



TOWN MANAGER'S RECOMMENDED

Fiscal Year 2027 Budget & Financial Plan

FEBRUARY 6, 2026



Andrew P. Flanagan, Town Manager

TOWN of ANDOVER



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 01, 2025

Christopher P. Morrill

Executive Director



*Town Manager's Recommended
Fiscal Year 2027 Budget & Financial Plan*

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SECTION 1

Introduction



A Resident's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY2027 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY2027 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

The Budget Process

The Town of Andover is governed by the Town Charter by which a popularly elected, five-member Select Board appoints a professional manager to administer the daily operation of the Town. The Town's legislative body is Open Town Meeting in which any registered voter of the Town of Andover may partake and vote. There are nine (9) precincts in Andover. The Town Manager is the Chief Executive Officer of the Town, responsible for managing the day to day business of Town departments.

In accordance with the Town Charter and bylaws, the Town Manager must annually submit a budget to the Select Board. Andover has a long tradition of developing a budget that clearly defines departmental missions, goals and objectives. The annual operating and capital budgets are submitted as part of the Town Manager's annual budget. The Select Board and Finance Committee review the annual budget February through April and submit their recommendations to Town Meeting. Town Meeting then votes to adopt both the operating and capital budgets at the Annual Town Meeting.

It is important to note that the financial and budgetary information presented in the annual budget are projections and are subject to change prior to Town Meeting. For definitions of terms used in the annual budget, refer to the Glossary of Terms.

For prior year budgets and plans, plus additional financial documents please visit andoverma.gov/budget.

For more detailed information on the budget process, please refer to Section 9 of this document.

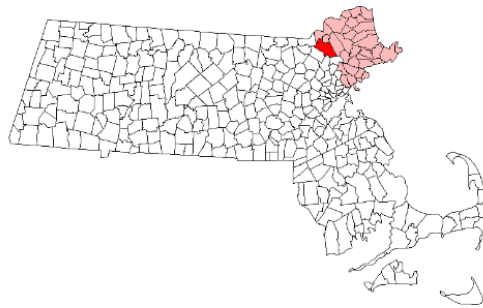
Community Profile

The Town of Andover is located 22 miles north of the state’s capital, Boston, Massachusetts, and is home to over 36,000 residents living in a suburban community of 32.1 square miles of which 31 (96.5%) square miles is land and 1.1 (3.5%) square miles is water. The Town was settled in 1642 and incorporated in 1646.

Andover is one of thirty four communities located in Essex County. It contains the western most point of Essex County situated along the Merrimack River. In addition to the Merrimack River, other significant water areas include the Shawsheen River and Haggetts Pond, the latter of which serves as the Town’s reservoir. Residents of Andover enjoy a multitude of natural resource areas such as Poms Pond, the Harold Parker State Forest, the Charles W. Ward Reservation, the Harold R. Rafton Reservation and the Deer Jump Reservation, to name just a few.

Andover’s quality of life is also enhanced by its reputable school system, commitment to public safety and active civic life. The Town is located at the intersection of Interstates 93 and 495 and has two commuter rail stops. All of which provide for accessible commuting options to Boston and other points east, west, north and south.

The Town’s vibrant downtown district and strong commercial and industrial tax base have enabled local officials to provide the quality municipal services for which its residents have come to expect. Efforts of which are profoundly supported through the Town’s active civic involvement.



Name: Town of Andover	Settled: 1642
County: Essex	Incorporated: 1646
Total Area: 32.1 sq. miles	Population: 36,583 (2020 Census)
Land: 31.0 sq. miles	Elevation: 180 Feet
Water: 1.1 sq. miles	Coordinates: 42°39´30´´N 71°08´15´´W
Public Roads (Town): 188 Miles	Website: www.andoverma.gov
Public Roads (State): 23 Miles	Schools: Pre-K through Grade 12
Form of Government: Open Town Meeting	
FY2026 Residential & Open Space Tax Rate: \$12.31	
FY2026 Avg. Single Family Home Value: \$1,070,385	



SELECT BOARD & FINANCE COMMITTEE MEETING SCHEDULE

FY2027 Budget and 2026 Warrant Article Review

February 2026

Friday, Feb. 6	Town Manager's Recommended FY2027 Budget Released
Monday, Feb. 9	Recommended FY2027 Budget Presented to Select Board

March 2026

Wednesday, March 4	Finance Committee: Budget & Warrant Article Votes
Monday, March 9	Select Board: Budget & Warrant Article Votes
Saturday, March 14	Select Board & Finance Committee Budget Review
Monday, March 16	Select Board: Warrant Article Votes
Wednesday, March 18	Finance Committee: Budget & Warrant Article Votes
Friday, March 27	Chair Letters Due to Finance Committee

April 2026

Friday, April 3	Finance Committee Report to Printer
Friday, April 17	Finance Committee Report Mailed to Residents
Tuesday, April 28	2026 Annual Town Meeting Begins

Schedule subject to change, please visit committee agendas for up-to-date meeting information



MISSION & VALUES STATEMENT

*Developed by the
Select Board, Town Manager, and Town Department Heads
Adopted by the Select Board on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Select Board, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town’s infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town’s “AAA” bond rating

VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE

- 3.1 Recruit, develop, and retain a highly skilled workforce
- 3.2 Promote and recognize municipal

- 3.3 professionalism
- 3.3 Measure, evaluate, and improve performance

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

- 6.1 Celebrate Andover’s unique heritage
- 6.2 Protect and acquire open space

THE ANDOVER VISION

As citizens of Andover, we are grateful to those in the past who nurtured the attractive, well managed, and vibrant town that we enjoy today. At the same time, we are mindful of our current stewardship and the fragile nature of much that we cherish. We have confidence that the most promising approach to the future is to acknowledge and act upon the values that we share. This is our Vision and our hopes and commitments for the Andover of the future. Vision 21 Committee – July 26, 2004

QUALITY EDUCATION

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities. We will cultivate the public library as a resource for lifelong learning and enrichment and as facilitator for the flow of information throughout the community. We will find ways to protect the quality of these institutions through fluctuating economic cycles.

OPEN SPACE AND RECREATION

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

VIBRANT DOWNTOWN

We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.

SMALL-TOWN CHARACTER

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and residential mix that give Andover its small-town character.

CITIZEN PARTICIPATION

We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.

HISTORICAL HERITAGE

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

CULTURAL DIVERSITY

We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

FINANCIAL STABILITY

We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means. In making financial decisions, we will include an understanding of long-term costs and consequences, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.

HEALTHY AND SAFE ENVIRONMENT

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

MANAGEMENT OF NATURAL RESOURCES

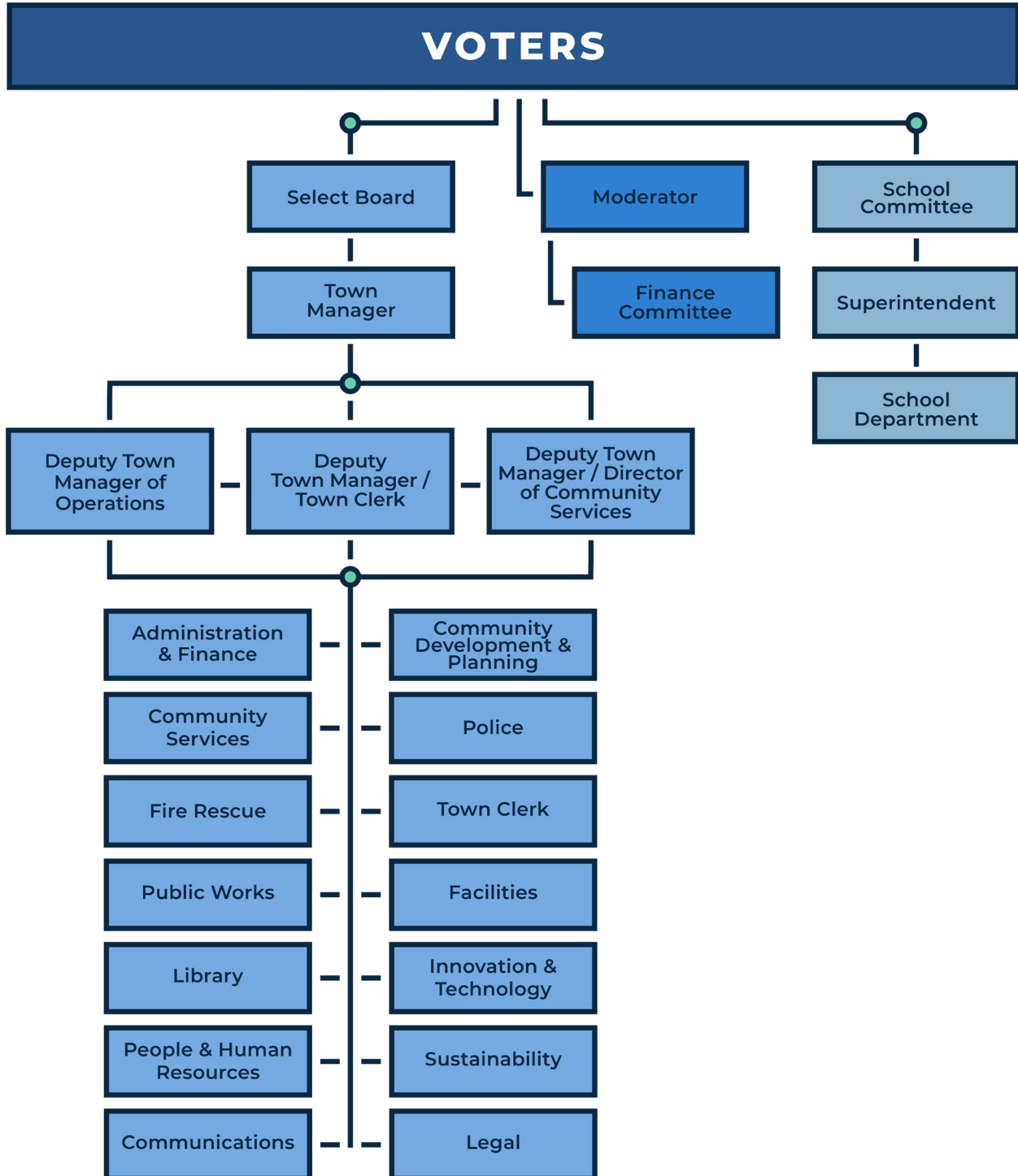
We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

