

**Christine Joyce**

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1/11/10

12

**From:** Lauren Rosenzweig [lrs57@comcast.net]  
**Sent:** Friday, January 08, 2010 11:47 AM  
**To:** Christine Joyce  
**Cc:** Manager Department; Paulina Knibbe (comcast)  
**Subject:** FW: final info requests

Hi Christine,

This is #4. You can include the e-mail below.

Lauren

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**From:** Lauren Rosenzweig [mailto:lrs57@comcast.net]  
**Sent:** Friday, January 08, 2010 7:35 AM  
**To:** bos@acton-ma.gov  
**Cc:** 'Planning Board'  
**Subject:** FW: final info requests

Attached please find the information requests for the Existing Conditions Inventory and Analysis for the Comprehensive Community Plan for your review.

The top portion of each letter is a boiler-plate document that describes the format needed for the Planning Staff to integrate all the information.

The bottom portion of each letter describes the more specific information needed for each entity to gather and summarize.

Due to budgetary conditions, this work will be done in house by Town Staff and Committee volunteers. I am sending it to all of you to ask that you take the time to read them, especially the bottom portions, so you can understand the types of information being sought. We wanted the Board of Selectmen to review them before we send them out.

Thank you to Roland Bartl, Doug Tindal, Ryan Bettez, Greg Niemyski, and Terra Friedrichs for their help in getting this process going, and giving Roland citizen feedback.

Maryjane—can you put this in the packet for Monday?

Thank you.

Lauren



**TOWN OF ACTON**  
472 Main Street  
Acton, Massachusetts 01720  
Telephone (978) 264-9636  
Fax (978) 264-9630  
planning@acton-ma.gov

**Planning Department**

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**MEMORANDUM**

**To:** Transportation Advisory Committee  
Sidewalk Committee  
Bruce Stamski, Town Engineer/Director of Public Works

**Date:** \_\_\_\_\_

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department, Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Transportation/Circulation Element**

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As you know, the Outreach Phase of the Comprehensive Community Plan concluded in the spring of 2009. The report, *Emerging Vision and Goals for Acton's Future*, is available at [www.actonoutreach.com](http://www.actonoutreach.com). We are now entering the next phase of the Comprehensive Community Plan project, and the first order of business is to prepare an *Existing Conditions Inventory and Analysis Report*, an assessment and inventory of existing assets, conditions, problems, and deficiencies – of what we have and what it takes to maintain it.

To preserve financial resources in uncertain fiscal times, we hope to accomplish much of the work in-house. To this end, the Board of Selectmen and the Town Manager ask each department, board, committee, and commission to prepare the report section that is pertinent to their respective areas of expertise and responsibility. I hope you will assist in this effort. Town staff is stretched thin. Therefore, the Board of Selectmen counts on the volunteer support of Acton's board, committee, and commission members to do much of the leg work using staff as a resource only where necessary. I am fully aware that the in-house approach will tug at the available staff and volunteer resources. Please be understanding and do your best to help. Similar requests are going out to all boards, committees, and departments for their areas of expertise and responsibility.

For the Transportation/Circulation Element of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

**Due Date:** May 31, 2010

**Delivery:**

- Electronically only.
- Save your report section in O:\Planning\Community Plan\Existing Conditions Reports.
- If you have more than one file, place them in a sub-folder with your report name.
- If you do not have access to the O:-Drive e-mail your report section to [planning@acton-ma.gov](mailto:planning@acton-ma.gov) or send a CD to the Planning Department.

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**Appendix:**

- Please, provide all necessary detailed and supplemental back-up documentation and statistics (text, spreadsheets, additional maps, testimony, etc.) for inclusion in the appendix of the *Existing Conditions Inventory and Analysis Report*.
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**Proofing:**

- Before submitting your report section, please proof read everything to eliminate typos and other errors. You may want another person or persons do the proofing.

I do not pretend to have covered all aspects concerning Acton's transportation and circulation system in the attached Information Request. Please feel free to add in your report section pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

Provide brief inventory of facilities and operations of Acton's streets and roadways, including:

- Statistics, such as length of streets, number of signalized intersection, state highways v. Town streets, etc.
- Update traffic volumes – determine growth trend.
- Update streets classifications from 1990 Master plan as needed.
- Spot check traffic volumes where needed to confirm street classification
- Update high accident location statistics for last 5 years.
- Identify other problem locations – long queues, high concentrations of risk taking behavior, insufficient sight distances, etc.
- Spot check volumes, queues, and turning movements where needs at problem locations.
- Evaluate and compare to previous master plan findings and recommendations.
- Use maps for to illustrate findings.

Provide brief inventory of sidewalk/walkway facilities in Acton, including:

- Statistics, such as total length, percent coverage along arterial and collector streets, crosswalks, signalized crosswalks, accessibility, etc.
- Locations where lack of sidewalk is a safety problem – current sidewalk plan.
- Use maps for to illustrate findings.

*Bicycle/multi-use paths: (Planning can insert statistics and current status of planned facilities)*

Provide brief summary on MBTA Fitchburg line commuter rail service in Acton, including parking facility, with user statistics, trends, recent upgrades, problems, and issues.

Provide a brief summary on Boston commuter/airport bus services if available – user statistics, trends, recent changes, problems, issues.

In-town/regional van services:

- Current van service – COA Van, other
- Status of planning or implementation of suburban mobility program – brief progress report.

Travel statistics:

- Acton residents' journey to work data, including mode of travel.
- Acton workers' journey to work data, including mode of travel.

Possible sources: 1990 Master Plan, 1998 Master Plan Update, various interim traffic studies, Police Department, MassDOT, MAPC.

Briefly describe:

- Existing programs and efforts related to transportation/circulation safety and efficiency improvements or facilities maintenance; and current policies/strategies/tools – what works/what doesn't?
- Major programs and initiatives during the last 10 years related to transportation/circulation safety and efficiency improvements or facilities maintenance – evaluate effect and outcome.
- Major programs and initiatives currently in the launch or planning stages related to transportation/circulation safety and efficiency improvements or facilities maintenance.
- Currently articulated priorities.
- Plans for the future: outlook, initiatives, capital plan.

- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Real and potential threats to Acton's transportation facilities – any specific events, trends, or developments that you foresee as putting important facilities at risk; explain. Steps taken to protect against these specific threats.
- Other imminent or anticipated challenges.
- Available tools for maintaining and improving transportation/circulation facilities and services that are currently not in use.

