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SUBMITTED TO THE NORTH ADAMS
CITY COUNCIL MARCH 22, 2016
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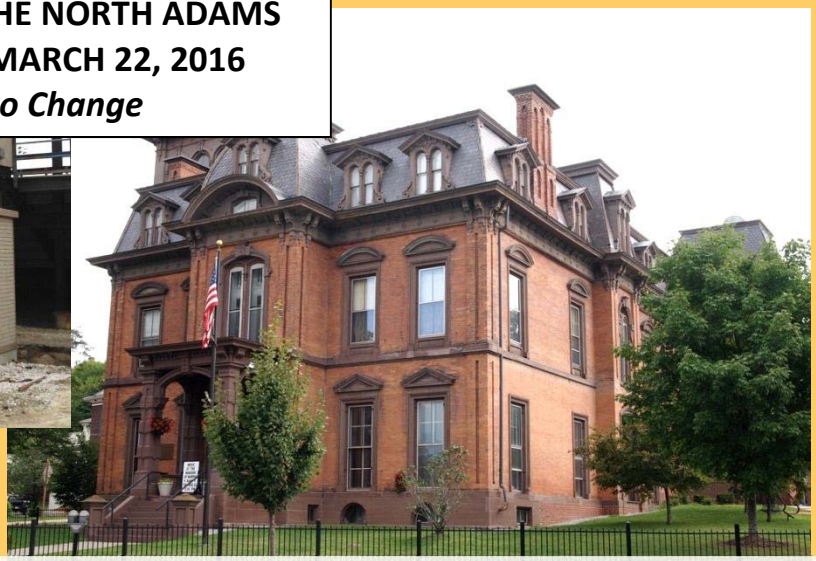
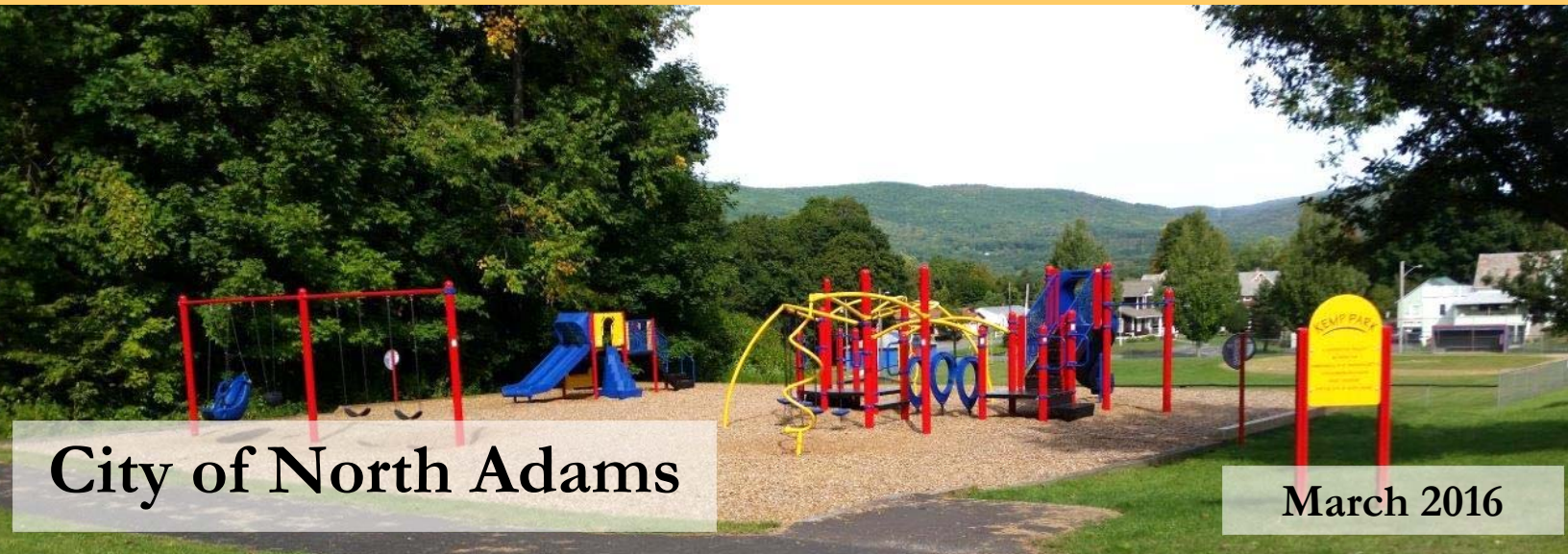


Capital Improvement Plan (CIP)

(FY2017-FY2021)



City of North Adams

March 2016

Draft prepared for the City of North Adams by the
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INTRODUCTION

The City of North Adams $37.74 million all funds five-year capital improvement plan (CIP) for FY2017-FY2021 will make much needed investments in North Adam's infrastructure, including city and school facilities, parks and open space, roadways and sidewalks, schools, vehicles and equipment, and water and sewer infrastructure. Over the period of the plan, the City's existing annual debt service payments are scheduled to decline substantially, making it possible to undertake many significant projects over the next five years without requiring additional contributions from the City's operating budget. In addition, the City has actively sought federal and state grant funding that will leverage the local contribution multiple times over. In the not too distant future, local taxpayers will see repairs underway at the City's two dams, replacement of century-old water and sewer lines, improvements to ballfields, and repairs made to city and school facilities.

By looking out across multiple years, City officials will able to carefully schedule projects to capture the declines in debt service and use those same dollars to fund new investments. At the same time, department directors will be able plan in advance for upgrades of equipment and infrastructure so as to reduce emergency repairs and purchases which inevitably drive up costs. Departments will also be able to plan for multi-year projects such as the design and construction of a major roadway project or a new building, while being kept on task by being included in the CIP.

In this rolling five-year plan, funding for first year will be included the City's FY2017 budget, while years two to five will provide a plan for the future that takes into account the best information currently available. During the FY2017 fiscal year, another plan – building upon this one - will be developed for the subsequent five years e.g., FY2018-FY2022. Should more funding become available than currently anticipated, projects could be moved forward in time and/or additional projects could be added. Should finances be more constrained than currently anticipated, projects could be moved back in time or taken off the list. Further, other projects not yet conceived of can be added if they advance the City's goals better than those included in the current version of the plan.

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 expenses that occur each year or are modest, such as salaries and 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. In the case of North Adams, projects included in the plan range from $10,000 to $5 million, across all funding sources.

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;

- any 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."

The group goes on to indicate that, "typically capital projects do not include:

- equipment such as furniture or police or public works vehicles which are replaced annually in approximately the same quantity;
- equipment with a useful life of five years or less."

What is a capital plan?

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.

CIP Overview

In the FY2017-FY2021 Capital Improvement Plan, the City of North Adams will expend approximately $38.1 million in funds for 59 capital projects ranging in size from $10,000 for updating the 2008 water system needs assessment to $5 million for creating a welcoming terminal building at the Harriman West Airport (100% of which will be funded by federal and state grants and a private donation).

Funding for the entire CIP will be provided from an array of sources, including, but not limited to:

- just under $2.8 million in general fund debt;
- just over $500,000 in Pay as You Go projects funded by the general fund; and,
- approximately $12.2 million in projects funded by water and sewer revenues.

The City also anticipates receiving more than $22 million in grant funds for capital projects. This including the annual Chapter 90 roadway allocation, which is projected to total $2.2 million over the course of the next five years, and $8.2 million from MassDOT for two rail trail projects. While the figures known today are substantial, grant funding will certainly increase in upcoming years as new grant opportunities are identified and secured.

ABOUT THE CITY OF NORTH ADAMS

Within the City of North Adams 20.6 square miles of land area can be found many significant infrastructure systems that must maintained each year, including city and school facilities, information technology (IT) systems, parks and open space, roadways and sidewalks, the sewer system, storm drainage system, and the water system. In addition, the many vehicles and pieces of equipment used by City and School staff to perform their duties must also be maintained and replaced over time.

The maintenance of the City's infrastructure systems is critically important to the health and safety of North Adams' approximately 13,700 residents (U.S. Census, 2010) and the vitality of the 345 businesses in the city (County Business Patterns, 2013). City officials face a significant challenge as they strive to keep these systems and equipment in good working condition while using the public resources available to them wisely and with the greatest impact.

Infrastructure components for which the City of North Adams is responsible include:

City Facilities

The City manages a series of buildings and building complexes that serve a multitude of purposes from City Hall and the North Adams Public Library to the Historic Valley Campground and DPW facility. Each of these facilities must be maintained on a regular basis to ensure the safety and comfort of the working environment.

NORTH ADAMS CITY FACILITIES	
City Facility	**Location**
City Hall	Main Street
Dog Pound and House	Reservoir Road
DPW facility	Ashland Street
Elderly Drop In Center	Ashland Street
Fire Signal Building	Ashland Street
Greylock Pump House	Phelps Avenue
Heritage Park Complex	Furnace Street
Historic Valley Campgrounds	Windsor Lake Road
Lake Pavilions #1 and #2	Windsor Lake Road
Parks & Recreation Warehouse	State Street
Public Library	Church Street
Public Safety Building	American Legion Drive
Southview Cemetery	South Church Street
Transfer Station and Scalehouse	E Street
Vietnam Veterans Memorial Rink	South Church Street
Windsor Mill	Union Street

Altogether, the City's insurance provider has placed a replacement value on the buildings and the equipment within them at just over $39 million (December 2015) (note that this figure includes water treatment facilities identified below and structural features in City parks, such as the grandstands at Noel Field.)

In recent years, through a multi-year agreement, the City has been able to make improvements to increase

energy efficiency in all school buildings, City Hall, the Youth Center, and the Senior Center. In addition 40 parking spaces were recently added to the lot behind City Hall, serving City Hall and the Broadway commercial district.

Harriman and West Airport

Located on Airport Road off of Route 2, the Harriman and West Airport is owned by the City of North Adams and managed by the Airport Commission. The airport contains one runway (Runway 11/29) that is 4,300 feet long by 100 feet wide. The facility contains 10 hangars that are rented to owners to store their planes. Commercial businesses operating from the airport include Col-East, a company that provides aerial photography and photogrammetric mapping products and services. And TurboProp East, Inc., a company that offers airplane maintenance and testing services. There are currently 39 aircraft based on the field and the airport reports an average of 87 operations per day.[1]

Information Technology

North Adams' core information technology (IT) infrastructure includes physical and virtualized servers, network area storage, switches, firewalls, VPNs, routers, internet connections, UPS, environmental controls, surveillance, voice and radio communication, wireless radios, and access points. The City's data center is located in the Public Safety Building with failover equipment located in City Hall, as well as at an offsite disaster recovery location. The complete inventory includes 400+ pieces of hardware equipment as well as 100+ unique software applications. The City's IT systems were upgraded in 2012 to centrally serve all City and School Administration locations.

A secure fiber optic /Point to Point Wireless Hybrid network connects buildings across the city including City Hall, Public Safety Building (Police, Fire, Radio Tower, Mobile Units and the Drug Task Force), School Administration, Drury High School, Public Library, City Yard, Spitzer Senior Center, Armory, Transfer Station, Skating Rink, Campground, Water Filtration Plant, Housing Authority and Joe Wolfe Recreational Field. Wi-Fi access points are currently located in City Hall, Public Safety Building, Public Library, City Yard, Spitzer Senior Center, Armory, Skating Rink and the Campground.

Major software systems include the Financial Management System and the Public Safety Software which have both been in place since 1995. The financial system software is fully integrated serving all City departments, as well the School Administration. All of the financial software modules are guaranteed for compliance with all state and federal regulatory agencies and include licensing that allows for use by multiple municipalities. The Public Safety Software serves the Police, Fire and Dispatch, as well as most other public safety facilities in the state. All Public Safety Agencies throughout the state are integrated to facilitate secure sharing of sensitive information. Updates for all software are completed regularly and in accordance with vendor requirements. Software applications can be found in the table below.

NORTH ADAMS SOFTWARE APPLICATONS

Department	Software
All Users	Email, Word, Excel, Power Point, Outlook, Voice Communication, Faxing, Printing, Scanning
Financial Applications	General Ledger ,Payroll , Attendance, Purchase Orders, Accounts Payable and Receivable, General Receipts, Billing & Collections in-house & online, Report Writing, Secure Check Writing and RMV remote access.

[1] AirNav, LLC. Retrieved from https://www.airnav.com/airport/KAQW, February 22, 2016.

