

SECTION IV- CAPITAL IMPROVEMENT PLAN

Town of Adams



FY18 Capital Improvement Plan (CIP) March 2017

Table of Contents

Capital Planning Process

Adams Financial Condition

Capital Spending Requests by Division/Department/Facility

Department of Public Works

DPW: Highways

DPW: Wastewater Treatment Division

DPW: Parks, Grounds, and Cemeteries

65 Park Street

Adams Police Station

Adams Free Library

Town Hall

Community Development Department

Fleet Maintenance

Information Technology Infrastructure

CT Plunkett School

Small Capital

Appendices

Appendix 1: Previous year expenditure update

Appendix 2: Proposed funding schedule

Appendix 3: Capital deferred in FY18

Appendix 4: Unaddressed Capital

Appendix 5: Horizon Capital

Appendix 6: Understanding Project Numbering System

Capital Planning Process

In January of 2016 a joint meeting of the Board of Selectmen and the Finance Committee adopted a comprehensive financial management policy for the Town of Adams. Included in the financial management policy was a change to the previous method of preparing and presenting the capital improvement plan (CIP). The Town Administrator is required to prepare and present a capital improvement plan annually to the Board of Selectmen with the annual budget. Prior to preparing the CIP the Town Administrator sends out request forms to department heads and boards/committees for the addition of items to the CIP along with their proposed priority rating. The Town Administrator prioritizes capital requests with available funding sources in updating the plan annually.

The Town continues to face enormous cost pressures each year. The pressure on free cash to offset the budget over the last 5-10 years has resulted in a diminished amount of free cash available for capital expenditures. Continued dwindling of free cash, which is likely, will make capital investments a challenge. The Town has two paths to go down to attempt to address the lack of funding for necessary capital expenditures.

The first option would be to continue to use excess capacity in the debt service budget along with some free cash allocation in FY18 to pay debt service down faster than scheduled. If undertaken, and no new non-excluded debt service is added to the rolls, the Town could have zero debt by FY24 or FY25. That would allow the Town to have up to \$500,000 available annually for debt services needs or, in this case, to fund annual capital needs. This is the best-case scenario; however, the two challenges with this option are finding necessary capital funds for the next 6-7 budget cycles, and ensuring that no new debt would be added to the Town in the same period.

The second option would be to forgo paying down debt early and utilize the debt coming off the rolls incrementally to pay for capital expenditures. The challenges with this approach include that there would only be approximately \$100,000 annually available beginning in FY19 and this would not substantially change until FY28 or so. This option would free up approximately \$100,000 of general funds available each year for capital, but absent annual infusions of free cash this is still not nearly enough.

DPW fleet maintenance costs should balance out after FY19 when the last payment on the sewer truck is made; this will free up approximately \$50,000 in general fund expenses for DPW fleet maintenance. This amount combined with an annual infusion of free cash in the \$50,000 range should reduce the amount of chapter 90 funds required for fleet and equipment to approximately \$100,000 over a five year period which is a substantial reduction from historic usage and will free up additional money for road work once fully implemented.

Capital Spending Requests by Division/Department/Building

DPW: Highways Division

The FY2018 CIP identifies 4 capital projects totaling \$320,000 in the Department of Public Works-Highways Division.

Department of Public Works: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Crotteau Street: Engineering for reconstruction	FY 2018	\$35,000	HWY2018-18-01
Jordan Street – Culvert engineering	FY 2018	\$75,000	HWY2018-18-02
Murray Street pedestrian bridge	FY 2018	\$30,000	HWY2018-18-03
DPW salt shed repair	FY 2021	\$180,000	HWY2018-21-01

Department of Public Works: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$140,000
FY 2021	\$180,000
Five Year Total	\$320,000

Highways Division: Project Descriptions

Crotteau Street engineering- Crotteau Street must be reconstructed and it likely will be a Town expense through Chapter 90 funds. This year the goal is to complete the required engineering with hopefully spending a large portion of next year's (FY19) Chapter 90 allocation on the reconstruction of Crotteau Street.

Jordan Street culvert engineering- The culvert adjacent to Jordan Street is deteriorating and has been held in place by temporary structures for several years. A failure of this culvert could cause significant damage to adjacent properties. Approximately \$75,000 is needed for engineering. We are going to attempt to work with FEMA and the Army Corps to secure funding for its eventual replacement or repair which would exceed \$500,000. We have been approved to use Chapter 90 funds for this project by the state.

Murray Street pedestrian bridge repair/resurface- The Murray Street pedestrian bridge has been evaluated recently by the Town's engineers and is structurally sound but requires some repairs and to be resurfaced. This bridge is a popular pedestrian crossing point in town and will become more so with the addition of the rail trail.

DPW salt shed repair- The salt shed is in need of replacement. It is routinely repaired but is suffering structural damage and will at some point be beyond repair. Communities across the Commonwealth are paying hundreds of thousands of dollars for new salt sheds. We are going to attempt to use a model developed by the Town of Northfield to attempt a facility that will cost less than \$200,000. This is a chapter 90 eligible expense. While the Town must at some point replace the salt shed, it may be more beneficial to wait for the facility to experience a total failure before replacing in order to allocate more funds to road work.

DPW: Wastewater Treatment Division

The FY2018 CIP identifies 5 capital projects totaling \$216,000 in the Wastewater Treatment Division. Those projects are spread across four fiscal years. A summary of the capital outlay is outlined below.

Wastewater Treatment Division: Summarized Capital Outlay

Description	Fiscal Year	Per Year Cost	Total Cost	Project Number
Refurbish of motors at the Harmony Street pumping station (2)	2018	\$13,000	\$13,000	WWT2018-18-01
VFD (Variable Frequency Drives) for main pumps	2018	\$21,000	\$21,000	WWT2018-18-02
Existing Wastewater Treatment plant building. Rubber membrane roof system replaced/repair on rear portion of building-Engineering	2020	\$20,000	\$20,000	WWT2018-20-03
Existing Wastewater Treatment plant building. Rubber membrane roof system replaced/repair on rear portion of building-construction	2021	\$100,000	\$100,000	WWT2018-21-01
“Muffin monster” for Harmony Street Pump state	2022	\$60,000	\$60,000	WWTP2018-22-01

Wastewater Treatment Division: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
2018	\$34,000
2019	\$0,000
2020	\$20,000
2021	\$100,000
2022	\$60,000
Five Year Total	\$216,000

Wastewater Treatment Division: Project Descriptions

Replace motors for Harmony Street pump station- The motors at the Harmony Street pump station have reached the end of their life cycle and need replacement. Failure of the motors could cause illicit discharges leading to fines for the Town. These units are being damaged regularly due to wipes being flushed into the sewer system. These units would otherwise have a longer shelf life but are being destroyed by wipes in the system.

