) Code
2. Green Community designation
3. Support of the Acton-Boxborough Farmers Market
4. Establishment of Town Community Gardens program
5. Acton WildAware program

MATERIALS/WASTE/RECYCLING:

1. Board of Health's ongoing work to require safe handling of toxics in permitting activities
2. Transfer Station improvements:
 - Pay As You Throw/SMART program
 - Swap Shop
 - Ongoing enhanced recycling options
 - Food waste composting at transfer station and several of our municipal properties

ENERGY/CLIMATE:

1. Conducting an inventory of Acton's annual greenhouse gas emissions as the first phase of establishing a carbon neutrality goal for the town.
2. Five rounds of energy efficiency projects, funded with Green Communities grants
3. LED street light replacements
4. Co-sponsorship of Solarize Acton campaign
5. Zoning bylaw changes to permit large-scale solar (as well as some tree-clearing protections)
6. Municipal CCA program: Acton Power Choice
7. Board of Selectmen vote to sign on to Climate Mayors' Letter and WeAreStillIn.com Pledge of Support for Paris Climate Agreement

TRANSPORTATION:

1. Fuel-efficient vehicles policy
2. Replacement of several gas-powered Town vehicles with gas-electric hybrids
3. Support for pilot and ongoing local and regional public transportation initiatives (CrossTownConnect)
4. Complete Streets policy
5. Sidewalk construction program
6. Bicycle parking zoning bylaw
7. Support for BFRT (Bruce Freeman Rail Trail) and ARRT (Assabet River Rail Trail)

LAND AND WATER:

1. Invasive plant removal program for Town conservation lands
2. Adoption of local CPA funding mechanism for protecting open space
3. Financial and other support for protecting undeveloped land
4. Wetlands Protection bylaw
5. Stormwater bylaws