NORTH ADAMS SOFTWARE APPLICATONS	
Department	**Software**
Public Safety	Records, Dispatch, Fire, Investigative, Administration, CJIS, Finger Printing, State 911 Integration, CodeRed 911, EMD, Mobile Messaging, Imaging, Mapping, ProQa, Cross Agency, eDispatch, Hazmat, Alarms, IAmresponding, Cameo, First Look Pro, Surveillance, K9 Tracking
Assessor	Real Estate, Personal Property, Mapping
Engineer	ESRI ArcGIS
City Yard	Vehicle Maintenance, Water Reading, Backflow Prevention
Transfer Station	Weigh Station Management and Billing
Skating Rink	POS Management
City Yard	Vehicle Maintenance, Water Reading, Backflow Prevention
Campground	Camping Management, Gate Access
Parking	Meter Management
Spitzer Senior Center	MySeniorCenter, Newsletter Publishing
Water Filtration	Conductor NT Plant Enterprise Management
Information Systems	Security(Authentication with Biometrics, Virus Protection, Secure Remote Access, System Monitoring, Remote Desktop Access, Virtualization VmWare, Cisco Unified Communications, VOIP(Voice over IP), SQL Database Management, Exchange Email, Active Directory, DNS, DHCP, WSUS, IIS, FOIP (Fax over IP), ROIP(Land Mobile Radio over IP,MUX) , Backups, Archiving, Restores, Disaster Recovery, Software Installations & Updates (OS, Applications, Firmware, etc.), Equipment Installations & Configurations (SANs, Switches, Routers, Voice Recorders, Surveillance, Wireless Radios & Access Points, etc.),Firewall, Web Filtering, Website Hosting, Environmental Control Monitor, CodeRed, 911 Integration, 3rd Party Integrations (Unibank Billing & Collecting, Lock Box, CJIS, RMV, Crash Reports, etc.)

Parks and Open Space

City residents and visitors have access to thousands of acres of parks, fields, and trails owned and managed by the City, the State, and other entities. Including the city reservoirs, the City has over 1,900 acres of parks, fields, passive open space, and reservoirs to maintain each year. This ranges from the 400 square foot mini park on Main Street where the Hoosac Tunnel Memorial Stone is located to the 1,037 acre Notch Reservoir, where the 14 acre reservoir reaches a depth of 49 feet and contains around 94 million gallons of water.

OPEN SPACE FACILITIES OWNED/MANAGED BY CITY OF NORTH ADAMS[2]			
City Facility	**Location**	**Size**	**Description**
Alcombright Athletic Field Complex	Protection Avenue	26.22 acres	Multi-purpose athletic complex with playground, baseball, softball, and soccer fields, food concession, etc.
Beaver Street Playground	Beaver Street	0.5 acres	Playground and basketball court
Blackington Playground	Massachusetts Ave	2.6 acres	Playground and baseball field
Brayton Field	Barbour Street	1.6 acres	Park with playground, baseball/softball fields, basketball court
Camp Decker	West Shaft Road	21.8 acres	Undeveloped land for hiking, cross country skiing
Cascade Falls	Notch Road	84.5 acres	Small mountainside waterfalls situated within a forested area available for walking or hiking
Colgrove Park	Church Street	0.4 acres	Playground and basketball court
Drury Senior High School fields	South Church Street	9.8 acres	Football, soccer, and baseball fields, cross-country running trails
Elderly Housing Recreation Area	Ashland Street	0.05 acres	Small grassy area with benches
Freeman Playground	Hospital Avenue	2.5 acres	Playground with basketball court, softball field, and play

[2] City of North Adams, Open Space and Recreation Plan, January 2015, Section 5, p. 1-69.

OPEN SPACE FACILITIES OWNED/MANAGED BY CITY OF NORTH ADAMS[2]			
City Facility	**Location**	**Size**	**Description**
			equipment
Greylock Apartment Playground	Sullivan Street	4 acres	Park with soccer field, basketball court, play equip, etc.
Greylock School Playground	Phelps Avenue	11.4 acres	Park with playground, little league baseball field, basketball court, etc.
Historic Valley Campground	George Fairs Way	34 acres	Wooded area adjacent to Windsor Lake for camping, swimming, hiking, picnicking, walking, boating, fishing and cross-country skiing
Houghton Playground	Cleveland Avenue	0.5 acres	Basketball court and play equipment
Johnson School Playground	Williams Street	1.2 acres	Playground and basketball court
Kemp Park	Kemp Avenue	8.2 acres	Park with playground, little league baseball field, basketball court, etc.
Main Street mini-park	Main Street	400 s.f.	Small garden with flower beds, Hoosac Tunnel Memorial Stone
McCann Technical High School athletic fields	Hodges Crossroads	7.5 acres	High school athletic fields
Monitor Park	West Main Street	700 s.f.	Greenspace with monument stone
Mount Williams Reservoir	Pattison Road	509 acres	Municipal water supply, hiking, nature observation
Noel Field Athletic Complex	State Street	24.68 acres	Recreational facility that includes space for baseball, football, soccer, softball, playground activities, walking, passive recreation, and high school sporting events
Notch Reservoir	Reservoir Road	1,037 acres	Municipal water supply, hiking, nature observation
Peter W. Foote Vietnam Veteran's Memorial Skating Rink	South Church St	4.6 acres	Indoor skating rink
River Grove Park	River Street	4.7 acres	Park with playground & tot-lot areas, youth soccer/football field and walking track
River Street Playground	River Street	0.5 acres	Field with basketball hoop and swings
River Street Riverside Park	River Street	3.63 acres	Land between flood control shoot and River Street for community gardens, passive recreation (majority owned by Mass Electric)
Senior Center Park	Ashland Street	0.15 acres	Small grassy area with trees
Upper/Lower Reservoir	Reservoir Road	11.6 acres	Fenced in former water tank
Veteran's Memorial Park	Veteran's Memorial Drive	0.4 acres	Memorial wall with lighting and over 5,000 names
Windsor Lake	George Fairs Way	123 acres	Recreation area with picnic tables, grass lawn, pavilion, playground, and a public beach

State and Other Parks and Open Space

An additional 2,500 acres of active and passive recreational space are owned and operated by the State and the Massachusetts College of Liberal Arts (MCLA) as noted below:

- Clarksburg State Forest – 186 acres in North Adams for cross country skiing, hiking, hunting
- Florida State Forest – 25.3 acres in North Adams for Cross-country skiing, hiking, hunting, camping, snowmobiling, bicycling, boating
- Joe Girardi Park – 5.9 acres including a canoe launching area into the Hoosic River
- Mt Greylock State Reservation – 1,010 acres in North Adams that is home to the Veteran's Memorial tower, Bascom Lodge, and Thunderbolt Shelter and is used for hiking, picnicking, nature observation, lodging, field trips
- Natural Bridge State Park – 43.6 acres in North Adams that includes a unique marble structure spanning the Hudson Brook and a white marble dam

- Savoy State Park – 534.6 acres in North Adams used for cross-country skiing, hiking, hunting, camping, snowmobiling, bicycling, boating, swimming, and horseback riding
- Western Gateway Urban Heritage State Park – 7 acres of historic market place owned by the Commonwealth and managed by the North Adams Redevelopment Authority
- Hoosac Range Reserve Trail – 736 acres owned by the Berkshire Natural Resources Council (BNRC) used for hiking and cross country skiing
- Joseph Zavatarro Athletic Complex at the Massachusetts College of Liberal Arts (MCLA) – 86 acres of college athletic complex

Roadways and Sidewalks

A network of approximately 113.3 miles of roadways cross North Adams. These include nearly 73 miles of local streets, 10.5 miles of State roadway maintained by MassDOT, 2.62 miles of roads in State parks/forests, and 27.22 miles of unclassified roads, which are predominantly privately owned. Roads are typically classified into three categories:

- Local streets comprise a majority of North Adam's roadway network and provide direct access to residential properties and serve the transportation needs within a particular neighborhood.
- Collector streets primarily collect traffic off of local streets and lead such traffic to and from arterial roadways. Examples of collector streets include Eagle Street and Franklin Street.
- Arterial roadways are typically numbered and serve regional and local automobile and truck traffic. Examples include Route 2 (Mohawk Trail), Route 8 (State Street), and Route 8a (Ashland Street/Church Street). These roadways are maintained by the state and function as part of regional highway system.

North Adams has a mix of more urbanized streets in the downtown and rural roads on the outskirts. In the downtown, streets tend to have curb, gutter, and sidewalk, where other roads may trail off to a dirt edge. A major downtown streetscape improvement project was completed four years ago on Eagle Street, Lower Eagle Street, Main Street, Marshall Street, and Union Street. The project addressed ADA compliance and installed new traffic signals and new sidewalks. The City continues to make progress on increasing ADA compliance and is on the 4th phase of a 6-phase project to improve thousands of feet of sidewalk and install 124 ADA-compliant ramps on eight (8) streets in the center of the city, including Ashland Street, Beaver Street, Church Street, Massachusetts Avenue, River Street, Union Street, West Main Street, and West Shaft Road. The total cost of the project is approximately $1.7 million across all phases.

While many streets have curbs and sidewalks consistent with City standards, a sizeable number do not. The streets between Squire Road and Malden Street stand out as not having curbs or sidewalks, but there are many other streets in similar condition. Curbs are an important component to the storm drainage as they channel water into culverts and sidewalks are important for pedestrian safety. A comprehensive assessment of City streets prepared in2008 estimated that on the order of 40% of streets may not be up to City standards.

A total of 22 bridges can be found in North Adams, 9 of these are maintained by the City and the remaining 13 are maintained by MassDOT.

School Facilities

The North Adams Public School District operates six school facilities including four elementary schools (K-7), one high school, and the Johnson School where the pre-kindergarten program is located. School administration

is located at 37 Main Street. Each of these facilities also has associated play equipment and fields.

NORTH ADAMS PUBLIC SCHOOL FACILITIES	
School Facility	**Location**
Brayton Elementary School (K-7)	Barbour Street
Colgrove Park Elementary School (K-7)	North Church Street
Drury High School (8-12)	South Church Street
Greylock Elementary School (K-7)	Phelps Avenue
Haskins School Pre-School	State Street
Johnson School (pre-K program)	Cady Street
Sullivan Elementary School (K-7)	Kemp Avenue

In spring of 2014, the District began work on a renovation of the former Silvio O. Conte Middle School which is being renamed the Colgrove Park Elementary School. Funding for the $30 million project is being provided by the Massachusetts School Building Authority (approximately $23.4 million) and the City of North Adams (approximately $6.6 million). When open, this fully renovated facility will serve students from Kindergarten to 7th grade.

Taken together, as of December 2015, the public school buildings and structures at the athletic fields (e.g., concession stand at Drury High School field) have a replacement value of nearly $48.4 million according to the City's insurance firm.

Sewer

Approximately 90-95% of North Adams is connected to the sanitary sewer system, although some septic tanks can still be found on the outskirts of the city. Sewage is transported through approximately 80 miles of sewer mains which range in size from 4 to 24 inches in diameter. The pipes are made of clay and the City has documentation on pipes that were installed as long ago as 1896, although other pipes may be even older. The two largest mains collect sewage from the smaller pipes and transport it for treatment. One large main runs from the south end of town to the center along the railroad tracks and Main Street and the other runs from the north end of town to the west end of town along the Hoosac River. The main running along the river actually crosses the river in a few locations.

The City of North Adams is a member of the Hoosac Water Quality District (HWQD), which processes sewage for Williamstown, North Adams, and part of Clarksburg at its facility in Williamstown. The majority of the sewage from the municipal system flows through a 24 inch concrete sewer main heading to the west side of the city to the former site of waste water plant. At that point it connects to the HWQD 36 inch interceptor line and flows into Williamstown where the HWQD Waste Water Plant is located.
Given the different elevations in the city, the system is not solely gravity fed and several pumps and pumping stations are in place. One pumping station in the west end of town elevates the sewage into the District's main in this location. Others can be found at Hardman Park, Mohawk Forest Boulevard, and West Shaft Road. The City is in the process of rebuilding the station on the west side of town at a cost of $60,000. The Hardman Park pump station was rebuilt last year and Mohawk Forest Boulevard facility will be rebuilt next year.

Two main challenges face North Adams' aging sewer system. First, blockages from roots, food grease, and items such as baby wipes can constrict the flow of sewage, affecting residents and businesses downstream from the blockage. In addition, as is common with most older sanitary sewer systems, cracks in the pipes are allowing storm water to enter the system during storm events. This increases the amount of water sent to the

treatment plant, where it taxes the plant's capacity and is processed at a cost to the community. A 2008 study of the sanitary sewer system found many pipes that were designed to capture sewage and storm water systems. Since then considerable work has been done to separate the waste water and storm water in these locations, although on occasion, the Department of Public Works still comes across combined pipes that were not previously identified and addressed.

Storm Water Collection

Several significant floods inundated North Adams in the first half of the 20th century including floods in 1901, 1922, 1927, 1936, 1938, and 1948. Mudslides, washed out bridges, and damaged or destroyed homes and businesses affected North Adams at the cost of millions of dollars. The 1938 event alone was estimated to cost $2.5 million. After the 1948 flood, the mayor and federal representative pursued funding for flood control projects; projects that were completed in 1959. During these early years, sanitary waste from North Adams was piped directly into the Hoosic River. However, as part of the flood control effort, the City began efforts to process its sewage in the 1940s.