Variable Frequency Drives- Installing VFDs in the wastewater plant would allow the main pumps to avoid power spikes when starting up. A VFD allows the power usage to slowly come up to full power as opposed to a spike which can cause additional electric costs as well as potentially damage the stations electrical infrastructure which is already prone to system wide electrical issues. The current VFDs are also at their life expectancy. They have a life expectancy of ten to twelve years and were installed during the 2004/2005 upgrade. One of these units has already failed.

Roof replacement, rear of building- The rear portion of the building, which is the oldest portion, is starting to see roof failure. We will conduct engineering in FY20 with a hopeful complete repair or reconstruction in FY21.

Muffin monster, Harmony Street pumping station- Due to the inflow of non-degradable wipes into the sewer system, we will at some point need to install a muffin monster at the Harmony Street pump station. There is currently a muffin monster on the domestic pump station. Unfortunately this is going to be necessary if we cannot eliminate the flow of wipes into the system. They are damaging the pump motors and causing further damage at the plant.

Please keep in mind that some elements of the wastewater plant date back to the original construction and due to the overall age of the some of the plant there is equipment and systems that are subject to failure. Furthermore, the Town is subject to ever changing DEP and EPA regulations which at any time could force the Town to make capital investments of a substantial nature to the plant to comply with environmental regulations.

DPW: Parks, Grounds, and Cemeteries

The FY2018 CIP identifies 14 capital projects totaling \$215,000 for Parks, Grounds, and Cemeteries in the Town of Adams.

Parks, Grounds, and Cemeteries: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Rebuild storage shed at Bellevue Cemetery	FY 2018	\$110,000	PGC2018-18-01
Annual small equipment purchase (mowers, trimmers, etc)	FY 2018	\$8,000	PGC2018-18-02
Bowe Field improvements (Annual expense)	FY 2018	\$5,000	PGC2018-18-03
Annual small equipment purchase (mowers, trimmers, etc)	FY 2019	\$8,000	PGC2018-19-01
Bowe Field improvements (Annual expense)	FY 2019	\$5,000	PGC2018-19-02
Repair stone wall on north border of Maple Street Cemetery (year 1 of 2)	FY 2019	\$5,000	PGC2018-19-03
Repair stone wall on north border of Maple Street Cemetery (year 2 of 2)	FY 2020	\$5,000	PGC2018-20-01
Annual small equipment purchase (mowers, trimmers, etc)	FY 2020	\$8,000	PGC2018-20-02
Bowe Field improvements (Annual expense)	FY 2020	\$5,000	PGC2018-20-03
Complete black iron fencing at Maple Street Cemetery	FY 2020	\$30,000	PGC2018-20-04
Annual small equipment purchase (mowers, trimmers, etc)	FY 2021	\$8,000	PGC2018-21-01
Bowe Field improvements (Annual expense)	FY 2021	\$5,000	PGC2018-21-02
Annual small equipment purchase (mowers, trimmers, etc)	FY 2022	\$8,000	PGC2018-22-01
Bowe Field improvements (Annual expense)	FY 2022	\$5,000	PGC2018-22-02

Parks, Grounds, and Cemeteries: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$123,000
FY 2019	\$18,000
FY 2020	\$48,000
FY 2021	\$13,000
FY 2022	\$13,000
Five Year Total	\$215,000

Parks, Grounds, and Cemeteries: Project Summaries

Rebuild storage shed at Bellevue Cemetery- The storage shed at Bellevue cemetery is in need of substantial repair or replacement. The ceiling/roof has begun to fail and the structure as a whole is starting to see structural failure. While just a storage shed, this facility does store a majority of the equipment used for Bellevue Cemetery. The smaller white shed at Bellevue Cemetery is ready to collapse and is an eyesore. The best possible solution would be to build one shed as a steel building partially heated and to add Clivus toilet units to Bellevue Cemetery; this would substantially reduce the construction cost of the new storage area while adding restrooms for patrons to use. This would likely need to be a cemetery fund expense.

Repair stone wall on north border of Maple Street Cemetery- The stone wall along the north side of the cemetery is in need of repair and rebuilding. To date the Town has completed the most needed repairs, but this project should be undertaken over the course of two years to ensure funds are appropriated to continue maintaining and finishing the repairs.

Continue black iron fencing program at Maple Street Cemetery- There remains a section of fencing at the Maple Street Cemetery that has not been converted to the black iron fencing that surrounds most of the rest of the cemetery. Matching the fencing and completing this project would have uniform fencing for the large portion of the fencing that is not completed.

Annual small equipment purchase- This is an annual purchase from free cash that provides funds for smaller parks equipment primarily mowers, trimmers, and other smaller field maintenance equipment.

Bowe Field Improvements- In past years as a result of a citizen petition at Town Meeting \$5,000 has been appropriated for the Aggie Fair for assistance with the maintenance of Bowe Field. After discussions with the Aggie Fair leadership in response to Town Meeting concerns over equity and transparency, the Town will budget the \$5,000 in its capital budget and the Aggie Fair will be required to turn in receipts for work done at Bowe Field, allowing maximum transparency in how Town funds are spent. The Town spends several hundred thousand dollars on its parks annually leaving this an attractive option for maintenance of a Town owned property. All expenses related to the maintenance of Bowe Field beyond what the Town does as a standard will come from this fund.

DPW: Pavement Management

The FY2018 CIP identifies 13 capital projects totaling \$374,650 for pavement management in the Town of Adams.