TOWN SERVICES

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.



ORGANIZATIONAL CHART





SECTION 2

Town Manager's Transmittal Letter



Andrew P. Flanagan
Town Manager

TOWN OF ANDOVER

Town Manager's Office
36 Bartlet Street
Andover, MA 01810
978-623-8210
www.andoverma.gov

February 6, 2026

To: Chairman Alex Vispoli & Members of the Select Board
Chairperson Paula Colby Clements & Members of the Finance Committee

I am pleased to present the Town Manager's Recommended Budget & Financial Plan for Fiscal Year 2027. The proposed operating and capital budget totals \$265,923,119, which is an increase of \$13,096,655 (5.18%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$20,721,981 as proposed, and reflect an increase of \$1,300,655 (6.70%).

Balancing Stability & Investment

As cities and towns across the Commonwealth grapple with ongoing economic uncertainty and budgetary pressures, particularly rising employee health insurance costs, Andover is planning for FY 2027 in a position of relative strength. Through years of disciplined financial management, conservative forecasting, and adherence to long-range planning principles, the Town is well positioned to balance the FY 2027 budget while maintaining a clear focus on the future.

The FY 2027 budget has been developed to deliver the Town's most fundamental services at a high level, while also allocating resources to meet the evolving expectations of the community. This approach represents balance and reflects a continued commitment to fiscal stewardship, operational effectiveness, and thoughtful investment.

As is the case in every municipality, Andover is often challenged with navigating through the complexities of competing demands. Residents appropriately seek affordability and stability, while also valuing investments that maintain strong services, reliable and safe infrastructure, and the amenities that make Andover a desirable place to live and work. Balancing these expectations requires a commitment to thoughtful planning and disciplined decision-making over time. By maintaining a strong Long-Range Financial Plan and aligning operating and capital decisions within that framework, Andover is able to invest strategically in both core services and emerging needs without compromising long-term financial sustainability. This type of planning is not possible without the commitment of the Select Board, Finance Committee and School Committee. For the past decade, the Town Administration and our community have benefited from the support of the three major boards that are responsible for reviewing and developing recommendations to Town Meeting.

Capacity Building & Organizational Investments

A defining component of the FY 2027 budget is its emphasis on strengthening organizational capacity and completing multi-year initiatives that support reliable service delivery and effective execution.

Over the past three years, the Town has taken a deliberate, phased approach to expanding ambulance service in response to growing demand. The Town Manager's recommended FY 2027 budget includes funding to complete this effort by placing a third ambulance in service 100 percent of the time. This recommendation includes funding

for two additional firefighters, building on the six positions added in recent years, as well as the creation of an Assistant Fire Chief position. This position will play a critical role in overseeing emergency medical services and the day-to-day administration of the department. More information about this investment is available on page 13.

The FY 2027 budget also includes funding for a Transportation Program Manager, providing the Town with dedicated capacity to evaluate roadway improvements, improve traffic flow, enhance safety, and ensure that streets are designed and maintained to accommodate all users. This investment reflects a broader commitment to mobility, public safety, and accessibility and is expected to reduce the Town's reliance on outsourced engineering services related to transportation improvements.

As the Town prepares to advance approximately \$142 million in water capital improvements over the next five years, ensuring that this work is delivered effectively and efficiently is critical. To support this historic level of investment, the FY 2027 budget includes funding for a Capital Project Manager to strengthen oversight, coordination, and execution of complex infrastructure projects.

In addition, the budget reflects the anticipated organizational integration of the government access portion of AndoverTV with the Town's Innovation & Technology and Communications functions. This alignment will enhance residents' ability to engage with local government, allow the Town to better leverage resources provided through cable agreements, and expand the overall communications function within the organization. By integrating broadcasting, digital platforms, and internal coordination, the Town will be positioned to communicate more effectively and efficiently while expanding its reach across multiple mediums.

The FY 2027 budget also includes targeted adjustments to support areas experiencing increased demand. These include additional resources to expand programming and transportation services at the Robb Center, as well as staffing support to ensure the Town remains effective and responsive to rising inspection activity within the Building Division of the Community Development and Planning Department. In the Legal Department, continued expansion of services to support Town boards and committees and a wide range of internal functions has necessitated the addition of a part-time Assistant Town Counsel position.

Taken together, these organizational investments are modest and highly targeted. Through personnel adjustments within departmental budgets and the strategic use of restricted-purpose revenues, the net General Fund impact of these changes is equivalent to approximately 0.95 full-time positions. These investments are intended to ensure that the Town has the internal capacity necessary to deliver services, manage major projects, and respond effectively to evolving community needs.

Budget Development & Assumptions

The total available increase for Town and School Operations is \$5,293,765, which reflects an increase of \$1,262,336 (2.75%) for Town operations, and \$4,031,429 (3.75%) for School operations. These increases are prior to inter-departmental transfers and offsets that do not increase the total appropriation for Town and School operations. The Town budget also includes an additional \$277,823 to account for a transfer from employee wages to the Unfunded Liability Offset account. \$1,521,010 will either be raised or appropriated to fund non-appropriated expenses and State assessments.

Consistent with the tenets of the Long-Range Financial Plan, the Administration developed the budget in accordance with the following:

- Develop an FY 2027 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Select Board financial policies, goals and objectives;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;

- Maintain employee compensation that provides opportunities for equity through modest adjustments that are consistent with the Town's long-term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short- and long-term;
- Identify opportunities to reduce the Town's unfunded liabilities, including pension and OPEB costs;
- Continue developing a long-term financial model that provides for predictability and sustainability of operations;
- Make improvements to the budget model so that expenses are appropriately classified within the overall budget framework;
- Properly allocate costs to appropriate funds, including the General Fund, Enterprise Funds & Revolving Funds;
- Establish a capital program that is based on an annual spending target (i.e., 7-7.5% of Town & School operating budgets) for cash and debt appropriations to provide the Town with expanded capital capacity to fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Revenues

- **Tax Levy** to increase by the 2.5% (less reserved Excess Levy Capacity) as allowed by Proposition 2 ½, plus New Growth.
- **New Growth** has been reduced by 10% compared to the prior fiscal year.
- **Excess Levy Capacity** represents the difference between the total amount of revenue actually being raised by property taxes and the levy limit. Excess Levy Capacity is reserved intentionally in accordance with long-standing Select Board policy and is budgeted to increase by 2.5% in FY 2027.
- **Local Receipt** estimates are based on trend analyses of actual collections by category.
- **State Aid** projections are based on the Governor's Budget proposal (H1), which includes a 2.6% increase in Chapter 70 Funding and a 1% increase in Unrestricted General Government Aid.
- **Free Cash** to be appropriated only for one-time capital expenditures while maintaining a stable and healthy balance of Free Cash in future years.