Today, the City's storm water flows into the Hoosic River via a series of storm water pipes; this storm water system is fully gravity fed, as opposed to the potable water and sewer systems which require pumps and pump stations. Interestingly, some of the pipes in use today were originally used to transport waste water – as new sewer pipes were installed, the older pipes were repurposed to carry storm water only. Due to its age, the North Adams' storm water system is grandfathered and the water is untreated as it enters the river. However, catch basins do capture some of the heavier materials, such as gravel and other debris, and are cleaned out by the Department of Public Works using a vacuum truck at least one time per year in the spring/summer.

New, larger size developments are required by the City to retain storm water on-site and to discharge the water back into the soil, through retention ponds or leeching pits, where it can recharge the groundwater and reduce untreated flow in the river.

Vehicles and Equipment

Many City departments, such as the DPW, Fire Department, Police Department, and School District use small and large vehicles and equipment on a daily basis. A recent inventory of City and School equipment estimated the replacement value of the fleet as nearly $5.5 million. The inventory found that DPW uses and maintains 45 on- and off-road vehicles (e.g., dump trucks, box trucks, pickups, backhoes, etc.), which are up to 28 years of age (1987 grader). DPW staff also use countless small and handheld pieces of equipment (e.g., asphalt compactors, shovels, and other grounds maintenance tools, and hand tools such as wrenches) which typically have short lifespans. The Fire Department operates 12 vehicles including three fire trucks, two pumpers, a decontamination trailer, an electrical generator trailer, and a few smaller SUVs and pickups. The oldest piece of fire equipment is a Mack Pumper dating from 1941. The Police Department currently has 14 vehicles, including cruisers, SUVs, and two passenger buses. The School District operates 17 vehicles, the Council on Aging has 2 vans, the Building Department has 7 vehicles, and the airport maintains a tractor and a loader. Each of these vehicles must be replaced periodically so operations are not negatively impacted.

Water

North Adams water supply comes from both surface water sources (e.g., reservoirs) and sub-surface water sources (e.g., wells) to address the needs of residents and businesses. The greatest share of water is provided

by the Mt. Williams Reservoir (201.4 million gallons) and Notch Reservoir (94 million gallons) which are connected by an aqueduct that transfers water from the Notch Reservoir to the Mt. Williams Reservoir. Together, this system meets the vast majority of the city's water needs annually, but some private wells can still be found. In addition, the Greylock Well is available to provide water during an emergency or when the reservoirs' capacity is too low. The last time the well was in use was 2007, but it still remains accessible, if needed. A third water resource, the Broad Brook, has been offline since 2000. Water from the brook was previously withdrawn in Pownal, Vermont and transported 7 miles to the northernmost neighborhoods of North Adams. Today, this same water main is used to transport water from North Adams to Clarksburg and Williamstown where some approximately 53 households receive North Adams water. (The two communities reimburse the City for the cost of the water.) The main, which is 24 inches in diameter and installed in 1882 is oversized for today's purpose and must be flushed periodically by the Department of Public Works to ensure that bacteria levels remain within acceptable standards.

Drinking water is treated at the City's water treatment plan on Pattison Road which as completed in 1994. "Treatment consists of conventional flocculation/sedimentation/filtration processes using proprietary Superpulsator® units."[3] Construction of the treatment plan represented a very significant financial investment for the City and the cost for this project will only be fully paid in FY2019. The plant has the capacity to process 3.9 million gallons per day (MGD), although only approximately half of that capacity is used daily.

Three concrete water storage tanks (i.e., East Main Street Lower Tank (1 MG), East Main Street Upper Tank (0.75MG), and Reservoir Road Tank (1 MG)) temporarily store water as it is transported to homes and businesses through approximately 65 miles of water main. The City is broken into three service areas based upon geography and topography. These include the low service area, the high service area, and the ultra-high service area. Water to the low service is fed via gravity from treatment plant. The high service area receives water through the Reservoir Road Tank and the East Main Street Lower Tank. The ultra-high area receives water through the East Main Street Upper Tank.

Pumps and pump stations are needed to elevate the water to reach users. Four pumps are located at the treatment plant and a pump station elevates water from the East Main Street Lower Tank to the Upper Tank, from which it then moves by gravity to reach nearby homes and businesses. The tanks have at least purposes, including making sure that adequate water supply is available during a major fire and providing temporary back-up in the event the treatment plant goes offline for repairs or in an emergency.

An in-depth study into the capital needs of the water system was prepared in June 2011 by Tighe & Bond. This report identified a number of issues that require a financial investment by the City to address. Report findings include, but are not limited to:

- The aqueduct is "in a state of disrepair and is in danger of imminent failure";
- The Mt. Williams Reservoir dam is in poor condition. Among other issues, the spillway and channel walls at the Mt. Williams Reservoir are "deteriorated and in poor condition overall", the low level outlet gate is in operable, and standing water standing water can be found "at the toe of the downstream slope of the dam.";
- The Notch Reservoir dam is in poor condition. Among other issues, "seepage was observed discharging from underneath the stone masonry retaining wall at the downstream toe", the gatehouse is in disrepair, and the spillway stone masonry training wall needs repair.

[3] Tighe & Bond, North Adams Capital Improvement Plan Report, June 28, 2011, p. 2.

- The filter media at the water treatment plan needs to be replaced (by 2016). Six pumps at the water treatment plant need to be replaced (by 2016);
- The “Low service area”, which supplies 75% of water customers has inadequate storage. Existing storage only provides an estimated 6 hours of backup supply.
- The capacity of the East Main Upper Tank, which was built in the 1950s. is insufficient to meet current needs.
- Approximately 200 water hydrants are non-functional citywide.

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POSSIBLE FUNDING SOURCES

There are a number of 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 (aka, "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 impact the annual operating budget.
    - **Bonds funded outside the tax limits of Proposition 2 ½** : 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 (e.g., city council or town meeting) and approval of 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.[4]
    - **Bonds funded with Enterprise Funds**: Debt service for these bonds is typically paid by user fees, such as water and sewer revenue. Depending upon the type of project, interest costs may be subsidized by the Commonwealth and at times partial grant funds may be available (see below). Enterprise funds do not affect the general operating budget unless general funds are needed to subsidize revenues from the enterprise. Prior to the issuance of debt, the projects must be analyzed for their impact on rates.

- **Capital Outlay / Pay As You Go:** Pay as You Go capital projects are funded with current revenues and the entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.

- **Capital Outlay / Expenditure Exclusion**: Expenditure Exclusion projects are similar 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 (City Council or Town Meeting) and approval of 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 city or town would be authorized to borrow money.

[4] 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 2/3 vote of city council is required to appropriate money into and 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 city, town 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 city, town, or district shall be used only by said city, town, or district for acquisition of land for park purposes or for capital improvements to park land" (MGL Chapter 44, Sec. 63).

- **Enterprise Retained Earnings / Stabilization Fund**: Enterprise operations, such as water and sewer, are able to maintain an operating surplus that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion.

- **Free Cash:** Free Cash is the difference between annual revenues and expenditures and is certified by the Commonwealth each year. After certification, free cash is available for appropriation for any municipal purpose, including capital projects.

- **Special Purpose Funds**: Communities also have established numerous "Special Purpose Accounts" for which the use is restricted for a specific purpose, some of which may be investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include the sale of cemetery lots and off-street parking fees accounts.

Federal, State, and Private Grants and Loans

Special revenue sources include grants or loans from federal, state, or private sources. Examples include:

- **Federal Community Development Block Grant (CDBG)**: The U.S. Department of Housing & Urban Development (HUD) "provides communities with resources to address a wide range of unique community development needs."[5] Funds are granted directly to "entitlement" communities which are cities with a population of at least 50,000 or counties with a population of at least 200,000. To secure entitle funds, each city must prepare a Consolidated Plan every five years outlining the city's goals for use of the funds, and an annual plan must be prepared each year. Funding for smaller communities flow through State administered CDBG programs. As it relates to capital projects, HUD funds can be used for: acquisition of real property; relocation and demolition of housing; rehabilitation of residential and non-residential structures; construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; activities relating to energy conservation and renewable energy resources.

- **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.

[5] U.S. Department of Housing and Urban Development (HUD), "Community Development Block Grant (CDBG) Program", retrieved December 3, 2015 from http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs.

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%. A total of $200 million is available in FY2016.

- **Massachusetts Department of Environmental Protection's Dam and Seawall Repair and Removal Program,** This program was created in 2013 to provide funding to municipalities to fund the repair and removal of dams, levees, seawalls, and other forms of flood control. The Dam and Seawall program offers loans at 2% interest on up to $1 million per project, with a minimum 25% match to be provided by the municipality.

- **Massachusetts Department of Environmental Protection's State Revolving Loan Funds (SRF)**: The Clean Water State Revolving Loan Fund (CWSRF) provides financing for sewer and drainage projects intended to reduce sewer overflows and the Drinking Water State Revolving Loan Fund (DWSRF) provides financing to improve the quality of the drinking water system. The CWSRF and DWSRF programs typically offer a mix of low interest (2%) loans and grant funds. Repayment does not begin until two years after the monies have been borrowed.

- **Massachusetts School Building Authority (MSBA)** – The MSBA provides funding for school feasibility, design, and construction. Projects must be accepted into the process in response to the submission of a Statement of Interest 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 factor, community property wealth factor, and community poverty factor.

Many state departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. State grant programs including, but not limited to: Green Community grants (project to improve sustainability), Parkland Acquisitions and Renovations for Communities grants (PARC), and the MassWorks Infrastructure Program.

For additional definitions, please refer to Glossary in appendices.

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NORTH ADAMS CAPITAL PLANNING PROCESS (FY2017-FY2021)

The City of North Adams hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston to facilitate preparation of the City's five-year Capital Improvement Plan (CIP) for FY2017 to FY2021. The project team met with leadership of all City departments to explain the process to be followed and discuss types of projects would be eligible for funding in the capital plan. Departments were provided with a Capital Improvement Project Request Form asking them to describe their proposed project(s), the justification for why each project was needed, the priority placed on the project by the department, and the fiscal year or years in which the funds were needed. In addition, departments were asked to indicate if outside funds might be available to support the project and to anticipate the impact of the project on the City's operating budget. In particular, departments were asked if any savings could be realized, for example, if the purchase of new equipment could reduce the cost of annual repairs. Department directors were encouraged to contemplate needs over multiple years and to be ambitious with their proposals. Particular attention was paid to equipment needs with a goal of developing a regular replacement schedule that would reduce, if not eliminate, emergency replacement and costly repairs.

The project team also met with the City Administrator and City Auditor, and contacted the City's financial advisor and bond counsel to get an understanding of the City's current debt service profile and the revenues available that could be used for capital projects. Information gathered included official financial statements, bond rating agency reports, the debt schedule for existing debt, and present and proposed borrowings, among other sources. In recognition that the City anticipates some challenging fiscal years in the near future due to increases in fixed costs, attention was paid to keep the proposed locally-funded capital commitment as close to the FY2016 level as possible. Even with this constraint, since debt service will declining over the period of this plan and the City is carefully budgeting its resources, capacity exists to thoughtfully and strategically invest several million dollars to start to address identified capital needs during the five years of this capital plan.

Project Requests

Overall, 87 project requests were submitted, totaling over $52.6 million across all five years of the plan. By asset type, the most significant requests were for parks and open space ($10.8 million), water ($10.7 million), vehicles and equipment ($4.1 million), and roadways and sidewalks ($3.8 million). By dollar amount, departmental requests for the first year (FY2017) of the plan were far greater than for later years due to two airport-related projects that total $9.5 million combined. The first three years of the plan, FY2017, FY2018, and FY2019, had the greatest number of request per year, 38, 37, and 41, respectively.

It should be noted that the cost estimates for the water projects date from 2011, when the Tighe & Bond study was completed, and it is expected that these costs will increase when the study is updated (as is proposed in a project scheduled for FY2017). In addition, some projects naturally fall into more than one funding category (e.g., a single backhoe could be used for road repair, but also for water or sewer work) and some projects require a mix of local funds and grant funds. Therefore, a single project can be found in more than one funding category below.