Pavement Management: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Overlay: Albert Street (.37 miles)	FY 2018	\$42,500	PVM2018-18-01
Overlay Allen Street (.122 miles)	FY 2018	\$14,500	PVM2018-18-02
Overlay Commonwealth Ave (.093 miles)	FY 2018	\$10,000	PVM2018-18-03
Overlay and mill Glenn Street (.343 miles)	FY 2018	\$39,500	PVM2018-18-04
Overlay Reeves Street (.08 miles)	FY 2018	\$11,500	PVM2018-18-05
Curb work Temple Street (.283 miles)	FY 2018	\$32,500	PVM2018-18-06
Overlay Plunkett Lane (.062 miles)	FY 2018	\$7,500	PVM2018-18-07
Overlay and sidewalks Pearl Street (.041 miles)	FY 2018	\$39,150	PVM2018-18-08
Overlay Cook Street (.275 miles)	FY 2018	\$40,000	PVM2018-18-09
Overlay Bellevue Ave (from Leonard to Glenn)	FY 2018	\$48,500	PVM2018-18-10
Crack sealing North Summer Street	FY 2018	\$25,000	PVM2018-18-11
Overlay East Hoosac Street (.275 miles)	FY 2018	\$40,000	PVM2018-18-12
Overlay and mill Arnold Ave (.187 miles)	FY 2018	\$24,000	PVM2018-18-13

Pavement Management: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$374,650

Pavement Management: Project Summaries

Pavement management is only calculated on an annual basis. Utilizing the 2017 PASER pavement management study roads categorized in whole at a rating of 4 or less were scheduled for milling and overlay. Adjustments were then made to roads that are either being reconstructed soon (such as the southern portion of Rt. 8) or roads that may potentially see changes (e. Hoosac street) as well as staff input and visual inspections of the roads by Town staff.

Mill & overlay: The term “mill & overlay” is a process by which the road is ground down slightly “milled” and a new top coat of asphalt is laid out on the road. This does not address any structural or drainage issues with a road and is simply a new top coat. Milling first is preferred to just an overlay coat which, while cheaper, wears much faster. Current costs for milling and overlay run approximately \$75,000 per mile.

Crack sealing: Crack sealing is a process by which cracks in asphalt are blown out using a compressed air system equipped with a moisture separator. The cracks are then filled with a mixture of polymer modified asphalt cement and polyester fibers over the crack area approximately 4” wide. Crack sealing currently costs approximately \$15,000 per mile for proper over band crack filling

Full depth reclamation: Full depth reclamation is the complete reconstruction of a road whereby all road material is completely removed including the base and sub base and completely rebuilt from scratch. Full depth reclamation is usually only necessary where there has been a complete road failure or for roads in high traffic areas that are prone to wear and tear. Full depth reclamation costs approximately \$1,500,000 per mile.

65 Park Street (Old Town Hall/Registry Building)

The FY18 CIP identifies four capital projects totaling \$229,500 to \$354,500 for the building at 65 Park Street. This building is currently occupied by the Registry of Deeds.

65 Park Street: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
ADA accessibility, front of building	FY 2018	\$50,000	OTH2018-18-01
Window replacement and repointing	FY 2019	\$39,500	OTH2018-19-01
Steam boiler and radiator replacement	FY 2020	\$75,000-\$200,000	OTH2018-20-01
Interior restroom renovation	FY 2021	\$65,000	OTH2018-21-01

65 Park Street: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$50,000
FY 2019	\$39,500
FY 2020	\$75,000-\$200,000
FY 2021	\$65,000
Five Year Total	\$229,500 to \$354,500

65 Park Street: Project Summaries

Interior restroom replacement- the restroom in the interior of the building on the first floor is not handicap accessible and has not been updated since well before the Town vacated this building as the Town Hall.

Window replacement & masonry work- The windows on the main floor of the building are well past their useful life cycle and allow a substantial amount of heat loss. There is also the potential of water damage to the building from poorly sealed and damaged windows. The brick repointing may take place at the same time the windows are replaced.

Steam boiler and radiator replacement- The boiler and accompanying radiators are dated and in need of replacement. The boiler has reached the end of its life cycle and cost the town thousands annually in repairs. As we do rent the facility to the Northern Berkshire Registry of Deeds a critical failure of this system may jeopardize their continued presence in Adams. This could be a potential green communities project; however it is in line behind the Library and Council on Aging building.

ADA accessibility, front of building- The front entrance to the building is currently not ADA compliant. The Town has grant funds in place for this project to place a wheelchair lift allowing full access to the building. The Town intends to complete this project in late 2017/early 2018.

Adams Police Station

The FY2018 CIP identifies 7 capital projects totaling \$284,000 to \$384,000 for the Police Station. The capital projects span across fiscal years 2018-2022.

Adams Police Station: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Safety glass installation-rear of station	FY 2018	\$16,000	APD2018-18-01
Carpet replacement- upstairs offices (aa, chief, det, report)	FY 2018	\$20,000	APD2018-18-02
Window replacement	FY 2019	\$25,000	APD2018-19-01
Exterior brick repair & repointing	FY 2020	\$35,000	APD2018-20-01
Roof replacement-engineering	FY 2020	\$20,000	APD2018-20-02
Roof replacement-construction	FY 2021	\$100,000-\$200,000	APD2018-21-01
Training room-HVAC upgrades engineering	FY 2022	\$35,000	APD2018-22-01

Adams Police Station: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$36,000
FY 2019	\$25,000
FY 2020	\$55,000
FY 2021	\$100,000-\$200,000
FY 2022	\$35,000
Five Year Total	\$251,000-\$351,000

Adams Police Station: Project Descriptions

Carpeting replacement upstairs offices- The carpet in most of the upstairs offices is torn and being held in place by staples. It is a serious trip hazard as well as being beyond its useful life. This outlay replaces the carpet in the chief's office, the administrative assistant's office, the reports room, the detective's office, and the sergeant's office. The carpet is original to the 1997 renovation.

Exterior brick repair & repointing- Brick has begun to chip, peel, and dislocate around the exterior of the building. There is no apparent immediate structural issues but the brick should be repointed to prevent leaking and damage to the building.