Expenditures

- **Town and School Operating Budgets** to increase only by 2.75% and 3.75%, respectively, prior to transfers and offsets.
- **Solid Waste & Recycling Collection & Disposal** are classified as a fixed cost and the recommendation is consistent with the recently negotiated five-year contract.
- **Retirement** contribution will total \$8,300,526 per the existing funding schedule established by the Retirement Board. This reflects the normal costs and the remaining unfunded liability. The pension obligation bond debt service will be paid out of the Debt Service budget.
- General Fund **Other Post Employment Benefit (OPEB)** funding will increase by 10% and will exceed the anticipated amount included in the most recent valuation.
- **Employee Health Insurance** expense to increase by 12%, net of transfers to the OPEB Trust Fund and savings from increased employee contributions.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a target equal to 7%-7.5% of the Town & School Operating budgets.
- Consistent with best practices, the recommended budget contains direct offsets with revenues from the **Water & Sewer Enterprise Funds**.

Based on the assumptions outlined above, Town departmental personnel and expense budgets, inclusive of transfers and offsets, are increasing by a total of \$1,640,156, of which \$277,823 will be transferred directly to the Unfunded Liability Offset account, which is a component of our pension obligation bond reserve fund strategy. Some of the significant or notable budget changes include the following:

Andover Public Schools +\$4,031,429

The recommended FY 2027 budget for the School Department is \$111,536,189, a 3.75% increase from FY 2026. After transfers for Debt Service and Technology, the net increase is 3.74% of the net school budget in FY 2026, for a total of \$110,578,564. The increase is consistent with the tenets of the long-range plan and is net of transfers of \$957,625 to the Town for debt service (\$537,625) related to school improvements projects, as well as the third year of a multi-year effort to move the technology leasing program (\$420,000) from the Capital Improvement Program to the operating budget. The School Committee has voted to support the recommendation as proposed in this budget.

Fire Rescue +\$632,532

The recommended budget includes two additional firefighter positions that will support the Town's commitment to putting a third ambulance in service 100% of the time. In FY 2024, the Town added four firefighter positions, which provided Andover Fire Rescue with the staff to put a third ambulance in service 50% of the time and added two additional firefighters in FY 2025, which increased the third ambulance availability to 75%. This represents the final phase of fully implementing the increased level of service necessary to meet current demand.

The budget also includes funding for an Assistant Fire Chief position. This would establish a rank between Chief and Deputy Chiefs and will be a non-union position. The position is necessary for several reasons, including but not limited to, expanding oversight of our ambulance service to ensure our ability to meet the oversight requirements mandated by the Massachusetts Office of Emergency Services. Equally as important, the position will give the Fire Chief administrative support in the areas of personnel management, budgeting and planning. This position will also ensure that there is consistent leadership when the Fire Chief is out of town or in the event of a vacancy.

Andover Fire Rescue is the Town's largest department in terms of number of personnel, general fund budget and number of facilities. Aside from the Water & Sewer Enterprise Funds, the ambulance service also generates the most revenue of any Town department or division. Currently, the Fire Chief has no second-in-command that is not assigned to actively manage a shift. He has one administrative assistant who supports him in the overall administration of the department. In every other department and division, the department head is supported by at least one assistant director or deputy director. Among our peer communities, every comparable fire department has at least one assistant or deputy fire chief supporting the Fire Chief Monday through Friday in an administrative capacity.

It is expected that revenues from the ambulance service will offset 50% of the total cost of the Assistant Fire Chief and the two additional firefighters. There will be an article at Town Meeting to create an ambulance revolving fund which will allow for a direct allocation of ambulance revenues to offset specific costs relating to the ambulance service moving forward.

Employee Health Insurance +\$3,317,943

The Town's health insurance budget reflects a 12% increase in FY 2027, which is based on actuarial projections and current claims experience. This increase is driven by sustained healthcare cost inflation, higher utilization of specialty pharmaceuticals, and continued pressure in the stop-loss insurance market. Actuarial modeling also reflects increased gross claims over a slightly smaller covered population, resulting in higher per-member costs. While the Town has experienced fewer catastrophic claims in the current policy year, overall medical and pharmacy claim costs remain elevated. Increased behavioral health utilization, provider consolidation, and the

rising cost of advanced medical treatment, combined with higher utilization associated with an aging insured population, continue to place upward pressure on premiums.

This assumption represents a fiscally responsible planning estimate for FY 2027 and aligns with current market conditions and actuarial guidance.

While plan design changes can be a mechanism to mitigate health insurance cost increases, no plan design changes are anticipated for FY 2027. The Town regularly evaluates available health insurance options, including those offered through the Group Insurance Commission (GIC); however, no plan alternatives are currently expected to yield material cost advantages for FY 2027. The Select Board retains the option to consider Section 22 of Chapter 32B should circumstances change.

Solid Waste +\$237,744

The Town recently entered into a five-year contract with Republic Services, which has been Andover's trash hauler for over twenty years. FY 2027 will be the third year of the agreement which has stabilized the cost of solid waste and recycling services through FY2029. The new agreement requires a 5.5% annual increase in both collection costs and the per-tonnage costs related to solid waste and recycling disposal. Disposal costs are also impacted by fluctuations in volume which we are tracking with our predictions as we move through our first year of automated pickup. Overall, the agreement will eliminate the sharp annual increases that Andover has experienced in past years and that have become the norm in other communities.

As part of the transition to automated collection, the Town has agreed to provide each household, free of charge, with one 64-gallon trash cart and one 96-gallon recycling cart. The cost of providing the carts is approximately \$1.25 million and must be paid by June 30, 2029. The recommended budget includes \$200,000 from Free Cash to accelerate the purchase of the carts. This would leave a remaining balance of approximately \$200,000. These funds would be appropriated through a separate warrant article.

Pension Funding +205,856

Previous budget letters have included a statement about how the Town's required appropriation to the pension fund was becoming a significant burden on operating budgets and presented the greatest threat to our bond rating and long-term financial stability. In June of 2021, Annual Town Meeting and voters at the ballot box approved the Town's pension obligation bond plan, which fundamentally changes the funding strategy for the Town's pension liability. The longstanding funding schedule that required annual and compounding increases has been replaced with a debt schedule that is largely fixed through 2040. In December of 2021, the Town moved forward with a pension obligation bond issuance that yielded an interest cost of 2.367%. The issuance was the last step of a two-year planning and community engagement process that will result in an approximately \$142 million in savings over the next 16 years. The anticipated savings are a result of the difference between the prior funding schedule and the new debt schedule that will service the pension obligation bond.

For FY 2027, the pension appropriation of \$8,300,526 includes the normal cost associated with providing retiree pensions and the required annual contribution to amortize the remaining unfunded liability. It is anticipated that the remaining unfunded liability will be fully funded by 2029, which is eleven years prior to the mandatory funding year of 2040.

Other Post-Employment Benefits (OPEB) Funding

In FY 2018, the Governmental Accounting Standards Board (GASB) required all municipalities to record their unfunded OPEB liability on their financial statements. When municipalities were notified of this change in GASB regulations over six years ago, Andover recognized its local impact and established a special commission to study the issue and develop recommendations to the Select Board and Town Manager.

Upon the release of the OPEB Advisory Committee's Report on March 31, 2016, the Select Board held public hearings on the report's recommendations. The Select Board charged the Town Manager with developing a plan to address the unfunded liability through an equitable and comprehensive approach.

On April 20, 2016, I presented a plan to the Select Board. The guiding principles of the plan included the following: a "phased in" approach to employee contribution increases, mitigating potential impacts to current retirees, maintaining a quality benefit plan for retirees, and establishing a funding schedule that redirects any potential savings from changes to retiree premium contributions to the OPEB trust fund and therefore reducing Andover's long-term unfunded liability. FY 2020 was the fourth and final year of the phasing-in process.

The last component of the plan was to redirect any savings from increases in premium contributions to the OPEB Trust Fund. Based on the existing funding schedule and the plan adopted by the Select Board, it is estimated that the Town will fully fund its OPEB obligation in 36 years. As a result of the existing funding schedule and other steps taken through collective bargaining, the Town is able to mitigate the overall rate of growth of the unfunded liability.

The FY 2027 recommended budget includes a total appropriation of \$2,160,784 to the OPEB Trust Fund. The recommended increase represents the highest year-over-year increase since the implementation of the plan.

Water & Sewer Enterprise Funds

Over the past three years, the Select Board approved comprehensive rate plans for both the Water and Sewer Enterprise Funds. The rate plan for the Water Enterprise Fund was updated and approved in June of 2025.