CIP REQUESTS BY ASSET TYPE						
Asset Type	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Total**
City Facilities	13,245,900	3,050,000	2,696,000	50,000	50,000	19,091,900
Information Technology	515,000	215,000	480,000	125,000	105,000	1,440,000
Parks & Open Space	100,000	5,732,288	4,058,723	335,800	606,450	10,833,261
Roads/Sidewalks	510,900	1,005,900	940,900	740,900	640,900	3,839,500
School Facilities	350,000	150,000				500,000
Sewer	35,000	675,000	500,000	500,000	500,000	2,210,000
Vehicles/Equipment	396,200	429,000	542,500	1,762,775	945,000	4,075,475
Water	1,022,000	1,363,000	4,595,000	2,884,000	790,000	10,654,000
Grand Total	**16,175,000**	**12,620,188**	**13,813,123**	**6,398,475**	**3,637,350**	**52,644,136**

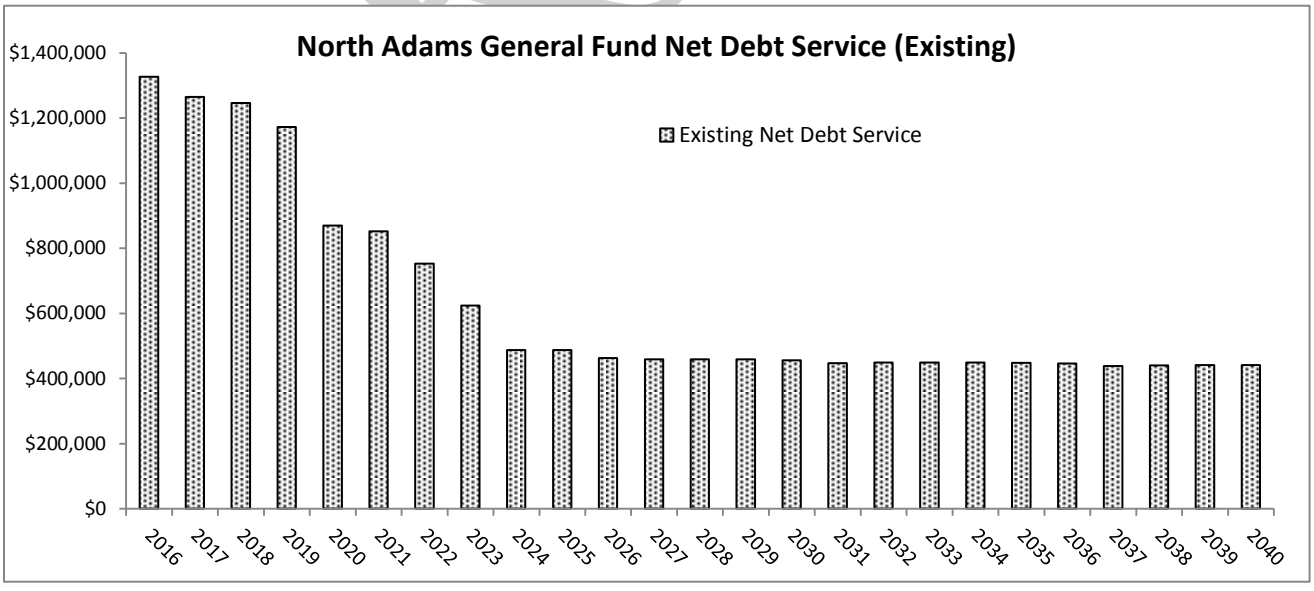
Resources Available

The funding available to North Adams has been broken down into four broad categories, each of which will be discussed below:

- General fund debt and pay-as-you-go
- Water/sewer debt and pay-as-you go
- Special Purpose Funds

General Fund Debt and Pay-as-You-Go

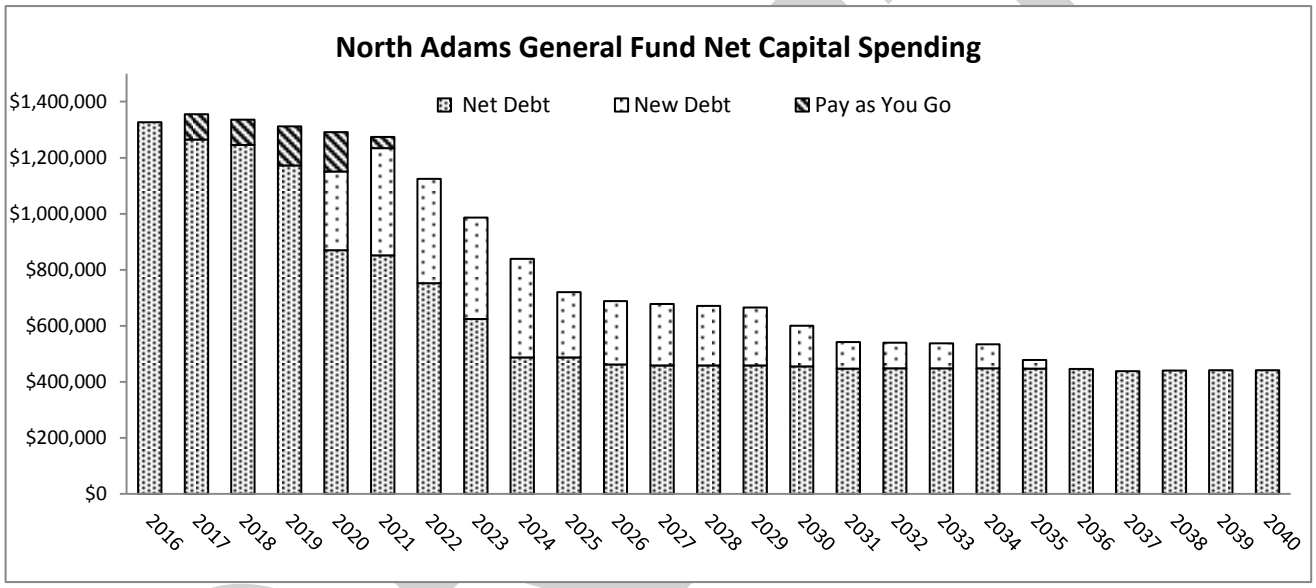
To understand the City's existing general fund debt obligations, the first step was to separate debt for water/sewer projects from the existing overall debt schedule (see below for Water/Sewer Debt and Pay-As-You-Go). A review of the remaining debt revealed that general fund debt service will be declining slowly from FY2017-FY2019, followed by a sharp drop between FY2019 and FY2020 when the annual payment will decline



by just over $300,000 in one year.[6] Further, debt authorizations that are presently authorized by the City Council, but are unused, are expected to be rescinded, meaning that no new debt service beyond what is shown above is anticipated. The declining debt service offers the City of North Adams a very significant opportunity to address unmet capital needs without adversely impacting the operating budget.

For Pay as You Go projects, the City has determined that it can make between $40,000 and $141,000 available during each of the five years of the plan to fund projects that are either low cost or are not cost effective to be borrowed.

In this *FY2017-FY2021 Capital Improvement Plan*, the combined existing debt, new debt, and Pay-as-You-Go spending will remain very close to the FY2016 debt service of $1.325 million. While the FY2017 and FY2018 spending will increase modestly, by $25,000 and $10,000, respectively, above the FY2016 level, as planned, capital spending in all subsequent years will be lower than FY2016.



Altogether, the FY2017-FY2021 Capital Improvement Plan will provide $3,017,200 in debt-funded and $500,800 in Pay-as-You-Go general fund investment over the next five years. The above spending plan will also make an additional $800,000 in debt-funded investment available in FY2022.

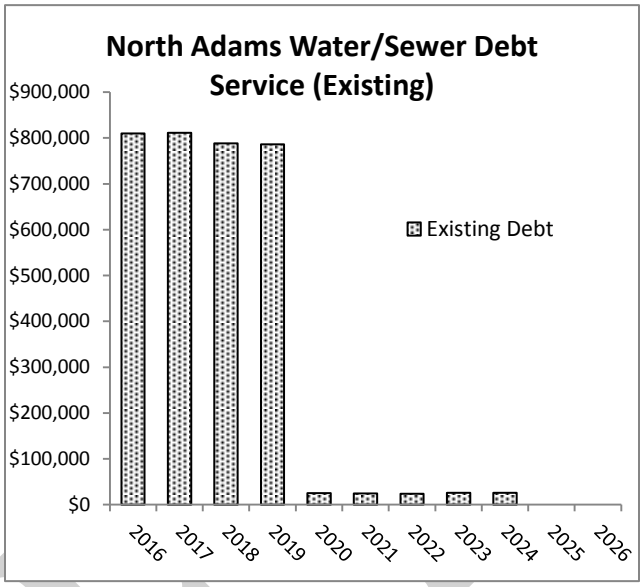
Water and Sewer Debt and Pay-as-You-Go

Additional analysis was undertaken into the City's water and sewer-related debt. At present, no enterprise fund exists in North Adams so all water and sewer revenues are posted into the General Fund and water and sewer-related debt is paid through the General Fund. When the North Adams establishes a separate fund for water and sewer revenue and expenditure – as has been recommended by the Massachusetts Department of Revenue (DOR) and the Collins Center project team, transparency will increased so that rate payers can see how their payments are being used to cover operating expenses and maintain the City's water and sewer infrastructure.

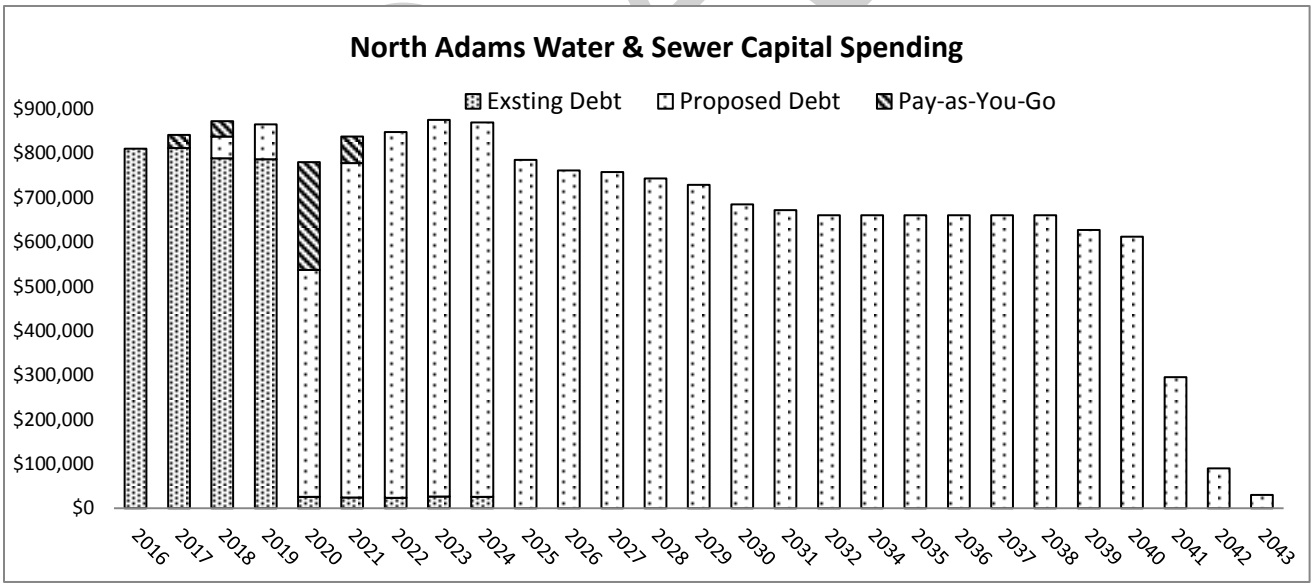
[6] Note that total annual debt is offset by payments to the general fund made by the Peter W. Foote Veteran's Memorial Skating Rink and the cable technology fund to cover part of the costs of prior year investments made to support the rink and citywide technology.

In the absence of an enterprise fund, to isolate water and sewer capital costs from general fund costs, a separate spreadsheet was created to analyze the water and sewer debt service schedule. This revealed that debt service will remain relatively constant through FY2019 (with a $23,000 reduction in FY2018), but will be nearly paid off by FY2020, when existing debt service will fall to around $25,000 per year for the next five years. This is due to the fact that the debt for the City's wastewater treatment plant will be paid in the very near future, releasing a significant amount of funding that can be made available to address the $12.8+ million in identified water and sewer capital needs.

In addition to paying debt service, water and sewer revenues can be used for the direct acquisition or funding of a capital project, such as studies and equipment.



Unlike the general fund, water and sewer revenues can go above FY2016 spending in the early years of the CIP, since revenue projections indicate that funding is available. However, this plan seeks to stay close to current spending, while addressing longstanding issues in the City's water and sewer infrastructure. In addition, spending is needed in the first few years of the five-year plan to generate preparatory studies, purchase equipment, and address some more modest capital needs in advance of the sizable infrastructure projects that can take place beginning in FY2020 when the existing debt falls dramatically and new debt can be incurred.



A key factor in implementing the CIP as designed for water and sewer projects will be securing loans from the Commonwealth for water, sewer, and dam-related projects through the Clean Water State Revolving Loan Fund (CWSRF), the Drinking Water State Revolving Loan Fund (DWSRF), and the Dam and Seawall Repair and Removal Program. As mentioned above, these loans that are made at 2% interest, a rate that is better than the City can get on the open bond market. The debt schedule above has been created with the assumption that North Adams will take advantage of these loan programs. If it does not, the above debt service schedule will

need to be recalculated and annual debt service payments will need to increase or some projects will need to be further delayed.