Window replacement- The windows on the second story of the building have begun to fail and are falling out of their frames. Water is seeping into the building and heat and cooling loss is substantial. Replacing the windows and repairing the frames would reduce or eliminate these issues and secure the building. Approximately seventeen of the windows need to be replaced.

Safety glass installation- The rear window on the ground floor of the police station is currently regular glass. Due to safety concerns for officers and the facility this standard window would be replaced with safety glass to provide an enhanced level of safety for officers working in the station. Bollards would be installed as well to prevent possible vehicle damage to the window.

Training room HVAC upgrades- This expenditure would add proper heating and cooling functions to the training room. The training room is used for storage, physical exercise, and training on equipment and procedures. When the Town completed the police station renovation in 1997 this room was left unfinished and without proper ventilation and HVAC. We are first programming in funds for an engineering study to determine the feasibility of any new system or enhancements.

Roof replacement- The roof at the Police Station will have reached the end of its warranty period in 2017 and is beginning to show signs of failing. The roof has been repaired several times over the years with small patches and other fixes. The entire roof should be evaluated and overlayed or replaced entirely. Water damage to the building from a leaky roof will negate any insurance coverage for the facility and could cost the town an exorbitant sum if not addressed. Small repairs to skylights in 2016 have helped prevent leaking into the building for the time being. We are programming in the engineering first followed up by construction the following year.

Adams Free Library

The FY18 CIP identifies 1 capital project totaling \$275,000 for the Adams Free Library. A summary of the capital outlay is outlined below.

Adams Free Library: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Boiler replacement/switch to gas	FY 2018	\$275,000	AFL2018-18-01

Adams Free Library: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$275,000
FY 2019	\$0
FY 2020	\$0
FY 2021	\$0
FY 2022	\$0

Adams Free Library: Project Descriptions

Boiler replacement/switch to gas: The current oil burner in the Adams free library is more than 25 years old and is reaching the end of its useful life. This project was cut out of the recent renovation of the library due to cost concerns for the overall project. The boiler has started to deteriorate and will fail at some point. Annual repair costs generally run several thousand dollars. This project will be submitted as a Green Communities grant, but still may require assistance from the general fund.

Town Hall

The FY18 CIP identifies eight capital projects totaling \$370,000 to \$390,000 for Town Hall at 8 Park Street.

Town Hall: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Town hall, new roof/roof replacement	FY 2018	\$125,000	TWH2018-18-01
Window replacement	FY 2018	\$50,000	TWH2018-18-02
Security enhancements (cameras, FOB system, timekeeping system)	FY 2018	\$20,000	TWH2018-18-03
Carpet replacement (Treasurer, Assessor, Clerk, 3 rd floor)	FY 2018	\$25,000	TWH2018-18-04
Security door & safety glass-Treasurer's office	FY 2019	\$15,000	TWH2018-19-01
Town Hall masonry entrance stairs (major rebuilding)	FY 2019	\$40,000 - \$50,000	TWH2018-19-02
Town Hall masonry rear stairs (major rebuilding)	FY 2020	\$40,000 - \$50,000	TWH2018-20-01
Carpeting replacement-lobby, TA office,	FY 2021	\$35,000	TWH2018-21-01
Clock Tower repair/removal	FY 2022	\$20,000	TWH2018-22-01

Town Hall: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$220,000
FY 2019	\$55,000-\$65,000
FY 2020	\$40,000-\$50,000
FY 2021	\$35,000
FY 2022	\$20,000
Five Year Total	\$370,000 to \$390,000

Town Hall: Project Descriptions

Town Hall roof replacement-The roof on Town Hall has begun to deteriorate and is in need of repair or replacement. Continuing to ignore this facility need could lead to damage to the building and could lead to damage that our insurance would not cover as the Town is aware that the roof is in need of replacement.

*** We are going to accommodate the roof replacement along with the windows and possibly the masonry in one bid process to save engineering costs, a “mini-renovation”, however this will be determined by how much work is needed on the roof. Ultimately it may only be new shingles. This allows the Town to take advantage of the best possible pricing and contractor options.

Carpeting replacement (lobby, TA office, Clerk/Assessor office, 3rd floor, basement offices)- The carpet in these areas is original to the 1997 renovation and has reached the end of its useful life in some areas. As the carpet continues to deteriorate and tear the trip hazard grows and the Town is liable for employee or patron injury due to torn carpet. Furthermore, as the carpet ages the dust, mold, and dirt builds up in the carpet and begins to impact air quality and workspace safety.

Town Hall masonry/portico (front)- The stairs at the front of Town Hall need to be repointed/repared as they are completely separating from the mortar causing safety concerns as well as possibly leading to damage of the steps themselves. The portico must be evaluated for structural integrity and may require removal/restoration as part of repairing the stairs.

Town Hall masonry/portico (rear)- The same problem facing the front stairs/portico exists in the rear stairs, primarily due to age and weather.

Window replacement- The windows at Town Hall have not been replaced possibly since the construction of the building. They are single pane windows and the heat/ac loss from the windows is tremendous. Replacing the windows and repairing any frames would reduce heating/ac costs as well as prevent moisture and water from entering the building. This project should be undertaken at the same time as the roof.

Security camera install- Currently there are no security cameras covering public areas and entrances/exits at Town Hall. Proper risk management practices dictate video coverage of these areas for employee and patron safety as well as protection of the town’s assets and reducing liability.

Security door and safety glass, Treasurer's Office- The door to the treasurer's office as installed is an interior door and should be replaced with a safety door, installed on the exterior of the frame, to ensure proper employee and asset safety of this office. The glass dividers separating the treasurer's office from the public are just Plexiglas and should be replaced with a sturdier safety glass to ensure the safety of town staff and assets. In the event the glass becomes too cost prohibitive, this project may be deferred.

Clock Tower repair/removal- The clock tower is showing visible signs of damage. This area has been repaired several times before. The Town must decide if it wants to repair the area again, investigate the cause of the damage, or perhaps remove the clock tower all together and seal that area of the roof. The tower is decorative and not original to the building. This can be partially investigated when the roof project is completed. Replacing the roof may correct many of these issues, as some of the damage on the staircase wing has been traced to poor roof conditions.