The plan for the Water Enterprise Fund includes 15% rate increases in FY 2026-FY 2029 and a 10% increase in FY 2030. The approved increases, combined with the anticipated increase in revenue from the Town's agreement with North Reading, will sustain an accelerated capital program for water mains while also significantly increasing funding the long-term necessary upgrades to the Water Treatment Plant. The new plan is intended to maximize the revenue potential of the Town's Water Agreement with the Town of North Reading. The Water Enterprise Fund continues to benefit from the 99-year agreement through which the Town provides the Town of North Reading 100% of its potable water. The agreement will yield over \$1B in new revenue over its term and will continue to subsidize the operating and capital costs of the Water Division of DPW.

Similarly, the plan for the Sewer Enterprise Fund continues to support the operations of the Sewer Division while also providing the resources to adequately invest in the collections system, including major investments in the Town's pump stations and improvements to the Shawsheen River Interceptor. The budgeted sewer rate increase for FY 2027 is also 6%.

Communications & Civic Media

With no associated budget increase, the Town's Innovation & Technology Department will add a new Civic Media Team, integrating the government and education functions previously managed by AndoverTV. The team will be led by the Civic Media Manager and will be supported by an expanded full-time staff under the Town's Chief Innovation Officer. Working in close collaboration with the Town Manager's Office and the Chief Communications Officer, this team will enhance AV support for Town bodies and events, communications, and resident engagement across the organization. The Chief Communications Officer will remain responsible for managing the organization's communications strategy and share in the oversight of resources and staff necessary to expand this function. With the integration of this team, the Town will leverage new tools, platforms, and creative capacity to deliver richer multimedia content and provide a more connected, transparent, and responsive experience for residents. All personnel and operating costs will continue to be paid by PEG franchise funding; there is no impact to the General Fund.

Future Budget Performance and Outlook

The Long-Range Financial Plan was reviewed through a comprehensive process that included a series of eight workshops, a public forum and a joint meeting of the Select Board, Finance Committee and School Committee. The assumptions that serve as the foundation for the plan were reviewed and dozens of scenarios were modeled to evaluate potential impacts on the budget over time. At the conclusion of this process, adjustments were made that incorporate responsible financial planning principles and that reflect community priorities. Looking beyond FY 2027, the most significant financial challenges we expect to face are a.) sustainability of economic growth; b.) the need to remain competitive in the marketplace for talented employees; c.) the cost of employee health insurance; d.) the rising costs of goods and services; and e.) addressing the major capital needs of our school buildings.

As demonstrated through the review process, the Long-Range Financial Plan continues to serve as the foundation for the Town's budgeting activities. The version of the plan included in this year's budget (see page 147) shows budget deficits in future years, beginning in FY 2028. Future deficits are often a reality in municipal budgeting. Revenue estimates are intended to be conservative and are closely monitored by the Department of Revenue as part of the annual approval process. The Town has been able to significantly reduce the projected deficits in FY2028-FY 2030 from the amount that was projected at this time last year. While that represents progress, closing the deficit will require effective financial planning and consistent revenue growth.

As important as it is to maintain a financial plan, it is critical to understand alternative pathways that may help close future deficits. Further, even when the financial plan is enhanced with creative decision-making, it is sometimes unavoidable that factors beyond the Town's control may have a significant impact on the Town's ability to balance future budgets. Some examples include economic downturns and slowed investment in residential and commercial development, market realities that result in increases in the cost of health insurance and goods and services, and the increasing cost of construction and contracted services.

I expect that we will continue to explore creative strategies to effectively address these challenges in a manner that is fiscally responsible and sensitive to the impact to taxpayers. In order to do so, the Town must remain committed to the tenets of the long-range financial plan. The Town has made major progress towards establishing long term financial stability by reshaping how we fund our pension liability and by implementing reforms that change pension eligibility and that require contributions from active employees.

While looking ahead, we must remain cognizant of the other budget drivers that may pose challenges to our ability to present balanced budgets in the future and that impact our ability to meet the evolving needs and expectations of our community. Property taxes and the annual increases borne by taxpayers will continue to be a primary consideration throughout the budget development process. Budget controls and expenditure limitations alone will not result in an equitable balance between property tax relief and our ability to meet service delivery expectations. Budget controls and expenditure limitations must be coupled with an economic development strategy that further diversifies the overall tax base in order to effectively manage the impacts of property taxes over time.

Andover has been fortunate to have realized historic economic growth across property classifications for several years leading up to FY 2027. Because similar growth cannot be relied upon in the long term, the Town will need to continue developing a realistic economic development strategy that promotes responsible growth within our community. The Town's ability to expand its tax base through responsible development will further provide long-term stability and mitigate the financial impact of providing services and financing major capital expenditures.

Capital Improvement Program

The Town Manager’s Recommended CIP for FY 2027 totals \$50,758,394. The revenue sources shown below indicate how the program will be fiscally supported.

An overview of the funding methodology can be found below. The details of the recommended projects, as well as the individual items in the Capital Projects Fund, are described on the following pages. The full CIP document is available at www.andoverma.gov/FY2027CIP.

<i>FY 2027 Capital Improvement Program</i>	
General Fund Revenue	\$3,237,200
General Fund Borrowing	\$13,238,000
Use of Free Cash	\$5,807,000
General Fund Exempt Borrowing	-0-
Special Dedicated Funds	\$2,041,194
Water and Sewer Enterprise Funds	\$26,335,000
Total Recommendation	\$50,758,394

Financing Plan for the FY 2027-FY 2031 Capital Improvement Program

One of the primary purposes of developing a Capital Improvement Program is to establish a practical and predictable plan that identifies the capital needs of the community. At the core of the plan is a sustainable funding strategy that ensures appropriate investment across departments and divisions, while also effectively integrating into the Town’s overall financial framework. Consistent with this philosophy, the foundation for the financing plan is based on the following components:

- 1.) The total “non-exempt” capital budget is based on annual funding target equal to 7-7.5% of the Town & School Operating Budgets:** The non-exempt capital budget consists of three components: (1) the total of previously issued existing debt service paid within the tax levy, (2) projected debt service for new borrowing recommended within this CIP, and (3) the combined allocation of revenue from taxation and the General Fund. The CIP as proposed, in drawing on these three components, meets our target and represents approximately 7.36% of the projected total for the Town and School Operating Budgets for FY 2027. This approach is the most responsible approach to capital budgeting within the limitations of Proposition 2 ½. By establishing an annual funding target, the Town can effectively manage its debt schedule and ensure a predictable funding plan that is sustainable within the greater context of the Long-Range Financial Plan. Additionally, this approach will not result in major fluctuations in taxation. As a percentage of budget, the overall cost of the CIP to taxpayers should remain constant as a fixed percentage of the tax bill even as our total capital investments grow year-over-year
- 2.) Allocate approximately 20% of the certified Free Cash balance for the Capital Improvement Program:** On average, the Town has appropriated approximately 20% of its certified Free Cash balance to support the CIP over the past five years. The recommended appropriation from Free Cash included in the CIP for FY 2027 is \$5,807,000, which is equal to 22% of the Town’s certified Free Cash balance of \$26,235,268.
- 3.) Maintain rate plans for the Water & Sewer Enterprise Funds to adequately support the necessary investment in the Town’s utility infrastructure:** The annual investment in utility infrastructure is often the most critical funding recommendation included in the CIP. The Town has an obligation to maintain its Water Treatment Plant and water distribution system, as well as its sewer collections system. (Note that wastewater treatment is funded outside the CIP and through an annual assessment to the Greater Lawrence Sanitary District.) As previously outlined, the Town has a comprehensive rate plan for the Water

4.) Enterprise Fund that is based on revenue from water rates and a volume-usage assumption that is reflective of a rolling average of the past five years. The current rate plan is expected to adequately fund the planned improvements to the water distributions system, including the water main replacement program, and the needed upgrades to the Water Treatment Plant. The Town also has a rate plan for the Sewer Enterprise Fund which is expected to provide sufficient funding for next year but will need to be updated in order to support future maintenance of the sewer system.

5.) **Utilization of other funds and Capital Carry Forward:** The plan leverages the use of revenues from various revolving funds and unexpended past capital appropriations. For the second year, revenues from revolving funds will be used to offset the costs of major projects that would otherwise crowd out other needed investments across the organization. In order for revolving revenues to offset a capital expense, the expenditure must be consistent with the program that generates the revenue being used. The recommended plan includes using revolving revenues to fund major improvements at Pomps Pond, Rec Park and Chandler Road. The improvements will ensure the continuation and expansion of several revenue producing programs. Use of revenues from revolving funds is consistent with Town Policy and reflects the actions and approval of Town Meeting.