In the *FY2017-FY2021 Capital Improvement Plan*, $11.8 million in debt-funded projects and $368,000 in Pay-as-You-Go projects will be funded from water and sewer revenues.

Special Purpose Funds

North Adams has three other special purpose funds that can be used for capital spending including the cable technology fund, the landfill fund, and parking meter revenue. However, any capital project using any of these funds must be related to the purpose of the funds. For example, the cable technology fund can be used for information technology infrastructure and hardware, while parking meter revenue can be used to support revenue collection and parking enforcement efforts. Communication with the City Administrator indicates that between $75,000 and $142,000 can be made available from the funds collectively to support the City's capital needs.

In the *FY2017-FY2021 Capital Improvement Plan*, $622,000 in Pay-as-You-Go projects will be funded from special purpose funds.

Capital Planning Evaluation Criteria

After reviewing each project request to determine if it was complete and CIP-eligible, the project team then evaluated the proposed projects based upon a series of criteria. The categories included:

- Preserve or enhance City assets – Does the proposed project maintain or improve an existing facility? What is the anticipated useful life of the investment? Does the proposed project replace a piece of equipment needed to provide public services? Is the vehicle beyond its reasonable life? Is the acquisition part of a scheduled replacement plan that will keep vehicles operational and preclude major repair costs?
- Increase efficiency and effectiveness of government – Does the project reduce operating costs (e.g., eliminate costly repairs) or increase the effectiveness of government? Does the project reduce potential legal liability (e.g. repair of a broken sidewalk) or threats to operations (e.g., replacement of a needed street sweeper before it breaks down completely)? Does it improve customer service or provide a new, needed service?
- Be a good steward of public resources – Does the project increase revenues? Are outside grant funds available to cover a portion or all of the cost?
- Specific impacts on operating budget – What types of ongoing savings might be realized from the project? Does the project increase operating costs?

In addition, each project was evaluated to see how it would influence a series of key policy areas. These included:

- Aesthetics / Historic Preservation
- Cultural and Recreational Opportunities
- Economic Growth
- Education
- Environmental Sustainability

- Public Health
- Public Safety

While these criteria were used to differentiate between the merits of the 87 projects, it should be noted that they were not used rigidly in developing the FY2017-FY2021 CIP. At times, projects that received modest scores, predominantly because they did not contribute to the policy areas, but were critically needed – such as purchasing a camera and vehicle that can look inside City sewers - were elevated for consideration in the plan based upon need and resource availability.

PROJECTS BY FUNDING SOURCE (FY2017-FY2021)

GENERAL FUND DEBT FUNDED PROJECTS								
Proj #	**Project Name**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**Total**	**Notes**
CA1	New financial management system	0			350,000		350,000	
CA2	Replace Ice Resurfacer (aka, zamboni machine)				168,000		168,000	
CD5	Playground equipment and upgrades	0	0	0	200,000	300,000	500,000	
CD6	Improvements at Little League ballfields			0	150,000	150,000	300,000	
Fire1	Replace 4WD Fire Brush Truck	0			74,200		74,200	
PW6	Vehicle replacement program for large plow trucks		0	0	200,000		200,000	
PW8	Replace existing grader				100,000		100,000	See also Fed/State Grant/Loan Projects
PW28	Upgrade electrical service at Historic Valley Park Campground			0		300,000	300,000	
Wire6	Replacement of street lights on Main Street			0		150,000	150,000	
Sch1	Window replacement at Greylock Elementary School		0		100,000		100,000	
Sch10	Renovate fields at Drury High School	0			75,000		75,000	
Sch3	Window replacement at Johnson Pre-school		0		50,000		50,000	
Sch4	Boiler replacement at Greylock Elementary School	0			100,000		100,000	
Sch9	Make elevator at Johnson Pre-school ADA compliant			0	300,000		300,000	
	Sub-Total	**0**	**0**	**0**	**1,867,200**	**900,000**	**3,017,200**	

PROJECTS BY FUNDING SOURCE

GENERAL FUND PAY AS YOU GO PROJECTS								
Proj #	**Project Name**	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**Total**	**Notes**
Air4	Airport beacon, fencing and gates			0	25,800		25,800	See also Fed/State Grant/Loan Projects
Lib1	Repair/replace porch railings and roofs at Library		20,000	50,000			70,000	
Lib2	Repair spalling brick in Library basement	20,000			30,000		50,000	
NASD8	Expand class space and renovate gym at Johnson Pre-school	0		50,000		0	50,000	
PD1	Replacement of police vehicles	40,000	40,000	40,000	40,000	40,000	200,000	See also Special Rev Funded Projects
PS4	Public Safety Building feasibility study	30,000					30,000	
PW1	Feasibility study for DPW facility		30,000				30,000	
Wire7	Improve wiring for lights at Center Street parking lot	0			45,000		45,000	
	Sub-Total	**90,000**	**90,000**	**140,000**	**140,800**	**40,000**	**500,800**	

PROJECTS BY FUNDING SOURCE

WATER AND SEWER DEBT FUNDED PROJECTS								
Proj #	**Project Name**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**Total**	**Notes**
PW13	Purchase sewer camera system and vehicle		0		175,000		175,000	
PW15	Replace existing water utility truck		0		100,000		100,000	
PW18	Replace existing SCADA system at water treatment plant			300,000			300,000	
S1	Sewer investigation and repairs		0	500,000	500,000	500,000	1,500,000	May be eligible for CWSRF Prog
W1	Mt. Williams Reservoir Dam improvements			1,700,000			1,700,000	$1m may be eligible for Dam & Seawall Repair & Removal Prog
W2	Notch Reservoir Dam improvements			1,500,000			1,500,000	$1m may be eligible for Dam & Seawall Repair & Removal Prog
W3	Repair aqueduct between two reservoirs	300,000					300,000	
W4	Water treatment system improvements		0	600,000	391,000	92,000	1,083,000	May be eligible for DWSRF Prog
W5	Water storage projects			720,000	1,820,000		2,540,000	May be eligible for DWSRF Prog
W7	Water transmission and distribution projects	250,000	250,000	500,000	500,000	500,000	2,000,000	May be eligible for DWSRF Progr
W8	Hydrant replacement program	120,000	120,000	120,000	120,000	120,000	600,000	
	Sub-Total	**670,000**	**370,000**	**5,940,000**	**3,606,000**	**1,212,000**	**11,798,000**	

WATER AND SEWER PAY AS YOU GO PROJECTS								
Proj #	**Project Name**	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**Total**	
W10	Water / Sewer Rate Study	20,000					20,000	
W11	Update Water Capital Improvement Plan	10,000					10,000	
PW16	Purchase up-to-date meter reading equipment and software				35,000		35,000	
PW17	Replace SUV used for meter reading			0	30,000		30,000	
PW19	Purchase new 4WD vehicle for water plant operator		0		25,000		25,000	
S1	Sewer investigation and repairs	0	35,000				35,000	
W4	Water treatment system improvements	0		0	14,000		14,000	
W6	Water pumping projects	0			67,000	60,000	127,000	
W9	Gate valve replacement program	0	0	0	72,000	0	72,000	
	Sub-Total	**30,000**	**35,000**	**0**	**243,000**	**60,000**	**368,000**	

PROJECTS BY FUNDING SOURCE

SPECIAL REVENUE FUNDED PROJECTS								
Proj #	**Project Name**	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**Total**	**Notes**
MIS1	Data center refresh / relocation		25,000				25,000	Cable technology fund
MIS10	City Website Redesign				20,000		20,000	Cable technology fund
MIS2	Data storage expansion					15,000	15,000	Cable technology fund
MIS3	Desktop refresh with Microsoft Office Upgrade			20,000			20,000	Cable technology fund
MIS5	Municipal Fiber Network -Public Safety Building (new)					15,000	15,000	Cable technology fund
PW5	Establish a vehicle replace program for small dump trucks		70,000	70,000	70,000	70,000	280,000	Landfill fund
PD1	Replacement of police vehicles	40,000	40,000	40,000	40,000	40,000	200,000	Parking meter revenue
Pk1	Replacement of 100+ parking meters			12,000			12,000	Parking meter revenue
Sch6	Upgrade IT cable at Brayton Elementary School	35,000					35,000	Cable technology fund
	Sub-Total	**75,000**	**135,000**	**142,000**	**130,000**	**140,000**	**622,000**	

FEDERAL, STATE, OR OTHER GRANT/LOAN FUNDED PROJECTS								
Proj #	**Project Name**	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**Total**	**Notes**
CD2	North Adams to Adams Bike Trail		50,000				50,000	Chapter 90
PW2	Replace two 4wd pickup trucks for Highway Department	45,000	45,000				90,000	Chapter 90
PW29	Purchase new small paver to lay down asphalt			75,000			75,000	Chapter 90
PW3	Replace existing backhoe with excavator with a hammer	175,000					175,000	Chapter 90
PW30	Purchase new 5 ton roller for road projects			20,000			20,000	Chapter 90
PW6	Vehicle replacement program for large plow trucks			100,000	100,000		200,000	Chapter 90, See also GF Debt Projects
PW8	Replace existing grader				100,000		100,000	Chapter 90-GF
PW31	Make needed roadway improvements	220,900	345,900	245,900	240,900	440,900	1,494,500	Chapter 90
Air2	Reconstruct Airport Main Apron (Phase II)	3,600,000					3,600,000	FAA
Air2	Reconstruct Airport Main Apron (Phase II)	325,000					325,000	MassDOT
Air3	Airport terminal building project	0				4,200,000	4,200,000	MassDOT
Air3	Airport terminal building project	0				200,000	200,000	Private donation
Air4	Airport beacon, fencing and gates			0	464,400		464,400	FAA

PROJECTS BY FUNDING SOURCE

FEDERAL, STATE, OR OTHER GRANT/LOAN FUNDED PROJECTS								
Proj #	**Project Name**	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**Total**	**Notes**
Air4	Airport beacon, fencing and gates			0	25,800		25,800	MassDOT
CD1	Mohawk Bike Trail		4,906,138				4,906,138	MassDOT TIP2016
CD2	North Adams to Adams Bike Trail			3,333,073			3,333,073	MassDOT TIP2017
CD4	Heritage State Park Footbridge Replacement			1,750,000			1,750,000	MassWorks
CD7	Noel Field Skateboard Park and Improvements		276,150				276,150	CDBG
CD7	Noel Field Skateboard Park and Improvements		400,000	0	0	0	400,000	PARC grant
	Sub-Total	**4,365,900**	**6,023,188**	**5,523,973**	**931,100**	**4,840,900**	**21,685,061**	

	FY2016	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**Total**
GRAND TOTAL	**5,230,900**	**6,653,188**	**11,745,973**	**6,918,100**	**7,192,900**	**37,741,061**

PROJECTS RECOMMENDED FOR FY2022

(*Note that the water and sewer and federal or state grant/loan funded projects listed below are only the matches to the identified general fund debt funded projects. There will likely be additional water and sewer and grant/loan funded projects added in the FY2018-FY2022 CIP when it is prepared.)*

GENERAL FUND DEBT FUNDED PROJECTS			
Proj #	**Project Name**	**FY2022**	**Notes**
PW4	Replace existing loader	125,000	See also Fed/State Grant/Loan Projects
PW6	Vehicle replacement program for large plow trucks	200,000	See also Fed/State Grant/Loan Projects
PW7	Replace the mechanic utility truck	100,000	
PW11	Replace existing street sweeper	275,000	
PW12	Replace vacuum excavator w/new vehicle with a jetter	100,000	See also Water/Sewer Funded Projects
	Sub-total	**$800,000**	

WATER AND SEWER DEBT FUNDED PROJECTS			
Proj #	**Project Name**	**FY2022**	**Notes**
PW12	Replace vacuum excavator w/new vehicle with a jetter	100,000	See also GF Debt Funded Projects
	Sub-total	$100,000	

FEDERAL OR STATE GRANT/LOAN FUNDED PROJECTS			
Proj #	**Project Name**	**FY2020**	**Notes**
PW4	Replace existing loader	125,000	Chapter 90, See also GF Debt Projects
PW6	Vehicle replacement program for large plow trucks	100,000	Chapter 90, See also GF Debt Projects
	Sub-total	$225,000	

PROJECTS BY DEPARTMENT (FY2017-FY2021)