Community Development Department

The FY2018 CIP identifies 3 capital projects totaling \$675,000 for the Community Development Department. This department's CIP requests will change annually as we adjust to available grant and other funding sources. The Depot Street parking lot is a FY18 CDBG application.

Community Development Department: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Depot Street parking lot	FY 2018	\$600,000	CDD2018-18-01
82 Summer Street parking lot	FY 2019	\$75,000	CDD2018-19-01
Engineering & design- Hoosac Valley Coal & Grain	FY 2019	\$50,000	CDD2018-19-02
Winter Street improvements, parking facilities	FY 2019	Unknown as this time	CDD2018-19-02

Community Development: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$600,000
FY 2019	\$75,000
FY 2020	\$0
FY 2021	\$0
FY 2022	\$0
Five Year Total	\$675,000

Community Development: Project Descriptions

Depot Street parking lot- The parking lot on Depot Street that serves downtown, the visitor center/council on aging, the rail trail and the train station is in dire need of repair. Funding was secured in FY16 for the design and engineering of the lot.

82 Summer Street parking lot- This is a town owned parking lot that serves Summer Street and is currently unpaved. It is possible that the DPW could handle this project with additional asphalt funds, however a proper construction of a lot would require engineering, drainage, etc.

Winter Street improvements, parking facilities- Improvements for Winter Street have been planned for some time including the addition of parking spaces or park space and possible creating a turnaround and closing one end of the street. However, with the recent demolition of the building at the corner of Winter and Summer Streets requires these plans to be reevaluated, though at some point there is a need for reconfiguring and work to enhance this part of Town.

Adams Visitor Center/COA Department

The FY18 CIP identifies five capital projects totaling \$165,500 for the Adams Visitor Center.

Adams Visitor Center/COA Department: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Car ports for COA vans	FY 2018	\$5,000	COA2018-18-01
Carpet replacement-stairs	FY 2018	\$6,500	COA2018-18-02
Security upgrades- Cameras, FOB entry system, time entry system	FY 2018	\$10,000	COA2018-18-03
Replace geothermal HVAC system	FY 2020	\$125,000	COA2018-20-01
Carpet replacement-Upstairs Lobby	FY 2022	\$20,000	COA2018-22-01

Adams Visitor Center: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$21,500
FY 2020	\$125,000
FY 2022	\$20,000
Five Year Total	\$165,500

Adams Visitor Center/COA: Project Descriptions

Car ports for COA vans- The COA vans are currently stored outdoors and are subject to snow building up during the winter. Due to the height of the vans the snow removal often takes time either delaying the van schedule or reducing serve time available and more importantly is a safety risk as drivers are required to brush the entire vans off prior to departure. Securing the vans under a car port would remove most of the snow build up and allow the vans to get on the road sooner in the morning and prevent or reduce the risk for employee injury.

Carpet replacement-stairs and upstairs offices- The carpet on the stairs leading to the second floor as well as the second-floor office carpets are soiled and in need of replacing. We have had these rugs professionally cleaned but the results have been minimal at best. There is some tearing and warping occurring which is a trip hazard.

Security enhancements, cameras, FOB entry system, time entry system- The Visitor Center is one of our municipal facilities that is woefully under protected from a staff and risk management prospective and is one of our heaviest use municipal buildings and lots. This allocation will allow the installation of security cameras, an electronic key entry system which will allow tracking of entry and exits from the building as well as facilitate easier usage of the building by approved groups and individuals as well as a time keeping system for staff in the facility. This will assist us in the protection of our staff, patrons, and municipal assets.

Replace geothermal HVAC system- When the building was constructed a geothermal heating system was installed, perhaps ahead of its time. The system has encountered numerous problems and despite thousands of dollars in repair money we still experience problems with the system. It needs to be replaced. We are spending often in excess of \$10,000 annually on repairs to this system.

Carpet replacement, upstairs lobby- The carpet in the upstairs lobby has stained and will eventually need repair. It is not in nearly as poor shape as the offices and the stairs, which are a generation older. We feel comfortable that the lobby carpet can survive another four to five years before replacement.

Fleet Management/Rolling Stock Replacement Plan

The FY2018 CIP identifies a total fleet replacement cost for the five-year period to be \$849,000.

Fleet Management: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Police Cruiser	FY 2018	\$40,500	VEH2018-18-01
Dump Truck/Pickup	FY 2018	\$50,000	VEH2018-18-02
Backhoe jaw bucket replacement	FY 2018	\$8,000	VEH2018-18-03
Police Cruiser	FY 2019	\$40,000	VEH2018-19-01
International/large truck	FY 2019	\$180,000	VEH2018-19-02
International/large truck	FY 2020	\$180,000	VEH2018-20-01
Police Cruiser	FY 2020	\$40,000	VEH2018-20-02
Dump Truck/Pickup	FY 2021	\$51,000	VEH2018-20-01
Dump Truck/Pickup	FY 2021	\$51,000	VEH2018-21-02
Police Cruiser	FY 2021	\$41,000	VEH2018-21-03
Police Cruiser	FY 2022	\$41,000	VEH2018-22-01
Back hoe/other large equipment replacement	FY 2022	\$110,000	VEH2018-22-02

Fleet Management: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$115,500
FY 2019	\$220,000
FY 2020	\$220,000
FY 2021	\$143,000
FY 2022	\$151,000
Five Year Total	\$849,000

Fleet Management: Project Descriptions

Cruiser replacement plan- The Police fleet operates with six primary cruisers with five of these cruisers assigned to two officers each and the sixth cruiser assigned to the K-9 unit. The department maintains three additional cruisers (animal control, unmarked, and a supervisor's vehicle) however these three vehicles are not replaced with new vehicles; they are always vehicles that have been taken out of regular rotation. The current vehicle replacement plan schedules one new vehicle per year, and by the time a full cycle has been implemented (FY21) the oldest primary cruiser in the fleet will be six years old. Generally, the oldest cruiser is cycled out, however if maintenance logs determine that a cruiser which is not yet the oldest in the fleet but is more unreliable and has cost more to repair than the oldest, that cruiser will be selected.