While it is important for the Town to maintain specific balances in prior capital appropriations, there are often opportunities to repurpose funds that have previously been appropriated and/or borrowed. One method for reconciling unexpended balances is to use them to offset the cost of proposed new capital projects. The recommended plan includes a capital carryforward offset, which repurposes existing balances to offset the overall cost of the Capital Improvement Program. This approach provides three benefits: (1) it provides flexibility to expand the capacity of the Capital Improvement Program, (2) supports the Town's effort to reconcile unexpended capital balances, and (3) allows for the efficient use of appropriated funds for capital needs.

As in every past CIP, the departmental requests exceeded the resources available. However, through a collaborative process, the CIP was crafted in a manner consistent with the financing plan presented within this document and begins the budget process for FY 2027 in a fiscally responsible manner.

The plan for capital expenditures has also been balanced in future years so that requests for funding do not exceed available resources. By design, the financing plan for the Capital Improvement Program does not result in a significant annual increase in the average tax bill. While the total recommendation for capital investment may fluctuate year-to-year, the impact to taxpayers will remain stable. This is a result of maintaining the overall cost of capital as a percentage of the total operating budget. As outlined earlier in this letter, the operating budgets are capped at fixed annual increases, which has a correlated impact on the CIP and its associated costs.

The table below provides a summary of the 5-year plan. The plan has intentionally maintained funding capacity in future years in order provide flexibility to meet unanticipated needs in the coming years.

Total Town and School Operating Budget 7.5% CIP Target		FY27	FY28	FY29	FY30	FY31
		158,701,654	164,020,384	169,518,195	175,201,143	181,075,488
		11,902,624	12,301,529	12,713,865	13,140,086	13,580,662
Non-Exempt Plan	General Fund Revenue	3,237,200	3,233,240	3,256,600	3,320,120	3,310,000
	Existing Non-Exempt Debt Service	9,243,243	8,574,540	7,873,219	7,399,069	6,870,416
	New Non-Exempt Debt Service		1,028,008	1,821,502	2,435,376	2,862,530
	Plan Total	12,480,443	12,835,788	12,951,321	13,154,565	13,042,946
	Offsets					
	Capital Offsets	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
	Doherty Offset	(537,625)	(537,625)	(537,625)	(537,625)	(537,625)
Net Non-Exempt Plan		11,642,818	11,998,163	12,113,696	12,316,940	12,205,321
Variance From 7.5% Target	CIP as % of Budget (Current Plan) \$ Variance	FY27	FY28	FY29	FY30	FY31
		7.34%	7.32%	7.15%	7.03%	6.74%
		(259,806)	(303,366)	(600,169)	(823,146)	(1,375,341)

Debt Profile & Credit Rating

Standard and Poor’s continues to affirm Andover’s credit worthiness and the Town’s “AAA” General Obligation bond rating, the highest rating available to municipalities. In fact, the most recent report gives Andover a “strong or very strong” rating in each of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, debt profile, management conditions and institutional framework. The Town has made every effort to carefully manage its debt profile as we have prioritized addressing both long-term facility and infrastructure needs and the unfunded pension liability. According to Standard & Poor’s December 2025 rating, “Andover’s \$427 million net direct debt burden results in elevated debt per-capita metrics compared with the town’s AAA peers, this includes a \$142 million remaining pension obligation bond (POB) that would otherwise be captured in our pension liability per-capita metric.”

It is important to note that the POB debt service is budgeted outside of the CIP. The issuance of pension obligation bonds is projected to save taxpayers approximately \$100,000,000 between the initial issuance in 2021 and 2040. This has provided the Town with the capacity to stabilize the operating and capital budgets in future years.

Tax Implications of the Recommended Budget & Capital Improvement Program

The Select Board and Town Manager’s goals include deepening the understanding of the relationship between the budget and the annual tax increase. By analyzing the budget and other expenditures, and if the shares of each classification of property (i.e., Residential, Commercial, Personal Property) remain the same as a percentage of the total levy for FY 2027, the projected average single family tax bill increase for FY 2027 is 4.39%. This is inclusive of the final debt issuance for the West Elementary and Shawsheen Pre-School, which Town Meeting voted in 2021 to exclude from the limits of Proposition 2 ½. This projection also includes the means tested senior tax exemption, which provides property tax relief to qualified seniors.

The table below provides a breakdown of the projected increase:

Budget Components	% Increase	\$ Increase	Factors
Budget Development	3.66%	\$482	Subject to valuations and changes in the levy share
West Elementary/Shawsheen Pre-School New Exempt Debt – Issuance #4	0.65%	\$85	Subject to the Select Board’s vote related to the percentage match of the State Circuit Breaker
Senior Tax Exemption	0.08%	\$11	Subject to valuations and changes in the levy share, and actual bond market experience and interest rate

The increase resulting from the Recommended Operating Budget and Capital Improvement Program is consistent with the Town’s long range financial plan and is less than the 10-year average single family tax bill increase.

The senior tax exemption provides a match of up to 100% of the Massachusetts Senior Circuit Breaker Tax Credit to qualifying Andover residents. This exemption is not a budgeted expense AND is funded through a redistribution of the overall tax burden. In FY 2025, the Massachusetts Senior Circuit Breaker Tax Credit increased, allowing for additional tax relief through Andover's exemption.

Proposition 2 ½ limits the total amount a community may levy (i.e., raise in property taxes) to no more than 2.5% more than the prior year tax levy, plus the value of New Growth, or new taxable value to the city or town. Proposition 2 ½ does not limit a household's tax bill to a 2.5% annual increase – it only limits the amount that can be raised from residential, commercial, and personal property taxpayers. There are many factors that can affect the projected increase, as well as a taxpayer's ultimate tax bill increase.

A property's assessed value, or the determination of the full and fair value of a property, can impact the increase to the tax bill.

- If your home's assessed value increases at a rate that is more than the average single-family home assessed value increase, your tax bill increase will be **higher** than average.
- If your home's assessed value increases at a rate that is lower than the average single-family home assessed value increase, your tax bill increases will be **lower** than average.

If there is disproportionate value growth across tax classifications, this change in levy share can impact the annual increase to the average tax bill.

- If the total value of residential values increase and the value of commercial properties decrease, residential properties will shoulder more of the tax levy – in this instance, residential tax bills will be higher than the 10-year average.
- If one class of property increases at a disproportionate amount relative to another class, the class of property with the lower value growth rate will likely see an increase that is lower than the 10-year average.

In addition to these market-driven changes, and the Select Board's ability to shift the levy shares between tax classifications, "debt exclusion" votes and the resulting exempt debt service also impacts tax bills. As exempt debt service is retired, the decrease in debt service payments mitigates the total increase in tax bills. Conversely, new exempt debt service contributes to the increase in tax bills. It is important to note that market factors such as interest rates can impact the total cost of exempt debt service, and the exact interest rate is not known at the time of the projection. For example, the anticipated final debt issuance for the West Elementary and Shawsheen Preschool will be issued within FY 2026 and the final amount, including interest costs, will be known prior to the tax rate being set.

These factors will contribute to the tax setting process in which the Select Board applies a tax shift and determines the tax rate for each class of property. These factors and their relative impact on the average single family tax bill will not be determined until the tax classification process concludes in December of 2026.

Aligning Select Board Goals & Objectives with Budget Priorities

I am pleased to report that the funding decisions contained in the FY 2027 budget fully integrate the Select Board's priorities as articulated in the goals and objectives that have been discussed by the Board in open meetings throughout this past year. Below is an overview of how the Board's input has been integrated into the budget by goal area:

Administration & Finance

- The budget includes the addition of two additional firefighters to increase the service levels of Andover Fire Rescue's third ambulance (A3) so that it is operational 100% of the time. This is the last phase of the incremental increase in service levels provided by the Town's ambulance service. Additionally, the budget

includes funding for the Assistant Fire Chief position, which will maintain the Town's ability to meet the requirements of the Office of Emergency Medical Services (OEMS). 50% of the cost associated with this recommendation will be offset by ambulance billing revenues.

- The Town has completed negotiations with four of its six unions, and we expect that the final two agreements will be settled prior to Town Meeting. This will put agreements in place through June 30, 2028. The budget includes a recommended appropriation to the Compensation Fund to offset the incremental costs of remaining two agreements. All other impacts of negotiated agreements have been integrated into the departmental budgets.

Capital Improvements

- The budget includes full funding for the operational needs associated with the planned investment in sidewalks and water infrastructure, including a Capital Project Manager position within DPW, and through an administrative repurposing of positions, expanded capacity to support customer service and communications during periods of high impact.
- The Town Manager & Select Board's goals have historically prioritized roadway and pedestrian improvements. To that end, the budget allocates revenues from downtown parking to fund a Transportation Program Manager position.