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
AIRPORT COMMISSION								
Air2	Reconstruct Main Apron (Phase II)	This project is to reconstruct the Main Apron (Phase II). This project also includes remarking and lighting medications to Runway 11-29 for the new approach procedure as well as fencing and security modifications. This project has been programmed for federal funding in FFY2015.					3,925,000	**3,925,000**
Air3	Airport terminal building project	This project is to provide a welcoming environment to visitors at the Harriman and West Airport. The $200,000 match to $4.2 million in MassDOT funding is being provided via a private donation.					4,400,000	**4,400,000**
Air4	Airport beacon, fencing and gates	This project will upgrade the beacon at the airport, replace and repair fencing and gates in order to improve security at the airport facility.		25,800			490,200	**516,000**
CITY ADMINISTRATOR								
CA1	New financial management system	Replace 1990's keystroke dependent system with Windows based MUNIS point and click system as a way to create better efficiencies and perhaps reduce payroll costs.	350,000					**350,000**
CA2	Replace Ice Resurfacer (aka., zamboni machine)	This project is to purchase a new ice resurfacer that is used year round, between 5 to 10 times per day, seven days per week. The maintenance of the rink and the quality of the ice is essential to continue the facilities revenue operations which are generated by the many user groups.	168,000					**168,000**
COMMUNITY DEVELOPMENT DEPARTMENT								
CD1	Mohawk Bike Trail	Approximately 5-6 mile long bike/pedestrian trail from North Adams to Williamstown, which is part of long-range route through New England. Proposed project will tie to existing Ashuwillticook Rail Trail in north-central county, creating a 20-22-mile long bike trail.					4,906,138	**4,906,138**
CD2	North Adams to Adams Bike Trail	An approximate 4-5 mile section of bike/pedestrian trail, this project will tie to existing trail in north-central county (Ashuwillticook Rail Trail) from North					3,383,073	**3,383,073**

PROJECTS BY DEPARTMENT

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
		Adams to Adams.						
CD4	Heritage State Park Footbridge Replacement	Remove existing dilapidated footbridge and install new one. A new pedestrian bridge will provide a critical physical linkage to the downtown's Main Street, as well as a key link to the Mass MoCA campus. A new bridge that is of sufficient width could be instrumental in the formal extension of the Ashuwillticook Bike Path.					1,750,000	**1,750,000**
CD5	Playground equipment and upgrades	This would provide funding for equipment replacement and other modest improvements to City playgrounds to make sure they are safe and inviting for children. Project could be used to replace equipment and safety surfaces, add new, or to make other improvements such as fencing to ensure safety and usability for all. Locations include: Freemen Street, Houghton Street, Blackinton, River Street, and Beaver Street playgrounds.	500,000					**500,000**
CD6	Improvements at Little League ballfields	Fencing, lighting, and other improvements are needed at the Kemp Park and Fallon Field ballfields.	300,000					**300,000**
CD7	Noel Field Skateboard Park and Improvements	This project will be the installation of new skate park venue for skate boarding and BMX biking at the Noel Field complex.					676,150	**676,150**
FIRE DEPARTMENT								
Fire1	Replace 4WD Fire Brush Truck	Brush trucks are used to access locations that a traditional fire truck cannot reach. The vehicles are built for off-road travel and carry fire retardant to rapidly respond to fires. Project is to purchase a new truck for this purpose. Would be a pickup truck with a utility body with a slide in brush unit that could be taken out in the winter so that would be available for other purpose.	74,200					**74,200**
LIBRARY DEPARTMENT								
Lib1	Repair/replace porch railings and roofs at Library	This project will replace two porches, one on East Main Street and one on Church Street with new porches that match the historic character of this significant building. The design team will need to include a structural engineer and an expert in historic preservation.		70,000				**70,000**
Lib2	Repair spalling brick in Library basement	In the original Civil War era section of the library, portions of the brick in the basement have deteriorated pretty severely. Brickpointing in these		50,000				**50,000**

PROJECTS BY DEPARTMENT

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
		locations will no longer be sufficient and replacement of the bricks is needed.						
MANAGEMENT INFORMATION SYSTEMS (MIS) DEPARTMENT								
MIS1	Data center refresh / relocation	Project would be to replace/refresh all of the IT equipment that the City installed new in 2011. This includes, but is not limited to servers, SANS, firewalls, switches, and routers. If the Public Safety building is relocated, then the IT Data Center will also need to be moved.				25,000		**25,000**
MIS2	Data storage expansion	The amount of digital data that departments create and store is increasing seemingly daily. Additional data storage capacity is needed to keep up with the volume. This project would be to purchase hard drives to store the information. Capacity will expand from 905GB to 10TB.				15,000		**15,000**
MIS3	Desktop Refresh with Microsoft Office Upgrade	Project will refresh the 150 desktops that were installed in 2015 and will facilitate an upgrade to the new Microsoft Office Suite.				20,000		**20,000**
MIS5	Municipal Fiber Network - New Public Safety Building	Fiber is in place between all City buildings including the existing Public Safety Building. If the public safety functions is relocated, new fiber optic cable will be needed.				15,000		**15,000**
MIS10	City Website Redesign	Project estimate is for labor cost to create a new up-to-date website.				20,000		**20,000**
POLICE DEPARTMENT								
PD1	Replacement of police vehicles	This project will replace two marked police vehicles per year. Project cost includes full outfitting vehicle with communications and IT equipment.		200,000		200,000		**400,000**
PARKING DIVISION								
Pk1	Replacement of 100+ parking meters	Two years ago or so, one-half of the City's parking meter inventory was replaced. However, an additional 110-120 meters need replacing. These are old mechanical meters that have not been replaced since 1980. Electronic meters cost $500 each. The City will incur additional costs for credit card processing, so will need to modify the meter pricing accordingly. Another option is refurbished meters that take coins only and are $100 each.				12,000		**12,000**
PUBLIC SAFETY DEPARTMENTS (POLICE & FIRE)								

PROJECTS BY DEPARTMENT

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
PS4	Public Safety Building feasibility study	This project is to document the space needs of the Adams public safety departments, evaluate the merits of building a new public safety building versus renovating the existing building, and determine the feasibility of different options to be considered. Following the feasibility study will be development of a concept plan and preparation of a detailed cost estimate.		30,000				**30,000**
PUBLIC WORKS DEPARTMENT								
PW1	Feasibility study for DPW facility (new or leased)	Department is in need of a facility that can store and maintain department vehicles small and large, has secure storage for vehicle parts and supplies, has space for crews coming to work, offers a customer friendly front desk where can make complaints or get issues addressed. A new facility would also be designed improve safety for workers and visitors to the facility.		30,000				**30,000**
PW2	Replace two 4wd pickup trucks for Highway Department	Two standard pickup trucks are needed for the City Engineer and other department staff.					90,000	**90,000**
PW3	Replace existing backhoe with excavator with a hammer	An excavator with a hammer is sought to replace an old backhoe purchased in 1999. The hammer is an attachment used to break up concrete or get through frozen soil. The vehicle can be used for water/sewer main breaks or roadwork.					175,000	**175,000**
PW5	Establish a vehicle replace program for small dump trucks	Over time, eight (8) small dump trucks used to transfer materials, tow trailers, and other activities during the summer and for plowing in the winter would be replaced. Two vehicles would be replaced each year starting in FY2018.				280,000		**280,000**
PW6	Vehicle replacement program for large plow trucks	This project will replace 4 large dump trucks at a rate of one truck per year to keep an inventory with vehicles of different ages. These vehicles are used year round and serve as plow vehicles in the winter.	200,000				300,000	**500,000**
PW8	Replace existing grader	This would replace the existing grader that is used to grade dirt roads and during heavy snow plowing with a newer vehicle.	100,000				100,000	**200,000**
PW13	Purchase sewer camera system and vehicle	A sewer camera will allow the remote inspection of sewer lines as narrow as 2 inches in diameter and as large as 12 inches in diameter. The cameras are on wheels so they can travel down the lines. A truck would provide dedicated transportation for the			175,000			**175,000**

PROJECTS BY DEPARTMENT

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
		camera so that it would be available for use any time.						
PW15	Replace existing water utility truck	The Water Department uses a utility truck to carry all equipment needed to respond to water breaks, perform preventative maintenance work, and other efforts. A 1.25 ton vehicle is needed.			100,000			**100,000**
PW16	Purchase up-to-date meter reading equipment and software	This project will bring the department's existing water meter reading technology up-to-date so that department staff can drive by properties and read the meters. They will no longer need to go onto private property and tap the household meter.			35,000			**35,000**
PW17	Replace SUV used for meter reading	A new 4-wheel drive vehicle is needed to replace the SUV currently used for water meter reading.			30,000			**30,000**
PW18	Replace existing SCADA system at water treatment plant	The supervisory control and data acquisition (SCADA) system is computer-based technology that controls the equipment at the water treatment plant and monitors the water throughout the entire treatment process. It is needed to ensure water quality and safety.			300,000			**300,000**
PW19	Purchase new 4WD vehicle for water plant operator	A new 4-wheel drive vehicle for the Water Treatment Plant will allow staff to inspect remote stations and collect required water samples.			25,000			**25,000**
PW28	Upgrade electrical svc at Historic Valley Park Campground	This project would improve the electrical service available campers at the park and bring it up to current day standards.	300,000					**300,000**
PW29	Purchase new small paver to lay down asphalt	A paver is used in all roadwork to lay down a smooth layer of asphalt with some minor compaction before the roller finishes the compaction.					75,000	**75,000**
PW30	Purchase new 5 ton roller for road projects	The new 5 ton roller would replace the 1.5 ton roller the department currently uses to flatten asphalt on road projects. The existing roller is too small for most projects.					20,000	**20,000**
PW31	Make needed roadway improvements	This project is to allocate annual funding for the repair of roads and sidewalks. The specific locations to be improved each year will be decided outside of the capital plan.					1,394,500	**1,394,500**
SEWER DIVISION								
S1	Sewer investigation and repairs	This project will allocate funding in the first year to perform a comprehensive analysis of the sewer system and develop a capital plan for improvements going forward. Funding for years 2-5 is a placeholder in anticipation of what annual repair cost may be.			1,535,000			**1,535,000**

PROJECTS BY DEPARTMENT

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
NORTH ADAMS SCHOOL DISTRICT								
Sch1	Window replacement at Greylock Elementary School	The Greylock Elementary School, which serves children from kindergarten to grade 7, was built in the in 1950s and has windows that are original to the building. All classrooms have windows that need to be replaced.	100,000					**100,000**
Sch3	Window replacement at Johnson Pre-school	The Johnson Pre-school, houses District children on the 2nd and 3rd floor, and has a 1st floor that is rented to the local headstart program. The building is over 100 years of age and still has the original windows. This project would replace the windows throughout the building.	50,000					**50,000**
Sch4	Boiler replacement at Greylock Elementary School	The existing boiler is original to the building (e.g., 50+ years old) and is used to provide heat to the rooms and hot water for the bathrooms.	100,000					**100,000**
Sch6	Upgrade IT cable at Brayton Elementary School	When the Brayton Elementary School was renovated 13 years ago, Cat 5 cables were installed. This provided wiring for the internet, but is very slow. The project would replace the Cat 5 wiring with Cat 6.				35,000		**35,000**
Sch8	Expand class space and renov gym at Johnson Pre-school	Based upon growing enrollment, Johnson Pre-school is in need of two additional classrooms and the gym is in need of renovation to meet the needs of the student population. The 3rd floor of the building is presently used for storage, but if it was renovated would be available for classroom space. The gym in the basement has not been updated or renovated in around 50 years. The entire facility needs to become ADA compliant. The project budget is for the space renovation. See elevator project relative to ADA compliance.		50,000				**50,000**
Sch9	Make elevator at Johnson Pre-school ADA compliant	This project would provide accessibility for persons with disabilities to all floors of the Johnson Pre-school building.	300,000					**300,000**
Sch10	Renovate fields at Drury High School	This project would begin the overall investment needed in the football, baseball, and soccer fields. The first phase of the effort would involve re-sodding the football field, improvements/repairs to the bleachers, and improved lighting, among other efforts.	75,000					**75,000**
WATER DIVISION								
W1	Mt. Williams Reservoir Dam	This project mades improvements to the Mt. Williams			1,700,000			**1,700,000**

PROJECTS BY DEPARTMENT

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
	improvements	Reservoir Dam including repairing the dike, spillway, and downstream channel, repair of the gatehouse, tree/brush removal, and regrading to improve drainage.						
W2	Notch Reservoir Dam improvements	This project includes rehabilitating the gatehouse, repair of the diversion intake structure, spillway reconstruction, low level gate repair and installation, and installation of a seepage control system and associated landscaping.			1,500,000			**1,500,000**
W3	Repair acqueduct between two reservoirs	This project studies and repairs the acqueduct between the Notch Reservoir and the Mt. Williams Reservoir. The acqueduct allows water from the Notch Reservoir to augments the Mt. Williams reservoir as needed. Repeated study has found the acqueduct to be in disrepair. This project funds the study and anticipated costs of repair.			300,000			**300,000**
W4	Water treatment system improvements	Project includes improvement to be made a that the North Adams water treatment plant built in 1994. Planned improvements focus on the replacement of the filter media, the high lift pumps, the actuators, the boiler/HVAC system, and improved security,			1,097,000			**1,097,000**
W5	Water storage projects	The City currently has 3 storage tanks including East Main Street Lower Tank (1 MG), Reservoir Road Tank (1 MG), and East Main Street Upper Tank (0.075 MG). Proposed projects include replacing the East Main Street Upper Tank with a 0.2 MG tank and adding a new 1 MG tank for the low service area.			2,540,000			**2,540,000**
W6	Water pumping projects	The City has one pump station on East Main Street near the East Main Street Lower Tank. The pump is used to deliver water to the upper tank. Projects include rehabilitating the altitude valve, replacing the pump, and installing a standby generator.			127,000			**127,000**
W7	Water transmission and distribution projects	The water distribution system dates back as far as 1895 and there is currently over 35,000 feet of pipe over 100 years old in the system (as of 2011). This project includes establishing an annual allowance for water main replacement. Among the criteria to be considered when determining locations to be replaced are: main breaks, water quality, or other issues.			2,000,000			**2,000,000**
W8	Hydrant replacement program	Funding is for the replacement of fire hydrants that are not operational. This project seeks to replace 20			600,000			**600,000**