Briefly describe public health aspects related to Acton transportation/circulation facilities and system:

- Consult with Health Department/Board of Health regarding any human health aspects and concerns associated with Acton's natural resources, their existence, their management, their use, and their preservation.
- Solicit a brief written issues summary from Health Department/Board of Health with this part of your report section.

*end*

**DRAFT**



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**Planning Department**

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**MEMORANDUM**

**To:** School Committee  
Stephen E. Mills, Superintendent of Schools

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Community Profile – Schools Summary**

**Date:** \_\_\_\_\_

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For the *Community Profile – Schools Summary* of the *Existing Conditions Inventory and Analysis Report*, please provide in summary form the information, documentation, and evaluations for Acton's local and regional schools as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

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**Proofing:**

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I do not pretend to have covered all aspects concerning Acton's Local and Regional Schools in the attached Information Request. Please feel free to add pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Keep in mind that I am requesting summary information rather than great detail. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

I:\planning\projects\comprehensive community plan\plan.phase 2\info request - acton schools.doc

Please provide brief information on the following topics<sup>1</sup>:

- Briefly describe major changes/milestones in the past +/- 10 years such as new school buildings, additions, renovations, change of superintendents, major reforms, etc.
- For each of the different schools and programs that serve Acton students –
  - o Elementary (Conant, Douglas, Gates, McCarthy-Towne, Merriam)
  - o Junior High
  - o Regional High
  - o Minuteman Tech
  - o Charter schools
  - o Community Ed
  - o Special Ed
  - o Pre-schoolprovide summary information on various topics including:
  - o Location
  - o Staffing
  - o Enrollment
  - o Class room organization and size
  - o Student/teacher ratio
  - o Focus/specialties
  - o Test scores
- Per pupil expenses; by program (i.e. SPED, high, junior high, elementary, other).
- Enrollments:
  - o current
  - o history
  - o forecasts
- Graduation rates
- Special programs (e.g. SPED, Pre-school, and any other)
  - o enrollment - current, history, forecasts
  - o costs - current, history, forecast
- School Choice
  - o current practice/enrollment numbers
  - o future of school choice
- Private schools
  - o services they offer
  - o enrollment
  - o interactions with public schools
- Briefly describe:
  - o Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.

Possible sources: School Department, Mass DOE.

*end*

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<sup>1</sup> For the last school year or fiscal year as applicable. This is generally intended as a snapshot. However, where appropriate to the subject at hand, use 3 to 10 year periods.



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**Planning Department**

---

**MEMORANDUM**

**To:** Acton Water District  
Chris Allen, District Manager

**Date:** \_\_\_\_\_

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Natural Resources Element – Water Supply**

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For the Natural Resources Element-Water Supply of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations pertaining to Acton's water supply and groundwater resources as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

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  - Make use of footnotes (using font size 10) as much as possible to keep main body text brief.
  - Use footnotes to reference any additional material provided in the appendix.
- Appendix:**
- Please, provide all necessary detailed and supplemental back-up documentation and statistics (text, spreadsheets, additional maps, testimony, etc.) for inclusion in the appendix of the *Existing Conditions Inventory and Analysis Report*.
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  - Margins in appendix must be 1" all around.
- Proofing:**
- Before submitting your report section, please proof read everything to eliminate typos and other errors. You may want another person or persons do the proofing.

I do not pretend to have covered all aspects concerning Acton's water supply and groundwater resources in the attached Information Request. Please feel free to add in your report section pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

Briefly describe Acton's groundwater resources/supply, its uses, and its distribution system and methods:

- Description of Acton's public water supply sources, including estimated supply quantity.
- Well locations; potential future wells with status of investigation/permitting.
- Well protection measures – bylaws, regulations, protective zones, etc.
- Distribution system – age of infrastructure; coverage in Acton; areas with supply gaps; distribution to other Towns; Concord water service area in Acton.
- Water usage by season, land uses (residential/commercial/industrial), purpose (domestic, lawns, pools, industrial processing), losses.
- Water usage trends – last 10 years.
- Water usage projections for the next 5-10 years.

Briefly describe:

- Anticipated future water demands by season, land uses, and purposes.
- Existing programs and efforts of the Acton Water District related to protecting the public water supplies, water delivery/distribution, meeting anticipated demand and use, system maintenance, and water conservation; and current policies/strategies/tools for protection and management – what works/what doesn't?
- Major programs and initiatives during the last 10 years related to the protection of the public water supplies, water delivery/distribution, meeting anticipated demand and use, system maintenance, and water conservation – evaluate effect and outcome.
- Major programs and initiatives currently in the launch or planning stages related to the protection of the public water supplies, water delivery/distribution, meeting anticipated demand and use, system maintenance, and water conservation.
- Currently articulated priorities.
- Plans for the future: outlook, initiatives, capital plan.
- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Real and potential threats to Acton's public water supply – any specific events, trends, or development that you foresee as putting public water resources at risk; explain. Steps taken to protect against these specific threats.
- Imminent or anticipated challenges.
- Regulatory v. real water withdrawal/capacity limits.
- New regulations in the last 10 years and efforts/costs to comply (major changes only, such as added testing, added protections, major changes in service requirements, filtration, treatment, etc)
- Contamination issues.
- Available tools for water supply protection and conservation that are currently not in use.
- Public health aspects
  - o Consult with Health Department/Board of Health regarding any human health aspects and concerns associated with Acton's water resources, quality, distribution, supply management, infrastructure, etc.
  - o Solicit a brief written issues summary from Health Department/Board of Health with this part of your report section.

*end*



**TOWN OF ACTON**  
472 Main Street  
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Telephone (978) 264-9636  
Fax (978) 264-9630  
planning@acton-ma.gov

**Planning Department**

---

**MEMORANDUM**

**To:** Historical Commission  
Historic District Commission

**Date:** [REDACTED]

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Acton History in Community Profile Section  
Cultural/Historic Resources Element**

---

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As you know, the Outreach Phase of the Comprehensive Community Plan concluded in the spring of 2009. The report, *Emerging Vision and Goals for Acton's Future*, is available at [www.actonoutreach.com](http://www.actonoutreach.com). We are now entering the next phase of the Comprehensive Community Plan project, and the first order of business is to prepare an *Existing Conditions Inventory and Analysis Report*, an assessment and inventory of existing assets, conditions, problems, and deficiencies – of what we have and what it takes to maintain it.