Communications and Engagement

- The FY 2027 recommended budget includes resources to invest in platforms and/or programs that will allow the Town to implement recommendations associated with the results of the Resident Survey conducted in partnership with the UMass Lowell Center for Public Opinion.
- The budget also anticipates that government access and civic media will be fully managed by the Chief Innovation Officer and Chief Communications Officer beginning July 1, 2026. This will significantly improve our ability to communicate across platforms. This will directly support the Select Board's goal of "enhancing the next phase of public communication through expanded use of video media, evolving methods by which residents consume and retain information" and the goal related to improving the effectiveness of emergency communications.
- Through resource realignment, the Town will be positioned to regularly evaluate the functionality of the website and make improvements accordingly.

Select Board Member Priorities

- The budget includes funding to support the celebration of the 250th anniversary of American Independence.
- The Town hired a Director of Sustainability in 2025 and the recommended budget fully funds the division's request for FY 2027.

Conclusion

We remain committed to meeting the expectations of Andover residents. The Administration and Senior Management Team will continue to collaboratively develop creative approaches that position the Town to confront our complex challenges and to improve services within the constraints of available resources.

The release of this document will mark the beginning of a process in which additional information will become available that may require adjustments to operating and/or capital budgets prior to Town Meeting. I look forward to discussing the recommendations contained herein with the appropriate boards and committees over the next several months.

I would like to thank the Select Board for its leadership and policy direction as it relates to the development of the FY 2027 Budget. I want to recognize the Town's Department and Division Heads for their professionalism and

commitment to the process. Both their input and institutional knowledge of their departments and the organization proved invaluable. I would like to acknowledge Superintendent of Schools Dr. Magda Parvey. As she plans to move on to the next chapter of her career, I am thankful for her collaboration over the past five years. Working together, along with Assistant Superintendent for Administration & Finance Keith Taverna and the School Committee, we have maintained the shared priority of delivering balanced budgets to Town Meeting. In preparation for Town Meeting, I look forward to working with the School Committee and Interim Superintendent Taverna.

I want to recognize Assistant to the Town Manager Amy Heidebrecht for her contributions throughout the budget process. Release of the budget is the most significant responsibility of the Town Manager's Office and Amy is exceptional at keeping the team organized and on schedule. The Government Finance Officers Association evaluates the effectiveness of budget documents based on specific criteria that include requirements for the document to serve as a "communications device." To that end, I want to thank Chief Communications Officer Phil Geoffroy for ensuring that the presentation quality of our budget materials maintain Andover's commitment to excellence in municipal budgeting. Phil's work has raised the standards in Andover and beyond, and I look forward to incorporating new ways to communicate the budget in the weeks and months ahead.

Andover's ability to continue meeting the changing and increased demands for services remains grounded in our long-standing adherence to the principles of the Town's long-range financial plan. The long-term strength of any organization requires a solid core which includes a philosophy of developing people across the organization and maintaining a strong and talented team responsible for financial management. For the past decade, we have been fortunate to benefit from the leadership of several talented municipal finance professionals. From Donna Walsh's deep institutional knowledge and decades of experience to Patrick Lawlor's forward-looking vision, the Town has been well served by strong financial stewardship.

This past year marked a period of transition, and I am grateful to Alex Magee for his contributions during that time. I also want to extend my sincere thanks and appreciation to our new Chief Financial Officer, Hayley Green, for her leadership and steady guidance. Hayley has served the Town for more than a decade as Assistant Town Accountant, Town Accountant, Deputy CFO, and Director of Budget and Capital Management. Her depth of experience, institutional knowledge, and commitment to public service position the Town well as we continue to navigate both current challenges and long-term opportunities.

In preparation for the release of this year's budget, Hayley and Administration & Finance Analyst Sarah Carroll regularly worked nights and weekends to ensure that the budget was balanced and developed in a manner that is consistent with Town policies, State law and the regulations of the Department of Revenue. I thank them both for their extraordinary efforts over the past several months.

Lastly, I want to thank Deputy Town Managers Michael Lindstrom, Austin Simko and Brittney Lavoie. Each of them has responsibilities to the whole organization and specific duties related to managing departments under their supervision. I want to thank them for their thoughtful planning and continued guidance throughout the budget process.

I look forward to engaging the various stakeholders, including our employees and our elected and appointed boards and committees, as we make decisions to move the community forward.

Respectfully Submitted,



Andrew P. Flanagan
Town Manager



SECTION 3

Executive Budget Summary

EXECUTIVE SUMMARY

THE OVERALL BUDGET

The FY 2027 Town Manager's Recommended Budget inclusive of water and sewer enterprise funds is \$265,923,119, an increase of 5.17%. The total general fund budget is \$245,201,138, an increase of 5.04%. The Article 4 Operating Budget is \$252,629,652, an increase of 4.51%.

TOWN DEPARTMENTS

The FY 2027 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$47,165,465. This represents a \$1,262,336 or 2.75% increase over the FY 2026 allocation of \$45,903,129.

The FY 2027 budget recommendation includes Personnel Services and Operating Expenses for all Town departments. In addition, there will be a transfer of \$420,000 from the School Department for technology, and a transfer of \$277,823 from the Unfunded Liability Account. The total recommended appropriation for the Town budget is \$46,603,587 which is inclusive of the transfers and offsets from the Water & Sewer Enterprise Funds. The FY 2027 Recommended Budgets for the Water and Sewer Enterprises are \$14,697,326 and \$6,024,655, respectively.

SCHOOL DEPARTMENT

The Town Manager's FY 2027 Recommended Budget for the School Department is \$111,536,955. This sum represents a \$4,031,429 or a 3.75% increase over the FY 2026 budget of \$107,504,760. Net of the transfer to the Town of \$420,000 for technology and \$537,625 to offset debt service costs for school projects, the total appropriation for the School Department will be \$110,578,564.

FIXED COSTS AND OBLIGATIONS

Regional High Schools - For FY 2027, the sum of \$1,177,823 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex North Shore Agricultural and Technical School. This is based on a preliminary estimate and may change when the two Regional School Committees vote on their appropriations in the coming months.

Debt Service - The sum of \$29,109,773 is recommended for FY 2027. This represents an increase of \$712,121 or 2.51% over FY 2026. This amount includes the fifth year of the pension obligation bond debt service, as well as the final debt issue for the West Elementary/Shawsheen Preschool project. The debt service for Water and Sewer projects is funded through user charges collected by the Enterprise Funds.

Employee Health Insurance - The sum of \$30,967,473 is recommended for FY 2027. This amount represents a 12% increase from the FY 2026 budget of \$3,317,944. The recommended appropriation is \$30,630,709 which includes the offset from the Water & Sewer Enterprise Funds. This preliminary amount is subject to change based on the results of the rate setting process currently underway.

Retirement Fund - The sum of \$8,300,526 is recommended for FY 2027. This appropriation reflects an increase of \$445,384 or 5.67% over the FY 2026 assessment. The recommended appropriation is \$8,060,998 which reflects the offset from the Water & Sewer Enterprise Funds. In FY2022 the Town issued \$165,000,000 in Pension Obligation Bonds which funded approximately 90% of our unfunded liability. The FY 2027 pension assessment amount to be contributed reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2029 using a discount rate of 5.75%.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program for FY 2027 totals \$12,180,443, which includes \$3,237,200 from General Fund Revenue (cash capital) and \$9,243,243 in non-exempt debt service costs. The balance includes \$300,000 from previously appropriated capital balances to offset the total cost of the Capital Improvement Program for FY 2027.

WARRANT ARTICLES

Town financial articles that are being funded through taxation total \$521,500 and articles funding capital expenditures with the use of Free Cash total \$5,807,000.

REVENUES

At the time of the release of this budget, it is projected that the total revenue and other funding sources available and recommended for the FY 2027 Budget is \$245,201,138. Property taxes account for 84% of the Town's total revenue sources available to fund the FY 2027 General Fund budget. Local revenues sources account for 5.67% of the budgeted revenues, while State Aid contributes 7.59%. Other revenue sources account for 0.1% of total budget revenues. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes - FY 2027 Property Taxes are recommended at \$206,633,005. This is a 4.42% increase over FY 2026 taxes as approved by the MA Department of Revenue in December of 2025. The FY 2027 budget increases excess levy capacity by 2.5% to \$307,500. There is \$11,428,229 of property taxes attributed to the Proposition 2½ debt exclusions for previously approved building projects and a portion of the debt service attributable to Pension Obligation Bonds. New Growth has been estimated at \$1,738,286 for FY 2027, representing a 10% reduction from the adjusted 10-year average and estimate used in FY 2026.