Best practices in police cruiser replacement is to replace vehicles prior to 5 years, however this is not financially feasible for the Town. We run the risk, as vehicles age beyond the six year point of moving beyond reasonable reliability of our vehicles. Even six years is a stretch, but keeping to this plan will allow the department to ensure reasonable reliability of police vehicles. The 6=six primary cruisers are our first response cruisers and their maintenance and good order is critical.

The Department of Public Works maintains police vehicles and routinely performs and logs tire changes and rotations, oil changes, manufacturer recommended services and other routine maintenance. A cruiser currently (2017) costs approximately \$37,000 however there is additional equipment that is included with cruisers including laptops, dash cameras, and other equipment that puts the cost of a cruiser much higher than the acquisition cost, this is the amount we insure vehicles for.

DPW rolling stock replacement plan- The DPW rolling stock replacement plan is based on a five-year model where in three of the five years two pickup/dump trucks are replaced, one year one international/large truck is replaced, and one year capital is available for expenditure for other equipment (loaders, graders, bobcats, etc). The Town will not be fully on this plan until FY19 as capital funding will not be available until then to completely implement the replacement plan. In FY19 the debt service for the street sweeper comes off the books which will allow a mix of general fund/free cash to fund the full replacement plan. It is likely that the FY19 purchase of an international (or similar) large truck will be paid for partially through general fund and partially through free cash. The FY20 international will likely be bonded out over a several year period via chapter 90 and some offset from free cash and the general fund. This will reduce over time the amount of chapter 90 funds utilized for vehicle purchases to around \$200,000-\$250,000 over a five-year period, which is a reduction from the past.

The department maintains about thirteen primary vehicles with several spares in the main fleet. The average age of a DPW truck is twelve years. Once a full cycle of the vehicle replacement plan has been implemented, the average age should drop closer to ten years and eventually should not exceed ten years once completed with the exception of the larger trucks which have a longer lifespan. It is important for the DPW to maintain spare vehicles as complete breakdowns during winter operations are not an uncommon experience and not having replacement vehicles would add considerably to plow time for certain areas. The number of vehicles is partially determined by the size of the DPW crew and partially by the number of plow routes in Town. Changes to the number of crew and/or plow routes would have a substantial impact on the current time it takes for a vehicle to traverse its plow route.

Similar to the PD fleet, the DPW fleet cycles out the oldest vehicle, though sometimes the oldest vehicle is not selected if maintenance logs show that a different vehicle warrants cycling out due to high maintenance costs or a high probability of failure. DPW vehicles that are cycled out of main rotation are generally used as spares, sometimes transferred to the wastewater plant, occasionally kept for parts, and other times scrapped depending on the overall value of the vehicle. In FY17 the cycled-out vehicle was scrapped due to poor condition. Given the ten year plus window for operating trucks, purchasing used vehicles is not recommended as it would not likely be financially feasible to purchase and repair used vehicles for a projected ten-year life span or multiple vehicles within the ten-year life span. We will however, be exploring the purchase of used equipment for larger items such as loaders, graders, backhoes, etc as these items are costly and we may benefit from used purchases in some of these areas.

Information Technology Infrastructure & Equipment

The FY18 CIP outlines six capital projects totaling \$132,500 for information technology infrastructure & equipment. We only project IT capital expenses out three years due to changes in technology and software and the unpredictability of legacy systems changing or being eliminated. Approximately \$20,000 annually in IT capital costs come from the technology fund at no additional expense to the taxpayers.

Information Technology: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Police Department Phone System	FY 2018	\$16,000	ITE2018-18-01
Additional Temp sensors-Town Hall	FY 2018	\$3,500	ITE2018-18-02
Email journaling & archive system	FY 2018	\$39,100	ITE2018-18-03
Wireless upgrade/modernization (TH, PD, VC)	FY 2019	\$25,000	ITE2018-19-01
New Virtual host	FY 2019	\$9,000	ITE2018-19-01
Windows upgrade/new licensing	FY 2020	\$39,900	ITE2018-20-01

Information Technology: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$58,600
FY 2019	\$25,000
FY 2020	\$48,900
Five Year Total	\$132,500

Information Technology: Project Summaries

Police department phone system- The police department phone system has reached the end of its useful life and is in need of replacing. The system was installed during the construction in the late 1990's, the same as the Town Hall system. We replaced the Town Hall system in FY15, and in FY18 we are proposing to replace the system at the police station.

Additional temp sensors, Town Hall- This would add several new temperature sensors to Town Hall to continue ongoing work the Town has undertaken to make facilities more energy efficient and to continue to reduce energy costs.

Email journaling and archiving system- This software acquisition would allow the town to centrally store, with a redundant back up, all emails to and from the Town's servers. This is an important upgrade for maintain compliance with the public records law, assists in discovery during litigation, and protects the Town's email communication in the event of a catastrophic loss. We are submitting a Community Compact IT grant for this software. If we do not receive the grant we may continue to pursue this in a future year but not for FY18.

Wireless upgrade/modernization- The wireless infrastructure that provides wireless internet service in Town Hall, the COA building, and the Police Station are at the end of their useful life. Most of the routers/modems are dated and struggle to handle current users and wireless usage trends. This would replace the equipment thus upgrading and modernizing the wireless capacity. The Town Hall routers need to be reset regularly to function.

New virtual host- This is a required upgrade to the server to allow the main server to physically host the sub servers in one unit as opposed to requiring multiple units to make our server system work,

Windows upgrade/new licensing- We are in line for the next software upgrade/relicensing. This is an unfortunate reality of software maintenance today.

CT Plunkett Elementary School

The FY18 CIP identifies four capital projects totaling \$144,000 at CT Plunkett Elementary.

CT Plunkett Elementary: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Stage lift replacement	FY 2018	\$36,000	CTP2018-18-01
Cafeteria floor replacement	FY 2019	\$25,000	CTP2018-19-01
Rear staircase removal/replacement	FY 2019	\$15,000	CTP2018-19-02
Front entrance new door and overhang	FY 2020	\$18,000	CTP2018-20-01
Brick repointing	FY 2021	\$50,000	CTP2018-21-01

CT Plunkett Elementary: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$36,000
FY 2019	\$40,000
FY 2020	\$18,000
FY 2021	\$50,000
Five Year Total	\$144,000

CT Plunkett Elementary: Project Descriptions

Stage lift replacement- The handicap lift that is attached to the stage at CTP must be replaced and the estimated cost to replace is \$36,000. This is a need per ADA requirements.