To preserve financial resources in uncertain fiscal times, we hope to accomplish much of the work in-house. To this end, the Board of Selectmen and the Town Manager ask each department, board, committee, and commission to prepare the report section that is pertinent to their respective areas of expertise and responsibility. I hope you will assist in this effort. Town staff is stretched thin. Therefore, the Board of Selectmen counts on the volunteer support of Acton's board, committee, and commission members to do much of the leg work using staff as a resource only where necessary. I am fully aware that the in-house approach will tug at the available staff and volunteer resources. Please be understanding and do your best to help. Similar requests are going out to all boards, committees, and departments for their areas of expertise and responsibility.

For the Community Profile and the Cultural/Historic Resources Element of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

**Due Date:** May 31, 2010

**Delivery:**

- Electronically only.
- Save your report section in O:\Planning\Community Plan\Existing Conditions Reports.
- If you have more than one file, place them in a sub-folder with your report name.
- If you do not have access to the O:-Drive e-mail your report section to [planning@acton-ma.gov](mailto:planning@acton-ma.gov) or send a CD to the Planning Department.

**Time Frame for Report:**

- Some of your report sections will be descriptive without a specific time period such as listings and descriptions of resources, historical background, services, duties, and inventory.
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**1998 Master Plan Update:**

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**Format:**

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- Proofing:**
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I do not pretend to have covered all aspects concerning Acton's Cultural Resources in the attached Information Request. Please feel free to add pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

For the Community Profile please provide:

- A very brief history of the Town of Acton.

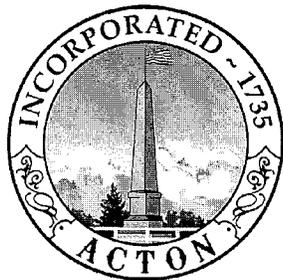
For the Cultural Resources Element please provide:

- Brief summary information on the following categories:
  - o buildings, structures
  - o historic districts
  - o sites, markers
  - o landscapes
  - o features
  - o archeological sites
  - o Cultural Resource List
  - o Heritage Landscapes Inventory
- Maps for each category (use thematic maps for categories with many data points).
- Statistics for each category.
- Brief description, characterization, and purpose for each category in summary form.
- Briefly, call out highlights and special features with particular significance (e.g. National Register properties).
- Possible sources: Cultural resource list and inventory files, street and district inventories, Mass. Historical Commission files, Historical Commission and Historic District Commission files, Historical Society files.
  - o Consult with Doug Halley on archeological resources.
  - o Solicit a brief written summary from Doug Halley with description and issues discussion about archeological resources for inclusion in your report section.
  - o Consult with Mary Ann Ashton on the Heritage Landscapes Inventory.
  - o Solicit a brief written summary from Mary Ann Ashton with description and issues discussion about Heritage Landscapes Inventory for inclusion in your report section.

Briefly describe:

- Existing programs and efforts related to the maintenance, use, and protection/preservation of cultural/historic resources; and current policies/strategies/tools for protection and management – what works/what doesn't?
- Major programs and initiatives during the last 10 years related to the maintenance, use, and protection/preservation of cultural/historic resources – evaluate effect and outcome.
- Major programs and initiatives currently in the launch or planning stages related to the maintenance, use, and protection/preservation of cultural/historic resources.
- Currently articulated priorities.
- Plans for the future: outlook, initiatives, capital plan.
- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Real and potential threats to cultural/historic resources – any specific events, trends, or development that you foresee as putting important, unique, or endangered cultural/historic resources at risk; explain. Steps taken to protect against these specific threats.
- Imminent or anticipated challenges.
- Available tools for cultural/historic resources protection, preservation and maintenance that are currently not in use.

*end*



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**Planning Department**

---

**MEMORANDUM**

**To:** Economic Development Committee  
**Cc:** Steve Ledoux, Town Manager  
**From:** Planning Department  
Roland Bartl, AICP, Planning Director  
**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Economic Development Element**

**Date:** \_\_\_\_\_

---

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For the Economic Development Element of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

**Due Date:** May 31, 2010

**Delivery:**

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I do not pretend to have covered all aspects concerning Acton's Economic Development in the attached Information Request. Please feel free to add pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

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**Additional Note to EDC:**

A similar memo has been sent to many Town Board's and Committees to solicit their input and assistance covering their particular work and responsibility areas.

As I understand it, the EDC has set out to accomplish a similar task and that it has broadened its planned data collection program to areas not traditionally regarded as economic development data, although they may arguably be regarded as factors influencing economic development in some way. The EDC has indicated that it would reach out to other Town boards, committees, and departments to gather data and information especially those that were at the margins of core economic data.

Your specific economic development data collection efforts and the overarching efforts to engage all boards, committees, and departments in the writing of the Comprehensive Community Plan need to be coordinated in order to eliminate duplicate requests. For instance, information requests such as you hereby received for covering the economic development section of the ***Existing Conditions Inventory and Analysis Report*** will be sent to the Conservation Commission for data on Acton's natural resources, to the Open Space Committee on open space data, to the Finance Committee on Town budgetary and fiscal data, to the Schools on education data, to the Acton Community Housing Corporation on Housing data, to the Assessors on data about housing and commercial/industrial stock, etc. We probably cannot go to them twice for the same or similar information requests and expect an enthusiastic response. Therefore, I am looking forward to coordinating the information gathering effort with the EDC in order to be as gentle as we can on the Town's thin professional and volunteer resources.

I:\planning\projects\comprehensive community plan\plan.phase 2\info request - edc.doc

Please provide in brief the following:

1. Briefly present Acton's business/industry data & statistics – current characteristics (update/supplement data & statistics in 1998 Master Plan Update and 2004 "To Live in Acton" Report):
  - Sectors (including non-profits, private recreation, other).
  - Types and structures - independent, national or regional, local, private, publicly traded, etc.
  - Employment statistics by sector.
  - Employees' residences.
  - Self-employment.
  - Home-occupations.
  - Commercial/industrial space - supply & demand, pricing, vacancies.
  - Historic trends.
  - Amenities.
  - Recent significant changes and developments.
  - Emerging trends/novelties.
  - Forecasts.
2. Present a brief regional economic assessment with equivalent data & statistics as for Acton above. Briefly describe context, comparisons, competition:
  - Factors that influence business growth & location/relocation decisions.
  - Acton's competitive position to retain and attract businesses and industries.
  - Historic trends.
  - Recent significant changes and developments.
  - Emerging trends.
  - Forecasts.