State Aid - The sum of \$18,615,044 is included in revenues to reflect Andover's estimated State Aid for FY 2027. This number is based on the Governor's recently released FY 2027 budget and reflects an increase of \$529,578 or 2.70% over the Town's FY 2026 budgeted State Aid of \$18,125,232.

Local Revenues - Local revenues are projected at \$13,896,089 for FY 2027. This represents a 5.40% increase over FY 2026 and is consistent with a trend analysis that is used for the purposes of estimating future receipts.

Water and Sewer Enterprise Funds - Revenues from the Water & Sewer Enterprise Funds are projected to offset expenses totaling \$20,721,987 in FY 2027. This figure is reflective of multi-year rate plan by the Select Board/Water Commissioners.

Free Cash. The Town's Free Cash balance that will be available for the 2026 Annual Town Meeting is \$26,235,268. The Recommended FY 2027 Budget proposes to appropriate \$5,807,000 from Free Cash for the replacement of Ladder 1 and to offset the total cost of Phase 2 of the Chandler Road Recreation Area project. Funds have also been allocated to purchase technology devices, IT infrastructure projects, police and DPW vehicles and for the minor sidewalk repair program. Free Cash is also recommended to fund a portion of the cost of purchasing trash and recycling carts for all households as part of the Town's transition to automated trash and recycling collection. There is no use of Free Cash being proposed to support operating budgets.

	FY2026 Budget	FY2027 Budget	Change	
			\$	%
Revenue				
Property Tax	\$ 197,885,009	\$ 206,633,005	\$ 8,747,996	4.42%
State Aid	\$ 18,125,232	\$ 18,615,044	\$ 489,812	2.70%
Local Receipts	\$ 13,302,385	\$ 13,896,089	\$ 593,704	4.46%
Free Cash for Articles	\$ 3,865,000	\$ 5,807,000	\$ 1,942,000	50.25%
Other Revenue	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Revenue	\$ 233,427,626	\$ 245,201,138	\$ 11,773,512	5.04%
Expenditures				
Town Departments	\$ 45,355,622	\$ 46,603,587	\$ 1,247,965	2.75%
School Department	\$ 106,597,135	\$ 110,578,564	\$ 3,981,429	3.74%
Capital Budget	\$ 12,447,915	\$ 12,180,443	\$ (267,472)	-2.15%
Exempt Debt - Capital	\$ 7,230,795	\$ 8,544,060	\$ 1,313,265	18.16%
Pension Obligation Bond	\$ 11,322,470	\$ 11,322,470	\$ -	0.00%
Retirement & Health Insurance & OPEB	\$ 36,952,022	\$ 40,852,491	\$ 3,900,469	10.56%
Insurance, Workers' Comp, Unemployment	\$ 1,365,524	\$ 1,549,588	\$ 184,064	13.48%
Solid Waste	\$ 4,303,900	\$ 4,541,644	\$ 237,744	5.52%
Technical Schools	\$ 1,392,134	\$ 1,178,781	\$ (213,353)	-15.33%
Warrant Articles - Free Cash	\$ 3,865,000	\$ 5,807,000	\$ 1,942,000	50.25%
Warrant Articles - Taxation	\$ 914,000	\$ 521,500	\$ (392,500)	-42.94%
Total Expenditures	\$ 231,746,517	\$ 243,680,128	\$ 11,933,611	5.15%
Non-Appropriated Expenses	\$ 1,681,109	\$ 1,521,010	\$ (160,099)	-9.52%
Surplus / (Deficit)	\$ 0	\$ 0	\$ (0)	0%

OTHER APPROPRIATION ARTICLES

The following Town Meeting Warrant Articles represent proposed appropriations, in addition to the Operating Budget and Capital Projects Fund appropriations, which will have a financial impact in the current, next or future fiscal years, and do not include transfers from previously approved appropriations. These articles can be submitted by Town Departments, Boards, and Commissions. If approved at the Annual Town Meeting, these articles will be funded from free cash, taxation, borrowing, enterprise reserves, or other available funds.

Appropriations to Fund Capital Requests

Minor Sidewalk Repairs	\$	250,000
Public Works Vehicles – Small	\$	172,000
Town & School Security	\$	200,000
Town Vehicles	\$	230,000
Town Parks & Playgrounds	\$	1,000,000
Town & School Energy Initiatives	\$	125,000
Fire Rescue Vehicles	\$	2,200,000
Annual Staff Device Refresh	\$	300,000
Annual Student Device Refresh	\$	178,000
IT Infrastructure	\$	582,000
Police Vehicle Replacement	\$	225,000
Police Cruisers/MC Computers	\$	145,000
Purchase of Trash & Recycling Toters	\$	200,000

From Taxation

POB Stabilization Fund	\$	250,000
Public Safety Medical	\$	146,500
Elections	\$	50,000
Andover Day	\$	50,000
Fireworks	\$	25,000

From General Fund Borrowing

Town Sidewalk Program	\$	5,000,000
Public Works Vehicles - Large	\$	578,000
Town Parks & Playground	\$	4,375,000
Major Town Projects	\$	1,475,000
Major School Projects	\$	1,810,000

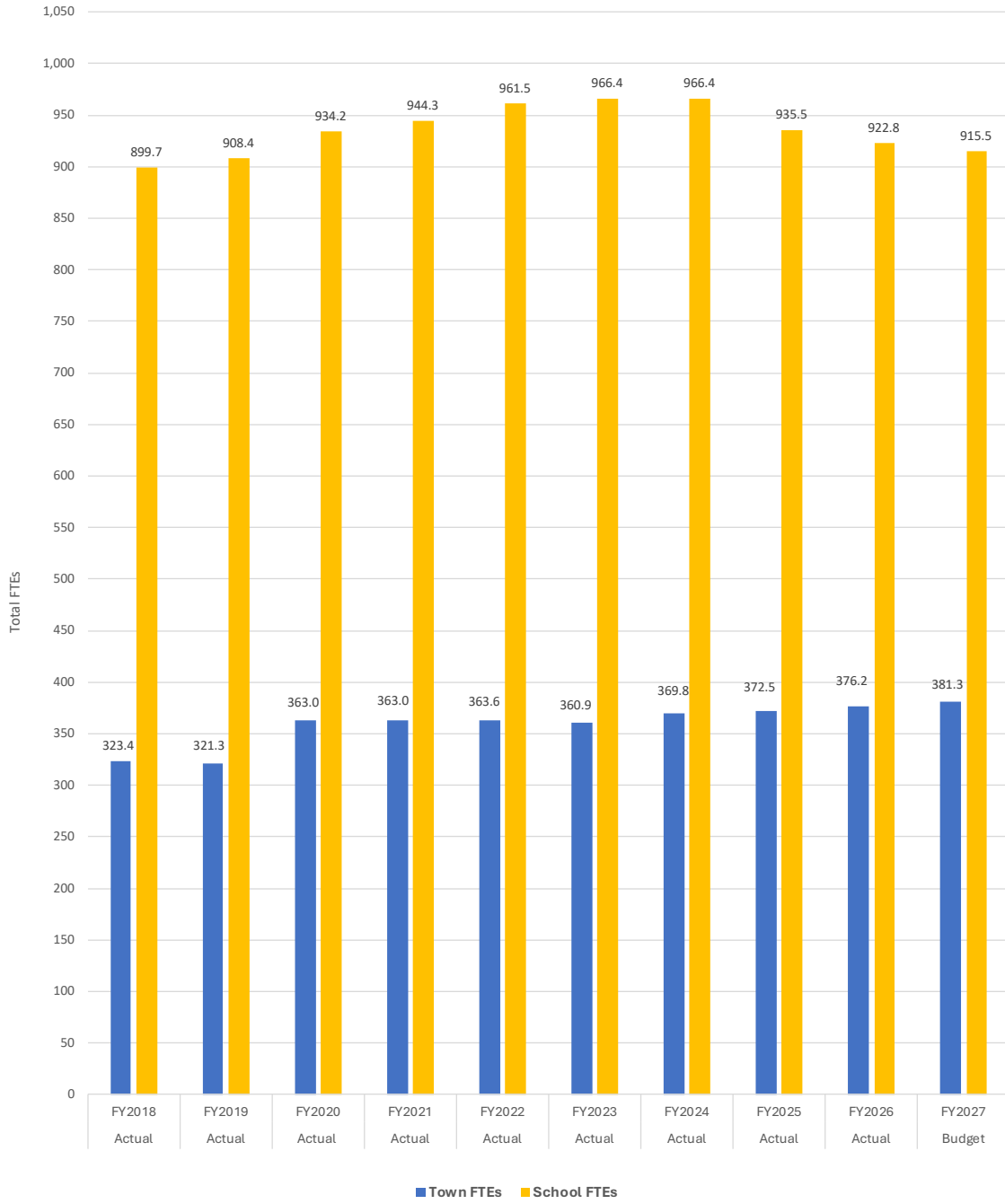
From Special Dedicated Funds

Spring Grove Cemetery Maintenance (Cemetery Fund)	\$	6,000
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From Water & Sewer Enterprise Funds