PROJECTS BY DEPARTMENT

Proj #	Project Name	Description	GF Debt	GF Pay as You Go	Water / Sewer	Special Rev	Fed/State /Other	Total
		failed hydrants per year for 10 years. Once the inoperable hydrants are replaced, the replacement frequency can be changed to 10 hydrants per year.						
W9	Gate valve replacement program	This project would establish a program to continuously replace gate valves that are old and deteriorated. The project will replace 10 gate valves per year over then next 20 years, for a total of 200 gate valves.			72,000			**72,000**
W10	Water / Sewer Rate Study	Study of how rates may need to be modified to address unfunded or underfunded capital and operational costs required to maintain water and sewer infrastructure.			20,000			**20,000**
W11	Update Water Capital Improvement Plan	This project will update the analysis completed in June 2011 that identified the capital needs for the North Adams water system. The consultant will confirm the physical state of the system, update the cost estimates, and bring the plan into alignment with the new citywide Capital Improvement Plan (FY2017-FY2021).			10,000			**10,000**
WIRE DEPARTMENT								
Wire6	Replacement of street lights on Main Street	Street lights along Main Street would be replaced with energy efficient LED lights with dual heads. New bases and poles would also be provided.	150,000					**150,000**
Wire7	Improve wiring for lights at Center Street parking lot	This project would replace the underground wiring at the Center Street parking lot.		45,000				**45,000**

	Debt	Pay as You Go	Water / Sewer	Special Rev	Fed/State/ Other	Total
TOTAL	**2,767,200**	**500,800**	**12,166,000**	**622,000**	**21,685,061**	**37,741,061**

APPENDICES

Appendix 1: General Fund Debt and Pay as You Go Charts

Appendix 2: Water/Sewer Debt and Pay as You Go Charts

Appendix 3: North Adams At A Glance

Appendix 4: New Growth (FY2006-FY2015)

Appendix 5: Free Cash and Stabilization F(2006-FY2015)

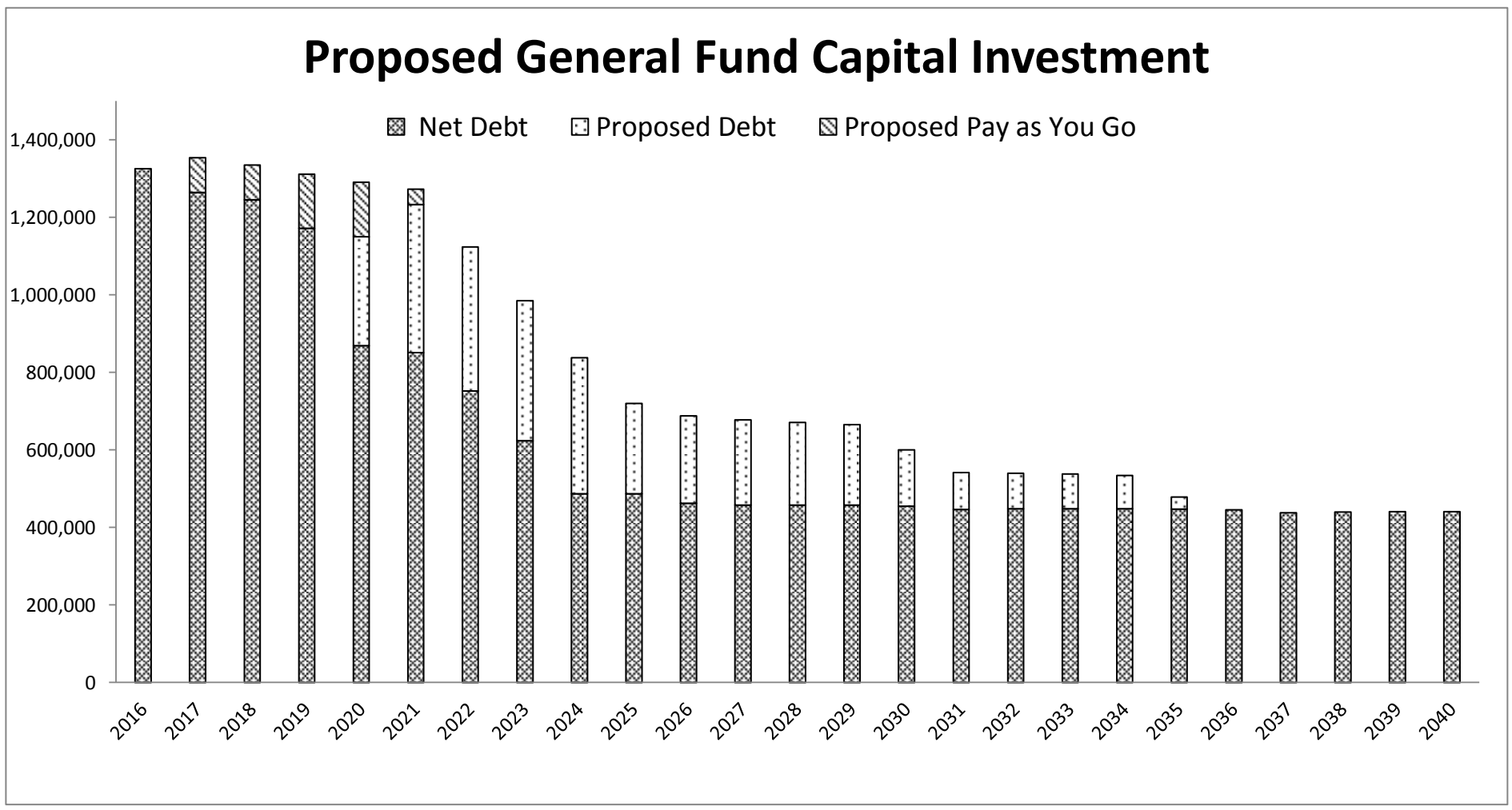
Appendix 6: Select Items from DLS Municipal Finance Glossary

APPENDIX 1

The below chart shows a summary of the City's existing debt service excluding water and sewer.
Water and sewer debt service and pay as you go calculations can be found in Appendix 2.
The City has not adopted an enterprise fund for its water and sewer operations.

NORTH ADAMS GENERAL FUND DEBT SERVICE

FISCAL YEAR	Existing Debt Service as of 7/1/2015	Skating Rink Computers FUNDING Offset	Existing Net Debt Service	FY2017-FY2021 Proposed Pay as You Go	FY2017-FY2021 Proposed Debt (estimated)	GRAND TOTAL
2016	1,393,252	(67,488)	1,325,764	0	0	1,325,764
2017	1,328,107	(63,763)	1,264,344	90,000	0	1,354,344
2018	1,307,331	(62,188)	1,245,143	90,000	0	1,335,143
2019	1,232,185	(60,623)	1,171,562	140,000	0	1,311,562
2020	923,000	(53,900)	869,100	140,800	281,183	1,291,083
2021	904,782	(53,300)	851,482	40,000	381,737	1,273,219
2022	802,850	(50,500)	752,350	0	371,709	1,124,059
2023	652,450	(28,600)	623,850	0	361,564	985,414
2024	486,850	0	486,850	0	351,535	838,385
2025	487,250	0	487,250	0	232,950	720,200
2026	462,250	0	462,250	0	226,175	688,425
2027	457,850	0	457,850	0	219,825	677,675
2028	458,250	0	458,250	0	213,050	671,300
2029	458,250	0	458,250	0	206,700	664,950
2030	455,250	0	455,250	0	144,925	600,175
2031	446,750	0	446,750	0	95,225	541,975
2032	448,000	0	448,000	0	92,000	540,000
2033	448,500	0	448,500	0	89,100	537,600
2034	448,250	0	448,250	0	85,875	534,125
2035	447,250	0	447,250	0	31,050	478,300
2036	445,500	0	445,500	0	0	445,500
2037	438,000	0	438,000	0	0	438,000
2038	440,000	0	440,000	0	0	440,000
2039	441,000	0	441,000	0	0	441,000
2040	441,000	0	441,000	0	0	441,000
TOTAL	**16,254,157**	**(440,362)**	**15,813,795**	**500,800**	**3,384,603**	**19,699,198**

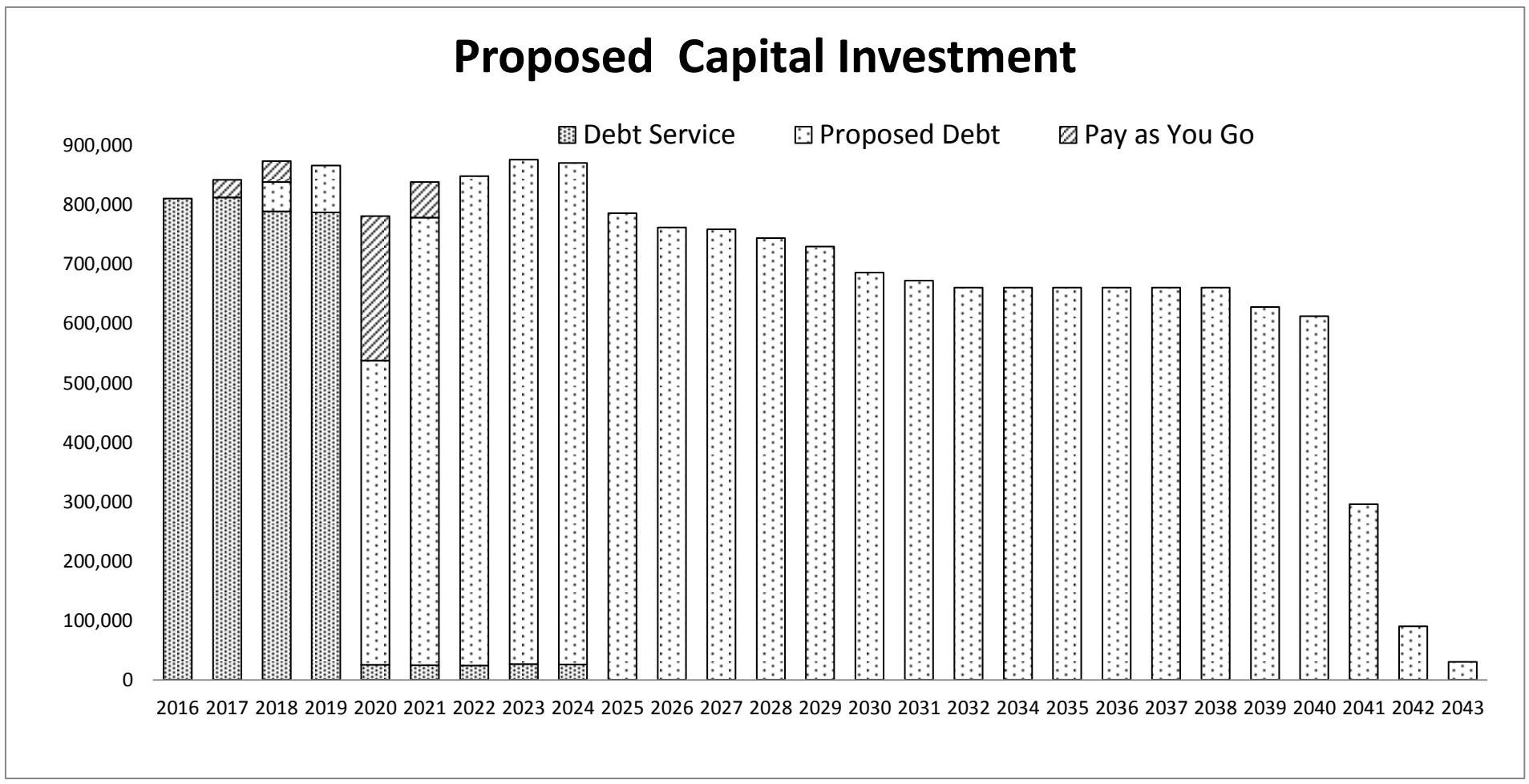


APPENDIX 2

The below chart shows a summary of the City's existing water and sewer debt service.
The City has not adopted an enterprise fund for its water and sewer operations.