Briefly describe:

3. Existing programs and efforts related to economic development; and current policies/strategies/tools for protection and management – what works/what doesn't?
4. Major programs and initiatives during the last 10 years related to economic development – evaluate effect and outcome.
5. Major programs and initiatives currently in the launch or planning stages related to economic development.
6. Currently articulated priorities.
7. Plans for the future: outlook, initiatives, capital plan.
8. Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
9. Real and potential threats to Acton's economic development or stability – any specific events, trends, or developments that you foresee as putting economic development/stability at risk; explain. Steps taken to protect against these specific threats.
10. Real and potential problems & opportunities - for residents, workers, businesses, and Town government.
11. Other imminent or anticipated challenges.
12. Specific challenges to business growth:
  - a. Regulatory
  - b. Financial
  - c. Opportunity
  - d. Land availability

**Information Request Items**

**Economic Development Element**

**Comprehensive Community Plan  
Existing Conditions Inventory & Analysis**

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- e. Knowledge
- f. Communication
- g. etc.

- 13. Available economic development tools that are currently not in use.
- 14. Resources for economic development.

*end*

FF

1998 Master Plan Update as reference document

Use 1998 Master Plan as a base line

Describe major activities, accomplishments, initiatives, changes, etc. since 1998

Formats (Template) – margins, fonts, picture/graph/table/map sizes, paragraph spacing, section enumeration, etc.

Change – ‘discuss’ to “describe”

Add “BRIEFLY” to all detailed info requests (brief -- brief -- brief – especially text)

Avoid repetitions.

Check for errors and typos – proofread

Current plans for the future (capital plan, outlook etc.)



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**Planning Department**

---

**MEMORANDUM**

**To:** Finance Committee  
Stephen Barrett, Finance Director

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Community Profile – Financial Summary**

**Date:** [REDACTED]

---

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For the Community Profile – Financial Summary of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

**Due Date:** May 31, 2010

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supports (for instance by showing decimals for numbers derived from estimates or from previously rounded averages; or by representing anecdotal information in table or chart form).

**Text:**

- Please submit main body text in Times New Roman, font size 12.
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**Appendix:**

- Please, provide all necessary detailed and supplemental back-up documentation and statistics (text, spreadsheets, additional maps, testimony, etc.) for inclusion in the appendix of the *Existing Conditions Inventory and Analysis Report*.
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**Proofing:**

- Before submitting your report section, please proof read everything to eliminate typos and other errors. You may want another person or persons do the proofing.

I do not pretend to have covered all aspects concerning Acton's Finances in the attached Information Request. Please feel free to add pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

**Please provide a Town of Acton Financial Profile in a brief general/overview manner<sup>1</sup>**

Revenue Sources

- Recurring local, State, and Federal revenue sources
- Major competitive grants & one-time funding sources

Public sector spending & investments by category

- Education
- Public safety
- Administration
- Debt
- Pension
- Insurance
- etc.

Capital Investments with debt

- Land
- Buildings
- Infrastructure
- Costs & related debt amounts

Other financial measures, indicators, assessments

- Tax rates
- Average taxes - residential & commercial
- Total tax levy
- Reserves
- Bond rating
- Audit
- Comparisons
- Per capita expenditures
- Per pupil expenditures
- Historic trends
- Recent significant changes
- Imminent or anticipated challenges
- General short- and long-term outlook

Briefly describe:

- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.

Possible sources: MassDOR, Acton Finance Department, School Superintendent's Office.

*end*

---

<sup>1</sup> For the last closed fiscal year. This is generally intended as a snapshot. However, where appropriate to the subject at hand, use 3 to 10 year periods to show trends and changes.



**TOWN OF ACTON**  
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planning@acton-ma.gov

**Planning Department**

---

**MEMORANDUM**

**To:** Conservation Commission  
Tom Tidman, Director of Natural Resources

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Natural Resources Element**

**Date:** \_\_\_\_\_

---

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As you know, the Outreach Phase of the Comprehensive Community Plan concluded in the spring of 2009. The report, *Emerging Vision and Goals for Acton's Future*, is available at [www.actonoutreach.com](http://www.actonoutreach.com). We are now entering the next phase of the Comprehensive Community Plan project, and the first order of business is to prepare an *Existing Conditions Inventory and Analysis Report*, an assessment and inventory of existing assets, conditions, problems, and deficiencies – of what we have and what it takes to maintain it.

To preserve financial resources in uncertain fiscal times, we hope to accomplish much of the work in-house. To this end, the Board of Selectmen and the Town Manager ask each department, board, committee, and commission to prepare the report section that is pertinent to their respective areas of expertise and responsibility. I hope you will assist in this effort. Town staff is stretched thin. Therefore, the Board of Selectmen counts on the volunteer support of Acton's board, committee, and commission members to do much of the leg work using staff as a resource only where necessary. I am fully aware that the in-house approach will tug at the available staff and volunteer resources. Please be understanding and do your best to help. Similar requests are going out to all boards, committees, and departments for their areas of expertise and responsibility.

For the Natural Resources Element of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

**Due Date:** May 31, 2010

**Delivery:**

- Electronically only.
- Save your report section in O:\Planning\Community Plan\Existing Conditions Reports.
- If you have more than one file, place them in a sub-folder with your report name.
- If you do not have access to the O:-Drive e-mail your report section to [planning@acton-ma.gov](mailto:planning@acton-ma.gov) or send a CD to the Planning Department.

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I do not pretend to have covered all aspects concerning Acton's Natural Resources in the attached Information Request<sup>1</sup>. Please feel free to add in your report section pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

I:\planning\projects\comprehensive community plan\plan.phase 2\info request - natural resources.doc

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<sup>1</sup> Info requests regarding groundwater resources and public shade trees are going out separately to the respective agencies in charge. Open Space as a land use category is covered by a separate section and information request.

Briefly describe Acton's topography, geology & soils

- Maps for each topic
- Statistics for each topic
- Description and characterization for each topic in summary form
- Call out highlights and special features with significance
- Possible sources: USGS, SCS, MassGIS, Engineering Dept., prior master plans.

Briefly describe Acton's surface water bodies, flood plains & wetlands

- Maps for each topic
- Statistics for each topic
- Description and characterization for each topic in summary form
- Call out highlights, special features, and main water bodies with significance
- Possible sources: USGS, SCS, wetlands maps, MassGIS, prior master plans.