Cafeteria floor replacement: The floor in the cafeteria at CTP has deteriorated and begun to have tiles pop up and damage. This project will replace the cafeteria floor tiles. As the building is as asbestos free this project will not be overly complicated and could take place during a vacation week. The damage at this point is primarily cosmetic, but tile floors function best when properly stripped and waxed annually.

Rear stair repair/replacement- The rear staircase has damaged and chipped brick and concrete. The staircase is structurally sound as verified by the building commissioner and with the installation of a steel support beam (negligible cost) could last indefinitely. The

staircase is however rather unsightly and would be better served by being replaced with a steel staircase. Some of this work could be completed in house and a new staircase installed by a vendor.

Front entrance door and overhang- The front entrance door is showing signs of rust and does not seal well. Replacing the door would help ensure a weather tight seal and replacing or repairing the overhang above the door would prevent further rusting of the door. It may be prudent to first fix the overhang and wait and see if the door needs to be replaced, but we would see better energy efficiency replacing the door.

Brick repointing- There is brick repointing that is needed on the upper areas of the building. This project must be looked at in conjunction with when or how the roof is replaced. Some of the repointing is the result of poor drainage from the roof. At this point, most of the repointing is cosmetic in nature, but as CTP is a large presence downtown the visibility of downtown will benefit from the repointing.

Small Capital

The FY18 CIP identifies two small capital projects for an estimated capital outlay of \$7,000 for FY18.

Small Capital: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number
Replace majority of holiday decorations	FY 2018	\$4,000	SMC2018-18-01
Emergency shelter kit	FY 2018	\$3,000	SMC2018-18-02

Small Capital: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2018	\$7,000

Small Capital: Project Descriptions

Replace majority of holiday decorations- We budget annually for holiday decoration replacement but we are in need of a refresh of many of the decorations that adorn a few Town buildings and Park Street. This is a “catch up” purchase, going forward the amount in the annual operating budget should be sufficient to maintain our holiday decorations.

Emergency shelter kit- This is an annual purchase from free cash to purchase a prepared shelter kit. This is a pre-constructed kit that provides complete shelter needs for approximately one hundred individuals. This is the third annual purchase of a shelter kit as we work to increase our emergency response capacity.

Summary

The FY2018 Capital Improvement Plan marks the first substantial cash investment in Town facilities in many years. A healthy free cash number from a mild winter in FY17 allows us to make some important facility repairs such as the roof and windows at Town Hall as well as continuing to maintain our fleets and moving towards better, and lower cost, fleet maintenance. We are also allocating a large sum from Chapter 90 money directly to road improvements, also the first time in several years that we will be doing road milling and paving as well as engineering for future projects.

FY2019 will again present budget challenges but with aggressive debt service pay down we will be able to allocate approximately \$150,000 of general fund cash to fund the FY2019 CIP as well as free cash. Early projections show a need for approximately \$400,000 in funding from the general fund and free cash (assuming no use of CH90 to purchase a large truck). With \$150,000 in general fund money likely to be able to be appropriated, we may only need \$250,000 to cover the remainder of the capital plan for FY19, money we already will have present in free cash.

There will be challenging years in FY20 and FY21/22 with the pending replacement of the roof at the Police Station and the WWTP, both projects that should not be too extensive but as with any roof project may prove challenging. There is also an assumption that we can secure 2-3 HVAC systems through Green Communities. If those funds are not available, we would need to make substantial adjustments to the plan, though with short term borrowing and continued free cash generation it would still be manageable. If we follow the maintenance outlined in the CIP, within a 5 year period we will have substantially replaced many of our roofs, hvac systems, and made many of the other small facility repairs such as carpet and security enhancements, thus leaving our overall facility condition far superior than it is today. Moving away from deferred maintenance will save the taxpayers in the long run and give them a better product.

Continued following of the fleet maintenance plan will allow, by FY 21 at the latest no cruiser in the PD fleet to be older than 6 years, a marked improvement from just two years ago when cruisers were hitting 10 years and still in service as front line cruisers. The DPW fleet will see a reduction in the average age of frontline fleet vehicles as well. The main challenge with the DPW fleet is affording the replacement of our front line large International trucks over a several year period. We have let the large fleet trucks go too long without replacement and this will cost us quite a bit to get back on track. If successful over the 5 year period in replacing two of the trucks and a third in the 6th year, we should return these trucks to a more management lifespan. The additional advantages of not exceeding 15 years with a large truck and 10-12 years with the smaller trucks is that mechanics can focus more on routine maintenance as opposed to costly repairs in time and materials. Furthermore, having vehicles in better condition may allow us to eventually receive some funds for trucks that are cycled out of the fleet, currently by the time we are done with a DPW truck they are often junked for scrap due to their poor condition. For several years the truck we use to plow the wastewater lot has not been able to pass an inspection.

It is important each year to continue to appropriate engineering funds for large projects and follow up with completing those projects. The smaller capital projects such as carpets, restrooms, security systems, and IT are critical to preventing entire facilities from falling into condition where the entire facility needs replacement at once.

In FY26 the Town will conclude its last payment on the wastewater treatment plant, freeing up approximately \$180,000 annually for additional debt service payments or capital expenses, per the Town's Financial Management Policy. This amount, combined with the payment of the final note on the Town Hall/Police Station/Library will allow the town to have approximately \$500,000 available annually for debt service or capital. This is more than a sufficient amount to borrow for any needs the Town may have, and will also allow the Town to pay for all future facility needs in cash, avoiding borrowing costs. We are a long way off, but this should be a goal. At that point, we could entirely fund capital with cash in the budget and free cash can be used for fund balance improvements, enhancements, or we could begin to match our CH90 funds with substantial general fund funding. At the end of the day, we will always have municipal facilities, infrastructure, and assets to maintain and we should take the long-term view of ensuring we do so and leave the taxpayer's assets in the same or better condition to future generations.

Appendix 1- Previous Year Expenditure Update

This section, beginning in FY19, will list the final close out costs and total project expenses incurred for each capital item in the previous year if they were completed.