NORTH ADAMS WATER/ SEWER DEBT SERVICE and PAY AS YOU GO

FISCAL YEAR	Existing Debt Service as of 7/1/2015	FY2017-FY2021 Proposed Pay as You Go	FY2017-FY2021 Proposed Debt (ext. debt service)	GRAND TOTAL
2016	810,201		0	810,201
2017	811,545	30,000	0	841,545
2018	788,540	35,000	49,000	872,540
2019	786,300	0	79,000	865,300
2020	25,367	243,000	511,800	780,167
2021	24,536	60,000	753,000	837,536
2022	23,723		824,000	847,723
2023	26,186		849,000	875,186
2024	25,657		844,000	869,657
2025			785,000	785,000
2026			761,000	761,000
2027			758,000	758,000
2028			743,000	743,000
2029			729,000	729,000
2030			685,000	685,000
2031			672,000	672,000
2032			660,000	660,000
2034			660,000	660,000
2035			660,000	660,000
2036			660,000	660,000
2037			660,000	660,000
2038			660,000	660,000
2039			627,000	627,000
2040			612,000	612,000
2041			295,200	295,200
2042			90,000	90,000
2043			30,000	30,000
TOTAL	3,322,055	368,000	14,657,000	18,347,055



DLS At A Glance Report for North Adams

Socioeconomic	
County	BERKSHIRE
School Structure	K-12
Form of Government	COUNCIL AND ALDERMAN
2012 Population	13,583
2012 Labor Force	6,979
2012 Unemployment Rate	8.20
2011 DOR Income Per Capita	14,388
2009 Housing Units per Sq Mile	346.77
2011 Road Miles	85.31
EQV Per Capita (2012 EQV/2012 Population)	54,933
Number of Registered Vehicles (2012)	9,996
2012 Number of Registered Voters	9,112

Bond Ratings	
Moody's Bond Ratings as of December 2014*	A1
Standard and Poor's Bond Ratings as of December 2014*	A-

*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2015 Esimated Cherry Sheet Aid	
Education Aid	13,947,186
General Government	4,585,252
Total Receipts	18,532,438
Total Assessments	2,505,472
Net State Aid	16,026,966

Fiscal Year 2015 Tax Classification			
Tax Classfication	**Assessed Values**	**Tax Levy**	**Tax Rate**
Residential	550,769,529	9,192,343	16.69
Open Space	0	0	0
Commerical	110,853,671	3,994,058	36.03
Industrial	20,917,862	753,671	36.03
Personal Property	29,526,989	1,063,857	36.03
Total	**712,068,051**	**15,003,929**	

Fiscal Year 2015 Revenue by Source		
Revenue Source	**Amount**	**% of Total**
Tax Levy	15,003,929	36.42
State Aid	18,532,438	44.99
Local Receipts	7,275,185	17.66
Other Available	382,005	0.93
Total	**41,193,557**	

Fiscal Year 2015 Proposition 2 1/2 Levy Capacity	
New Growth	225,012
Override	
Debt Exclusion	
Levy Limit	15,019,976
Excess Capacity	16,047
Ceiling	17,801,701
Override Capacity	2,781,725

Other Available Funds		
2015 Free Cash	**FY2014 Stabilization Fund**	**FY2015 Overlay Reserve**
140,822	244	199,886

Fiscal Year 2015 Average Single Family Tax Bill**	
Number of Single Family Parcels	2,635
Assessed Value of Single Family	136,292
Average Single Family Tax Bill	2,275

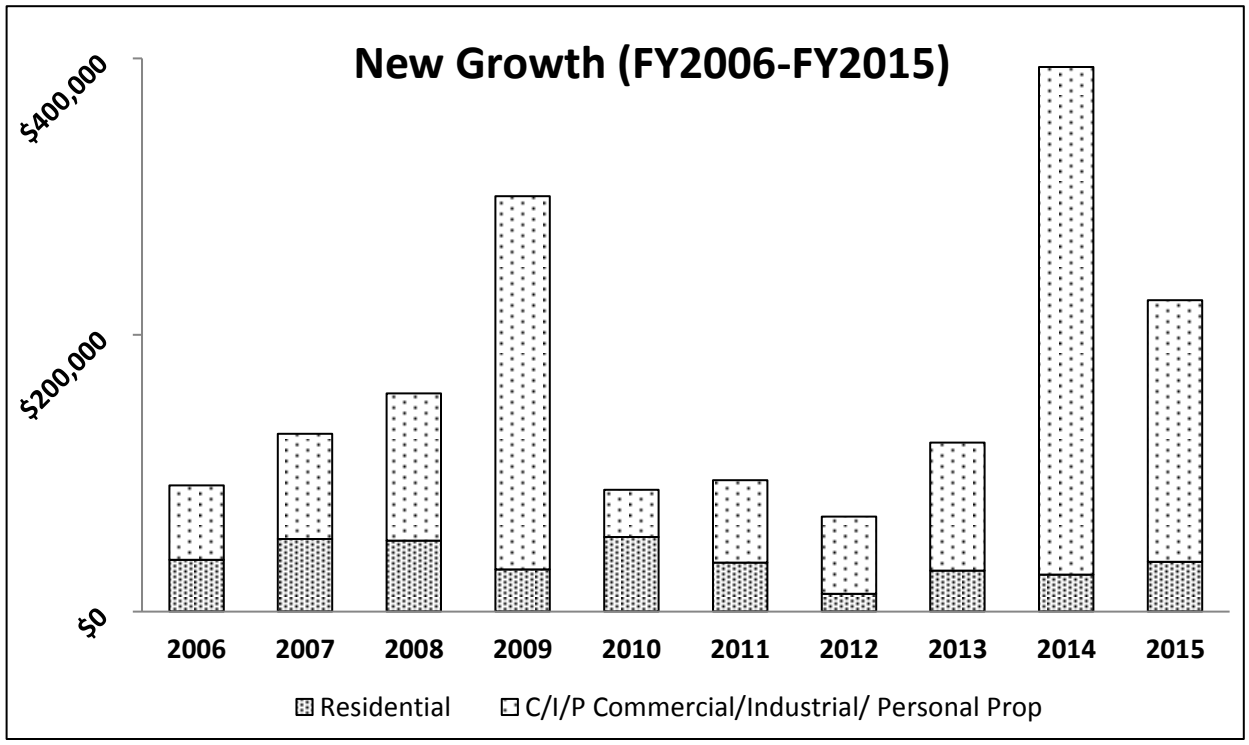
State Average Family Tax Bill	
Fiscal Year 2012	4,711
Fiscal Year 2013	4,846
Fiscal Year 2014	5,020

The below chart represents the amount that the City raised in property taxes above the Proposition 2 1/2 limit because of new construction activity in the City.

NORTH ADAMS 10 YEAR HISTORY OF NEW GROWTH

FISCAL YEAR	Residential	C/I/P Commercial/Industrial/ Personal Prop	Total New Growth
2006	37,425	53,722	91,147
2007	52,459	76,131	128,590
2008	51,252	106,285	157,537
2009	30,495	269,777	300,272
2010	53,897	34,129	88,026
2011	35,322	59,506	94,828
2012	12,859	55,660	68,519
2013	29,625	92,475	122,100
2014	26,692	366,913	393,605
2015	35,748	189,264	225,012
Avg.	**$36,577**	**$130,386**	**$166,964**

Source: Mass Division of Local Services Data Bank

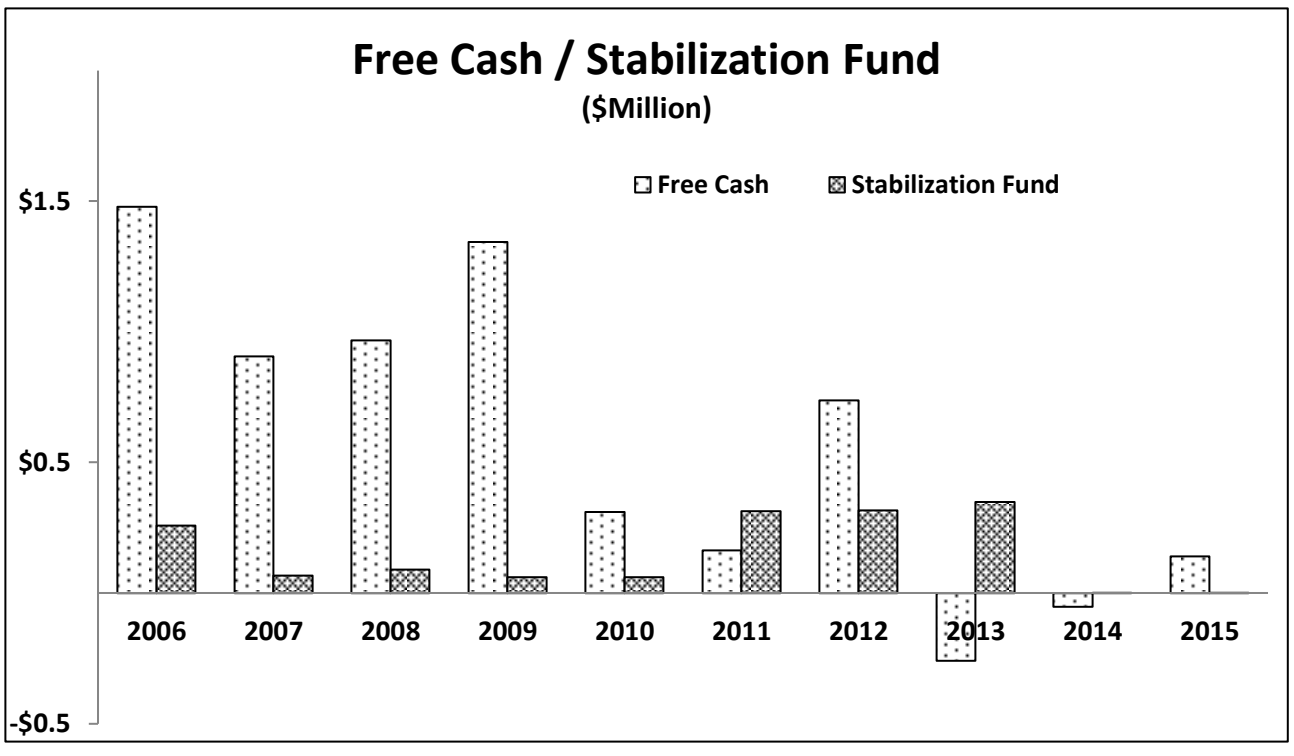


APPENDIX 5

NORTH ADAMS FREE CASH AND STABILIZATION FUND

FISCALYEAR	Free Cash	Stabilization Fund	Total
2006	1,478,499	257,445	1,735,944
2007	906,075	67,457	973,532
2008	966,291	90,040	1,056,331
2009	1,343,796	60,269	1,404,065
2010	310,049	60,300	370,349
2011	163,833	313,360	477,193
2012	737,222	315,988	1,053,210
2013	-260,011	349,062	89,051
2014	-52,695	82	-52,613
2015	140,822	244	141,066

Source: Mass Division of Local Services



SELECTED GLOSSARY OF TERMS ---------- CAPITAL IMPROVEMENT PROGRAM

Available Funds –Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).

Betterments (Special Assessments) – Whenever part of a community benefits from a public improvement, or betterment (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Block Grant – A Block Grant is a Federal grant of money awarded by formula under very general guidelines that allow grantees broad latitude in spending activities. Recipients are normally state or local governments.

Bond – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year.

Bond and Interest Schedule Record (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bond Anticipation Note (BAN) – Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

Bond Authorization – The action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See Bond Issue)

Bond Buyer – A daily trade paper containing current and historical information of interest to the municipal bond business.

Bond Counsel – An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue – The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

Bond Rating (Municipal) – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bonds Authorized and Unissued – Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

Capital Assets – All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset)

Capital Budget – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset)

Capital Improvements Program – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital Outlay – The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

Capital Outlay Expenditure Exclusion – A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling

Chapter 90 Highway Funds – State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant.

Contingent Appropriation – An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Debt Authorization – Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

Debt Burden – The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion – An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt Limit – The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10, debt limits are set at 5 percent of EQV. By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.

Debt Policy – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

Debt Service – The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Enterprise Fund – An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR IGR 08-101

Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown 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 balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

General Obligation Bonds – Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Levy Limit – A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or

exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling)

Massachusetts School Building Authority (MSBA) – Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts will receive a lump sum amount representing the state's share of the eligible project costs.. (See DOR IGR 06-101)

New Growth – The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY07 is based on new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set the FY07 levy limit, the FY06 tax rate is used in the calculation.

Non-Recurring Revenue Source – A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source)

Principal – The face amount of a bond, exclusive of accrued interest.

Receipts Reserved for Appropriation – Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

Sale of Cemetery Lots Fund – A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL Ch. 114 §15.

Sale of Real Estate Fund – A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. MGL Ch. 44 §63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more

Short-Term Debt – Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less.

Special Exclusion – For a few limited capital purposes, a community may exceed its levy limit or levy ceiling without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years

Special Revenue Fund – Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund – A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.

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