Briefly describe Acton's wildlife & vegetation

- Maps for each topic
- Statistics for each topic
- Description and characterization for each topic in summary form
- Call out highlights and special features with significance
- Rare/endangered habitats, plant communities, plants, and wildlife with description.
- Possible sources: USGS, SCS, wetlands maps, MassGIS, prior master plans, Mass. Natural Heritage Program, anecdotal information.

Briefly describe other special features and resource areas such as areas or locations with regional ecological significance, scenic vistas, special places, etc.

Briefly describe:

- Existing programs and efforts related to the maintenance, use, and protection of natural resources; and current policies/strategies/tools for protection and management – what works/what doesn't? Include habitat protection, wildlife management/protection, water protection, etc.
- Major programs and initiatives during the last 10 years related to the maintenance, use, and protection of natural resources – evaluate effect and outcome.
- Major programs and initiatives currently in the launch or planning stages related to the maintenance, use, and protection of natural resources.
- Currently articulated priorities.
- Plans for the future: outlook, initiatives, capital plan.
- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Real and potential threats to natural resources – any specific events, trends, or developments that you foresee as putting important, unique, or endangered natural resources at risk; explain. Steps taken to protect against these specific threats.
- Imminent or anticipated challenges.
- Available tools for natural resource protection and conservation that are currently not in use.

Briefly describe:

- Resources as potential threat to people - emergency planning/disaster prevention
  - o Consult with Engineering/Police/Fire/ and Emergency Management team.

- Solicit a brief written issues summary from Engineering/Police/Fire/ and Emergency Management with statistics from each of them for this part of your report section.
- Public health aspects
  - Consult with Health Department/Board of Health regarding any human health aspects and concerns associated with Acton's natural resources, their existence, their management, their use, and their preservation.
  - Solicit a brief written issues summary from Health Department/Board of Health with this part of your report section.

*end*



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**Planning Department**

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**MEMORANDUM**

**To:** Open Space Committee  
Tom Tidman, Director of Natural Resources

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Open Space Element**

**Date:** [REDACTED]

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Thank you for your help and cooperation.

Briefly summarize the protected public open space inventory using the following as a guide:

- Protected public open space lands:
  - List – locations – maps
  - Features
  - Protection status/methods
  - Gems/highlight
- Public parks & “groomed” open spaces (not ball fields!)
  - List – locations – maps
  - Features
  - Protections status/method
  - Gems/highlights
- Uses
- Services
- Facilities
- Maintenance

Briefly summarize the inventory of protected privately owned open spaces:

- List – locations – maps
- Owners
- Features
- Protection status/methods
- Gems/highlights

Briefly describe open space purposes and benefits, such as

- Habitat protection
- Landscape protection
- Water resource protection
- Parkland
- Prevent development
- Specific as to need and location
- other

Briefly describe the regional context, such as

- Comparisons with surrounding towns and region
- Comparison with regional/State/national standards or averages
- Open space in the region - Acton's fit and role – regional open space connectivity
- Open space and real estate values; pros and cons about correlation
- Public costs of open space v. public costs of housing, commercial, or industrial land uses.

Briefly describe:

- Existing programs and efforts related to the maintenance, use, and protection of open spaces; and current policies/strategies/tools for protection and management – what works/what doesn't?
- Major programs and initiatives during the last 10 years related to the maintenance, use, and protection of open spaces – evaluate effect and outcome.
- During the last 10 years, what land was acquired and how was it acquired? What protection mechanism is it under? Describe uses (meadow, farmland, wooded, trails, camp sites, etc.

- Major programs and initiatives currently in the launch or planning stages related to the maintenance, use, and protection of open spaces.
- Currently articulated land conservation/open space protection priorities.
- Plans for the future: outlook, initiatives, capital plan.
- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Real and potential threats to open spaces – any specific events, trends, or developments that you foresee as putting important, unique, or endangered open spaces at risk; explain. Steps taken to protect against these specific threats.
- Imminent or anticipated challenges.
- Available tools for land conservation and open space protection that are currently not in use.

Briefly describe the public health aspects of open spaces:

- Consult with Health Department/Board of Health regarding any human health aspects and concerns associated with Acton's open spaces, their existence, their management, their use, and their protection.
- Solicit a brief written issues summary from Health Department/Board of Health with this part of your report section.

Possible sources:

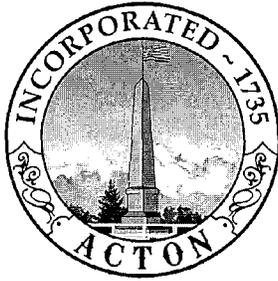
Current Open Space and Recreation Plan;

1998 Master Plan Update;

EOEEA/DCR

US- DOI

*end*



**TOWN OF ACTON**  
472 Main Street  
Acton, Massachusetts 01720  
Telephone (978) 264-9636  
Fax (978) 264-9630  
planning@acton-ma.gov

**Planning Department**

---

**MEMORANDUM**

**To:** Dean Charter, Tree Warden **Date:** \_\_\_\_\_

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Natural Resources Element – Public Shade Trees**

---

When completed, the *Acton Comprehensive Community Plan* will state the Town's goals and objectives for the next decade, and the policy directions and action targets intended to achieve them. It will follow and replace the *1998 Master Plan Update*, which is currently posted on the Town of Acton Website > Government > Planning > Resources ( <https://doc.acton-ma.gov/dsweb/Get/Document-8343/Master%20Plan%20Update%20Dec%201998.pdf>).

As you know, the Outreach Phase of the Comprehensive Community Plan concluded in the spring of 2009. The report, *Emerging Vision and Goals for Acton's Future*, is available at [www.actonoutreach.com](http://www.actonoutreach.com). We are now entering the next phase of the Comprehensive Community Plan project, and the first order of business is to prepare an *Existing Conditions Inventory and Analysis Report*, an assessment and inventory of existing assets, conditions, problems, and deficiencies – of what we have and what it takes to maintain it.

To preserve financial resources in uncertain fiscal times, we hope to accomplish much of the work in-house. To this end, the Board of Selectmen and the Town Manager ask each department, board, committee, and commission to prepare the report section that is pertinent to their respective areas of expertise and responsibility. I hope you will assist in this effort. Town staff is stretched thin. Therefore, the Board of Selectmen counts on the volunteer support of Acton's board, committee, and commission members to do much of the leg work using staff as a resource only where necessary. I am fully aware that the in-house approach will tug at the available staff and volunteer resources. Please be understanding and do your best to help. Similar requests are going out to all boards, committees, and departments for their areas of expertise and responsibility.