Appendix 2- Proposed Funding Schedule

FY 2018 Project	General Fund	Free Cash	CDBG	Other grant	Green Communities	CH 90	Cemetery Investment Fund	Previously Appropriated	Technology Fund
HWY2018-18-01						\$35,000			
HWY2018-18-02						\$75,000			
HWY2018-18-03						\$30,000			
WWT2018-19-01		\$13,000							
WWT2018-18-02		\$21,000							
PGC2018-18-01							\$110,000		
PGC2018-18-02		\$8,000							
PGC2018-18-03		\$5,000							
PVM2018-18-01						\$42,500			
PVM2018-18-02						\$14,500			
PVM2018-18-03						\$10,000			
PVM2018-18-04						\$39,500			
PVM2018-18-05						\$11,500			
PVM2018-18-06						\$32,500			
PVM2018-18-07						\$7,500			
PVM2018-18-08						\$39,150			
PVM2018-18-09						\$40,000			
PVM2018-18-10						\$48,500			
PVM2018-18-11						\$25,000			
PVM2018-18-12						\$40,000			
PVM2018-18-13						\$24,000			
OTH2018-18-01								\$50,000	
APD2018-18-01		\$16,000							
APD2018-18-02		\$20,000							

AFL2018-18-01					\$275,000				
TWH2018-18-01		\$125,000							
TWH2018-18-02		\$50,000							
TWH2018-18-03		\$20,000							
TWH2018-18-04		\$25,000							
CDD2018-18-01			\$600,000						
COA2018-18-01		\$5,000							
COA2018-18-02		\$6,500							
COA2018-18-03		\$10,000							
VEH2018-18-01		\$40,500							
VEH2018-18-02		\$50,000							
VEH2018-18-03		\$8,000							
ITE2018-18-01									\$16,000
ITE2018-18-02									\$3,500
ITE2018-18-03				\$39,100					
CTP2018-18-01		\$36,000							
SMC2018-18-01		\$4,000							
SMC2018-18-02		\$3,000							
Sub totals	0	\$466,000	\$600,000	\$39,100	\$275,000	\$514,650	\$110,000	\$50,000	\$19,500
Total	\$2,099,250								

Appendix 3- Capital Projects Deferred in FY 2018

This section not currently used in the plan. For FY19, items that were scheduled in FY18 but not completed will be listed here by project number so as to maintain an ongoing record of the status of projects pushed to future years or removed from the plan.

Appendix 4- Unaddressed Capital

For the purposes of the Adams Capital Improvement plan the Town defines unaddressed capital as areas that require either routine capital maintenance or investment that go unaddressed in the 5-year plan due to a lack of resources but must none the less be on the radar of the BOS, Finance Committee, and Town Meeting.

Sewer line maintenance- The Town does not currently allocate any funds to the systematic rehabilitation or replacement of sewer lines beyond annual repairs to broken pipes.

East Road/Reed Brook, headwall repair- The headwall is beginning to pull away and will require replacement at some point. This project could potentially be an enormous expense depending on environmental regulations and the need to repair or replace culverts. It is not fiscally feasible for the Town to complete this project without outside funding, which does not appear to be available.

East Road slope stabilization- The slope along East Road has been settled for some time, but will require slope stabilization in the future at an approximate cost of several hundred thousand dollars.

East Hoosac slope stabilization- Similar to the East Road project, this slope will require stabilization at some point requiring hundreds of thousands of dollars worth of work.

Appendix 5- Horizon Capital

For the purposes of the Adams capital improvement plan horizon capital will be defined as large capital projects that will occur at some point in the future, but are not as of yet on a 5-year schedule. These may be projects that are “at some point” such as a facility repair, or something that is currently in working shape but due to age the possibility of it needing repair or replacement may come up at some point.

Mural at Adams Free Library- Some touch up work could be done at the mural in the GAR hall on the second floor of the library. While the mural is currently by all estimates doing fine, at some point it may require retouching or rehabilitation. Given the delicate and historic nature of the mural this may require a substantial amount of funding and effort to accomplish.

DPW Garage- The DPW garage currently operates as intended and the facility is in fair shape. However, the original building was constructed in 1941, making it over 70 years old. While the structure is simple (concrete walls and a plain roof) we cannot escape the fact that given just the age of the facility it could at some point suffer a critical failure.

Appendix 6- Project Numbering and Tracking System

When a project is placed into the CIP queue it is assigned an alphanumeric code that relates to the department the project most closely applies to, the year it was first placed on the CIP, the year the project was originally scheduled to be completed and finally a number from 1-10 or higher to distinguish multiple projects in the same fiscal year within the same department. The purpose of this is as projects are deferred from one year to another or taken off the plan a record can be kept that allows us to trace when the project was first placed into the program. This allows us to create a history that we can trace back the origins of projects and if projects are deleted all together we can understand the reasons why so that the Board of Selectmen, the Finance Committee, and Town Meeting will understand the changes annually to the CIP, as many projects will be deferred in various years due to funding issues or change in need or priority.

An example of an FY18 highway projects would be as follows:

Engineering for repairs to DPW Salt shed

DPW2018-18-01

DPW is the department (clearly identified in this case), 2018 is the fiscal year the project was added to the CIP, and the 01 is just identifying it as one of several projects that year. If this project were to be deferred to a future year, lets say FY2023, the project number would remain the same wherever it is on the plan whether deferred or taken off completely. This will allow us to identify that the project was originally scheduled in FY18 but may be completed at a later date. This also ensures we have an understanding of all projects that have been eliminated, completed, or deferred as the CIP becomes more of a living document over time.

Codes are as follows (though new codes could be added at any time)

	COA- Council on Aging/Visitor Center
APD- Police Department	DPW- General DPW/DPW administration
HWY- Highway Department	AFL- Adams Free Library
PVM- Pavement Management	CDD- Community Development Department
WWT- Wastewater Treatment	ITE- Information Technology & Equipment
PGC- Parks, Grounds, Cemeteries	CTP- Plunkett Elementary
VEH- Fleet Management (vehicles)	UNC- Uncategorized
OTH- Old Town Hall	SMC- Small Capital