For the Natural Resources Element – Public Shade Trees section of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

<b>Due Date:</b>	May 31, 2010
<b>Delivery:</b>	<ul style="list-style-type: none"> <li>- Electronically only.</li> <li>- Save your report section in O:\Planning\Community Plan\Existing Conditions Reports.</li> <li>- If you have more than one file, place them in a sub-folder with your report name.</li> <li>- If you do not have access to the O:-Drive e-mail your report section to <a href="mailto:planning@acton-ma.gov">planning@acton-ma.gov</a> or send a CD to the Planning Department.</li> </ul>
<b>Time Frame for Report:</b>	<ul style="list-style-type: none"> <li>- Some of your report sections will be descriptive without a specific time period such as listings and descriptions of resources, historical background, services, duties, and inventory.</li> <li>- Other parts describe trends, changes, activities, initiatives, challenges, and review of programs and performance. For the latter, use the <b>1998 Master Plan Update</b> as a reference point to start from and the last +/-10 years as a review period.</li> </ul>
<b>1998 Master Plan Update:</b>	<ul style="list-style-type: none"> <li>- It may be useful to review the <b>1998 Master Plan Update</b>. Some of its information is timeless and still applies today. Where applicable you may use it and incorporate it into your report section with updates and corrections as you see appropriate and necessary, and with modifications as to format and presentation required to meet the requested submission standards (see below).</li> </ul>
<b>Format:</b>	<ul style="list-style-type: none"> <li>- We will incorporate your report section into one overall <b>Existing Conditions Inventory and Analysis Report</b>.</li> <li>- We wish to do only minimal final editing and formatting.</li> <li>- However, except for maps, aerials, and photos all report elements must be editable in Word, Excel, or PowerPoint as applicable.</li> <li>- To ease report assembly and minimize formatting inconsistencies, your report section should be coherent, logically organized and follow these basic formatting standards: <ul style="list-style-type: none"> <li>- Page size: only 8.5" X 11" - portrait.</li> <li>- Page margins: 1" all around.</li> <li>- Paragraph spacing: one single line break.</li> <li>- For paragraphs and subparagraphs use the following outline and title convention:</li> </ul> </li> </ul>
	<ol style="list-style-type: none"> <li>1.    (-<b>TITLE</b>-) Text ... <ol style="list-style-type: none"> <li>a.   (-<b>Title</b>-) Text ... <ol style="list-style-type: none"> <li>i) (-<b>Title</b>-) Text</li> </ol> </li> </ol> </li> </ol>
	<ul style="list-style-type: none"> <li>- Please, do not insert page breaks or section breaks.</li> <li>- Body Text Font: Time New Roman; Size 12.</li> </ul>

<p><b>Maps, Aerials, Photos, Drawings:</b></p>	<ul style="list-style-type: none"> <li>- Your report section should be well illustrated with maps, aerials, photos, and/or drawings, as appropriate to the subject material.</li> <li>- Please prepare all maps, aerials, photos, and drawings so that they are legible and easy to comprehend on an 8.5" x 11" printed page with 1" margins all around.</li> <li>- All maps, aerials, photos, and drawings should be finished in up-to-date professional report quality.</li> <li>- Use colors wherever possible. Colors must contrast well on white paper and against each other.</li> <li>- Maps and aerials must have a date, legend, scale (if there is no scale, it should be noted), source(s), north arrow, and title.</li> <li>- Representations on maps and aerials should have reasonably good geographic accuracy. If MassGIS or other regional mapping data are used as the only source, the scale and accuracy limitations must be noted.</li> <li>- All photos and drawings must have captions, dates, and sources (if date or source is unknown, it should be noted).</li> <li>- Captions and other text belonging with a map, aerial, photo, or drawing should be in font Time New Roman, size 10 unless contained within the body of the map, aerial, photo, or drawing.</li> <li>- Maps and aerials should be numbered sequentially as Map 1, Map 2, Map 3, etc.</li> <li>- Photos and drawings should be numbered sequentially as Picture 1, Picture 2, Picture 3, etc.</li> </ul>
<p><b>Tables, Charts &amp; Graphs:</b></p>	<ul style="list-style-type: none"> <li>- Your report section should make extensive use of tables, charts and graphs, as appropriate to the subject material.</li> <li>- Please prepare all tables, charts and graphs so that they are legible and easy to comprehend on one half of an 8.5" x 11" printed page with 1" margins all around (exceptions can be made for tables that must present a lot of data that cannot be broken up).</li> <li>- All tables, charts and graphs should be finished in up-to-date professional report quality.</li> <li>- Use colors wherever possible. Colors must contrast well on white paper and against each other.</li> <li>- All tables, charts and graphs must have titles, captions, and source information with date.</li> <li>- Captions and other text belonging with a table, chart or graph should be in font Time New Roman, size 10 unless contained within the body of the table, chart or graph.</li> <li>- Tables should be numbered sequentially as Table 1, Table 2, Table 3, etc.</li> <li>- Charts and Graphs should be numbered sequentially as Chart 1, Chart 2, Chart 3, etc.</li> </ul>
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	supports (for instance by showing decimals for numbers derived from estimates or from previously rounded averages; or by representing anecdotal information in table or chart form).
<b>Text:</b>	<ul style="list-style-type: none"> <li>- Please submit main body text in Times New Roman, font size 12.</li> <li>- All narrative text should be kept short and succinct. Let the maps, aerials, photos, graphs, charts, and tables do the talking as much as possible.</li> <li>- Narratives and descriptive text to illuminate the tables, charts, maps, etc. should be kept short and succinct with clear reference to the relevant tables, charts, maps, etc.</li> <li>- Make use of footnotes (using font size 10) as much as possible to keep main body text brief.</li> <li>- Use footnotes to reference any additional material provided in the appendix.</li> </ul>
<b>Appendix:</b>	<ul style="list-style-type: none"> <li>- Please, provide all necessary detailed and supplemental back-up documentation and statistics (text, spreadsheets, additional maps, testimony, etc.) for inclusion in the appendix of the <i>Existing Conditions Inventory and Analysis Report</i>.</li> <li>- Maps, aerials, photos, charts, graphs and tables must be in professional report quality.</li> <li>- For the appendix only, maps, aerials, photos, charts, graphs and tables may be designed to fit and be legible on one or several sequential 8.5" x 11" pages, or on one or several sequential 11" x 17" pages.</li> <li>- Margins in appendix must be 1" all around.</li> </ul>
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I do not pretend to have covered all aspects concerning Acton's Public Shade Trees in the attached Information Request - Detail. Please feel free to add in your report section pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

I:\planning\projects\comprehensive community plan\plan.phase 2\info request - public shade trees.doc

Briefly provide a public shade tree inventory summary – anything you have or can put together that might resemble an inventory and shed light on

- Number of trees with trend (up or down)
- Age distribution
- Health status
- Species mix
- Location distribution

Briefly describe:

- Existing programs and efforts related to the maintenance, use, and protection of public shade trees; and current policies/strategies/tools for protection and management – what works/what doesn't?
- Major programs and initiatives during the last 10 years related to the maintenance, use, and protection of public shade trees – evaluate effect and outcome.
- Major programs and initiatives currently in the launch or planning stages related to the maintenance, use, and protection of public shade trees.
- Summary of recent public shade tree removal hearings with reasons for hearings and outcomes.
- Currently articulated priorities.
- Plans for the future: outlook, initiatives, capital plan.
- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Real and potential threats to public shade trees – any specific events, trends, or developments that you foresee as putting important, unique, or endangered natural resources at risk; explain. Steps taken to protect against these specific threats.
- Other imminent or anticipated challenges.
- Available tools for public shade tree protection and additions to inventory that are currently not in use.
- Management; protection needs; and needs to sustain or grow inventory.
- Arrangements/agreements with private land owners.
- Purpose and benefits of public shade trees, as well as risks and problems for the public related to maintenance, tree damage, liability, etc.
- Public health aspects
  - Consult with Health Department/Board of Health regarding any human health aspects, and concerns associated with Acton's public shade trees.
  - Solicit a brief written issues summary from Health Department/Board of Health with this part of your report section.

*end*



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**Planning Department**

---

**MEMORANDUM**

**To:** Recreation Commission  
Catherine Fochtman, Recreation Director

**Cc:** Steve Ledoux, Town Manager

**From:** Planning Department  
Roland Bartl, AICP, Planning Director

**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Recreation Element**

**Date:** [REDACTED]

---

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To preserve financial resources in uncertain fiscal times, we hope to accomplish much of the work in-house. To this end, the Board of Selectmen and the Town Manager ask each department, board, committee, and commission to prepare the report section that is pertinent to their respective areas of expertise and responsibility. I hope you will assist in this effort. Town staff is stretched thin. Therefore, the Board of Selectmen counts on the volunteer support of Acton's board, committee, and commission members to do much of the leg work using staff as a resource only where necessary. I am fully aware that the in-house approach will tug at the available staff and volunteer resources. Please be understanding and do your best to help. Similar requests are going out to all boards, committees, and departments for their areas of expertise and responsibility.

For the Recreation Element of the *Existing Conditions Inventory and Analysis Report*, please provide the information, documentation, and evaluations as requested on the attached page(s) entitled "Information Request Items". Please observe the following standards and guidelines when preparing and submitting your report section.

**Due Date:** May 31, 2010

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**Time Frame for Report:**

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**1998 Master Plan Update:**

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**Maps, Aerials,** - Your report section should be well illustrated with maps, aerials, photos,

**Photos,  
Drawings:**

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I do not pretend to have covered all aspects concerning Acton's Natural Resources in the attached Information Request - Detail. Please feel free to add in your report section pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

Please provide in summary form an inventory of all public recreation facilities in Acton – Town and Schools, touching on at least the following points:

- List & locations
- Features
- Services/programs
- Maintenance

Please provide in summary form an inventory of all private recreation facilities in Acton:

- List - locations
- Features
- Services/programs

Briefly describe recreation uses and needs:

- Organized sports
- Pick-up games
- Water recreation
- Passive recreation
- Guided walks/tours
- Other/new
- Current forecasts

Briefly summarize user statistics:

- Numbers
- Age groups
- Demographics; etc.

Briefly describe:

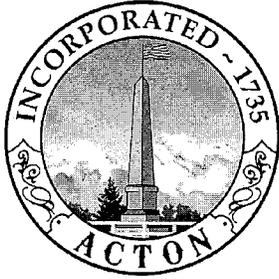
- Existing recreation programs and efforts; and current policies/strategies/tools for protection and management – what works/what doesn't?
- Major recreation programs and initiatives of the last 10 years – evaluate effect and outcome.
- Any new facilities, recreation land, etc. added in the last 10 years.
- Major recreation programs and initiatives currently in the launch or planning stages.
- Currently articulated priorities.
- Plans for the future: outlook, initiatives, capital plan.
- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Imminent or anticipated challenges.
- Private funding of public recreation programs and facilities.

Briefly describe public health aspects:

- Consult with Health Department/Board of Health regarding any human health aspects and concerns associated with Acton's natural resources, their existence, their management, their use, and their preservation.
- Solicit a brief written issues summary from Health Department/Board of Health with this part of your report section

Resources: Open Space and Recreation Plan, Nursing, Health, DPH, DMH.

*end*



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**Planning Department**

---

**MEMORANDUM**

**To:** All Town Department Heads **Date:** [REDACTED]  
**Cc:** Steve Ledoux, Town Manager  
**From:** Planning Department, Roland Bartl, AICP, Planning Director  
**Subject:** **Information Request for  
Acton Comprehensive Community Plan  
Existing Conditions Inventory & Analysis  
Public Services and Facilities Element**

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  - Use footnotes to reference any additional material provided in the appendix.
- Appendix:**
- Please, provide all necessary detailed and supplemental back-up documentation and statistics (text, spreadsheets, additional maps, testimony, etc.) for inclusion in the appendix of the *Existing Conditions Inventory and Analysis Report*.
  - Maps, aerials, photos, charts, graphs and tables must be in professional report quality.
  - For the appendix only, maps, aerials, photos, charts, graphs and tables may be designed to fit and be legible on one or several sequential 8.5" x 11" pages, or on one or several sequential 11" x 17" pages.
  - Margins in appendix must be 1" all around.
- Proofing:**
- Before submitting your report section, please proof read everything to eliminate typos and other errors. You may want another person or persons do the proofing.

I do not pretend to have covered in the attached Information Request all aspects of the services your department provides or the facilities it uses and/or maintains. Please feel free to add in your report section pertinent information as you see fit and appropriate even if not specifically requested. Conversely, if you do not have information on any of the items requested, please make a notation to that effect. Please do not hesitate to contact me or Kristin Alexander with any questions or suggestions you may have.

Thank you for your help and cooperation.

**Services:**

***All departments:***

Briefly describe your department's services and the resources to provide such services (be comprehensive so as to list all services, but keep each description and detail brief), including:

- Your department's goals or mission.
- Description of services and programs.
- Target populations or major users of your department's services.
- Overall department staffing – 10-year trend.
- Professionally staffed services.
- Volunteer-staffed services under your departments auspices.
- Public services provided by others (contractors or other government agencies) but overseen by your department.
- Identify areas of significant success, progress, and customer satisfaction as well as areas with major deficiencies or problems related to or impeding your department's service delivery. What works, what doesn't?
- New services added or services discontinued during the last +/-10 years – evaluate effect and outcome.
- Regulatory challenges—new laws added that needed implementation.
- Annual expenses, including enterprise and other special funds – 10-year trend.
- Annual expenses (by service category if available) – 10-year trend.
- Annual revenues, including enterprise and other special funds – 10-year trend.
- Annual revenues by service category if available – 10-year trend.
- Review/compare equivalent services in comparable towns (see ALG comparable towns list).
- State the currently articulated priorities for your department.
- Major new service initiatives currently in the launch or planning stages.
- Current plans for the future: outlook, initiatives, capital plan.
- Programs and initiatives currently in effect, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.
- Imminent or anticipated challenges – any specific events, trends, or developments that you foresee as threatening, or causing major upsets, difficulties, obstacles, or change in your department's services and programs; explain. Steps taken to protect against these specific threats.
- Identify potential mismatches between the services your department currently provides and the present and anticipated future service needs of Acton's population: consider shortages or surpluses in current services; obsolete services, or obsolete ways in which needed services are delivered; and needed services that are not currently provided, but needed in the foreseeable future, say in 5-10 years from now.
- Identify future manpower needs to meet existing and/or anticipated future service demand (5-10 years out) assuming no significant changes in the Town's organizational structure or your departmental operations tool chest.
- Identify possible tools, methods, or systems not currently in use that could be employed to increase the quality and/or the efficiency in which your department's services could be delivered.
- Name the capital improvements or organizational supports needed to accomplish such quality and efficiency gains.

- Identify possible reorganizations or consolidations within the Town organization and involving your department, which in your view would help increase the quality or efficiency with which your department's services are delivered.

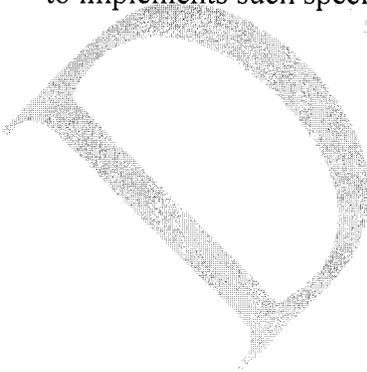
In addition to the above, the following departments are requested to provide a brief description of the following items:

***Town Clerk/Information Technology:***

- Please summarize the Town's records storage needs, including real needs v. current regulatory requirements.
- Identify possible strategies and options to address records storage efficiently and, where frequent access is necessary, in an accessible manner.
- Identify capital improvements and/or organizational supports needed to accomplish the above strategies and options.

***Information Technology:***

- Please summarize the Town's current use of technology.
- List articulated or anticipated service needs that are presently not met.
- Identify key areas where technology improvements or investments can achieve significantly improved services and/or greater efficiencies.
- Review the Town's current means, methods, and media of communication with Acton residents, businesses, community organizations, and among various Town departments and agencies. What works, what doesn't?
- Review comparable towns' (ALG comparable towns list) methods, means, and media of communication.
- Identify opportunities and methods for new ways of more open and timely two-way communication and identify the capital improvements and/or organizational supports needed to implement such specific improvements or innovations.



**Infrastructure and Facilities:**

***All departments:***

- Briefly describe your department's location and current space arrangements – location(s) of operations; square feet occupied; any divisions between office, storage, garaging, etc., outdoor facility areas.
- As applicable, list the number of times per year for which your department books after-hours meeting/conference room time, and indicate the purposes of such bookings, the type of room arrangements typically needed (round table, public hearing, class room, etc.), the typical days of the week and times of day, and the degree to which there is flexibility to change the current schedule.
- Briefly identify any immediate or future space needs for your department.
- Briefly discuss any other physical or logistical changes, including any that may be concurrent with a reorganization or consolidation within the Town organization and involving your department, that would help increase the quality or efficiency with which your department's services are delivered.

In addition to the above, the following departments are requested to provide a brief description of the following items:

***Public Works/Highway Department:***

***Health Department:***

***Municipal Properties Department:***

- Please provide a summary list of all the Town public infrastructure facilities under your departments care and supervision, such as streets, drainage facilities, parking lots, bridges, culverts, sidewalks, structures, buildings, septic systems, sewer lines, pump stations, treatment plants, driveways, dams, etc. Include:
  - o Description
  - o Location
  - o Size
  - o Purpose
  - o Use
  - o Age
  - o Condition
  - o Replacement cost
  - o Next scheduled maintenance/repair - with type of work to be done and anticipated funding sources.
- You may aggregate like facilities with like characteristics into groups as appropriate.
- Briefly list known significant deficiencies such as
  - o Structural weaknesses
  - o Failures
  - o Deficient performances
  - o Wasting energy
  - o Lack of compliance with ADA
  - o Lack of compliance with new applicable discharge standards

- Other compliance issues with applicable Federal or State laws and regulations
- etc.
- Identify major capital investments for needed infrastructure repairs, maintenance, and upgrades, and anticipated funding sources.
- Briefly describe any other major real or potential infrastructure problems.
- Briefly identify any past successes and failures; lessons learned – what works and what doesn't?
- Briefly describe any infrastructure initiatives or investments completed, currently in progress, in the planning stages, or existing only in concept that could contribute to Acton becoming a Green Community.

***Municipal Properties Department:***

- Briefly identify currently available meeting rooms for Town functions – location, size, times available, etc.
- Briefly identify currently unmet space needs based on current knowledge and evidence; include public meeting room as well as department office, storage, etc.
- Briefly identify future additional space needs (5-10 year horizon); include public meeting room as well as department office, storage, etc.
- Identify any potential oversupply of space – where, why, etc.?
- Briefly describe any other mismatches of space to space needs, space to function, etc.
- Consider departmental returns from above, and prepare a preliminary space needs assessment.

*end*