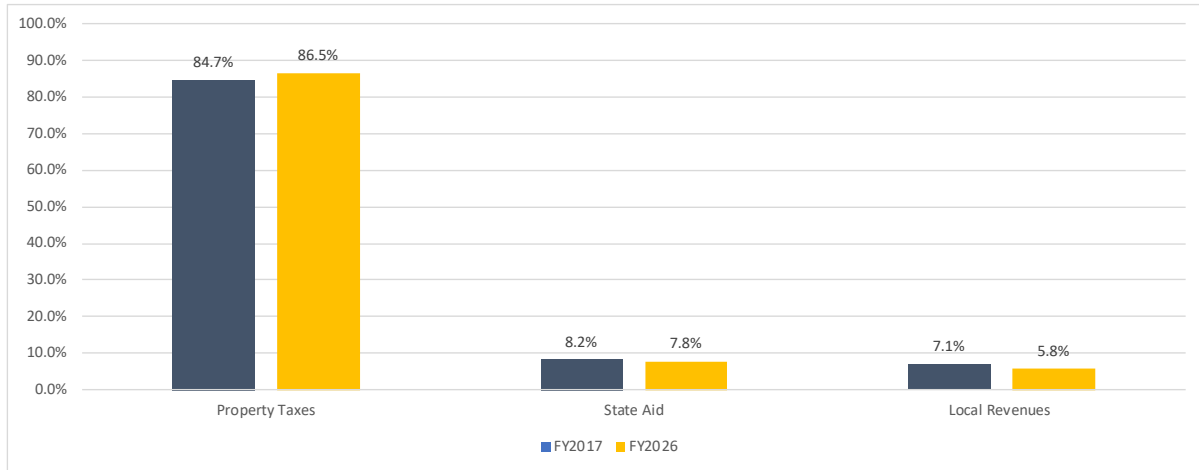
Water Main Replacement/Improvements Project	\$	12,000,000
Sanitary Sewer Collection System Improvements	\$	250,000
Shawsheen River Sewer Interceptor Improvements	\$	750,000
Wood Hill Pumps and Motor Control Centers	\$	5,850,000
Inflow/Infiltration (I/I) Removal Program	\$	250,000
Shawsheen Pumping Station	\$	5,000,000
Bancroft Pumping Station Roof Replacement	\$	85,000
WTP – Ozone Generators	\$	2,000,000
WTP – Milfoil Removal	\$	150,000

Town & School Employees (FTEs) FY2018 - FY2027



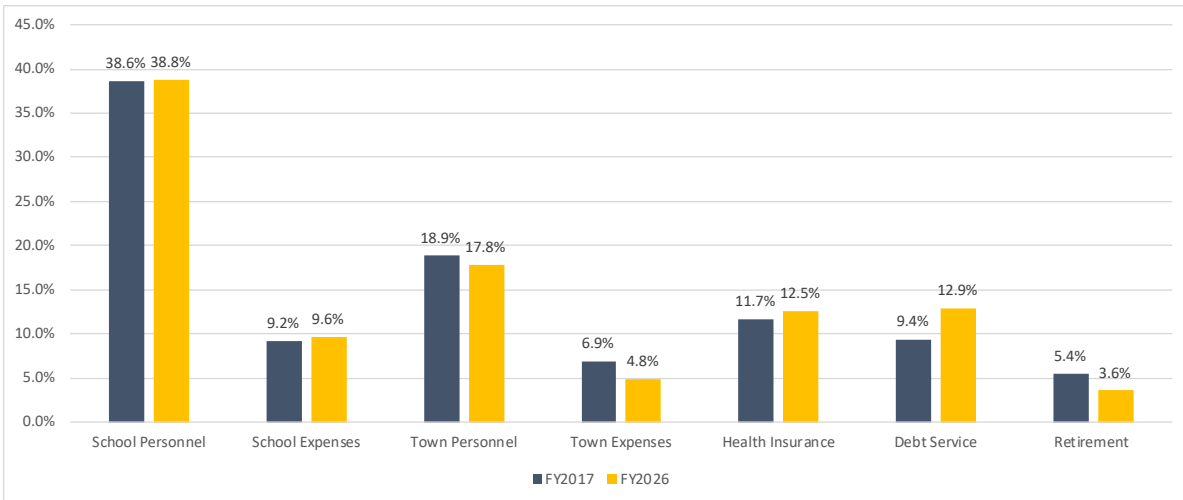
Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Actual FY2024	Actual FY2025	Actual FY2026	Budget FY2027
323.4	321.3	363.0	363.0	363.6	360.9	369.8	372.5	376.2	381.3
899.7	908.4	934.2	944.3	961.5	966.4	966.4	935.5	922.8	915.5
1,223.1	1,229.7	1,297.2	1,307.3	1,325.1	1,327.3	1,336.2	1,308.0	1,299.0	1,296.8

**10 Year Proportional Change to Major General Fund Revenues
FY2017 - FY2026**



Major Gen. Fund Revenues	FY2017	Pct. %	FY2026	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$129,599,893	84.7%	\$198,281,951	86.5%	\$68,682,058	53.0%	\$6,868,206	5.3%
State Aid	\$12,557,155	8.2%	\$17,809,786	7.8%	\$5,252,631	41.8%	\$525,263	4.2%
Local Revenues	\$10,802,000	7.1%	\$13,183,523	5.8%	\$2,381,523	22.0%	\$238,152	2.2%
Total	\$152,959,048	100.0%	\$229,275,260	100.0%	\$76,316,212		\$7,631,621	

**10 Year Proportional Change to Major General Fund Expenditures
FY2017 - FY2026**



Major G.F. Expenditures	FY2017	Pct. %	FY2026	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$60,975,256	38.6%	\$85,419,079	38.8%	\$24,443,823	40.1%	\$2,444,382	4.0%
School Expenses	\$14,505,573	9.2%	\$21,178,062	9.6%	\$6,672,489	46.0%	\$667,249	4.6%
Town Personnel	\$29,795,549	18.9%	\$39,187,559	17.8%	\$9,392,010	31.5%	\$939,201	3.2%
Town Expenses	\$10,976,842	6.9%	\$10,672,728	4.8%	-\$304,114	-2.8%	-\$30,411	-0.3%
Health Insurance	\$18,416,609	11.7%	\$27,649,530	12.5%	\$9,232,921	50.1%	\$923,292	5.0%
Debt Service	\$14,790,395	9.4%	\$28,397,652	12.9%	\$13,607,257	92.0%	\$1,360,726	9.2%
Retirement	\$8,568,835	5.4%	\$7,855,142	3.6%	-\$713,693	-8.3%	-\$71,369	-0.8%
Total	\$158,029,059	100.0%	\$220,359,752	100.0%	\$62,330,693		\$6,233,069	

**FY2026 figures are budgeted, not actual

	FY 2021 FINAL	FY 2022 FINAL	FY 2023 FINAL	FY 2024 FINAL	FY 2025 FINAL	FY 2026 FINAL	FY 2027 ESTIMATE
STATE AID							
Chapter 70 Education Aid	11,668,291	11,837,131	12,167,131	13,950,800	14,519,160	15,338,760	15,741,510
Charter Tuition Assessment Reimbursement	21,868	30,341	147,723	158,480	9,504	3,564	8,381
Public Libraries	56,035	56,035	78,478	81,191	88,946	89,505	91,376
State Owned Property	229,168	227,590	329,827	369,671	378,542	378,542	382,234
Exemptions/Vet,Blind,Surviving Spouse	70,808	61,887	59,985	67,302	62,253	90,459	111,662
Veterans Benefits	56,331	44,665	19,473	34,486	11,603	-	-
General Government Aid	1,897,423	1,963,833	2,069,880	2,136,116	2,200,200	2,224,402	2,279,881
TOTAL	13,999,924	14,221,482	14,872,497	16,798,046	17,270,208	18,125,232	18,615,044
ASSESSMENTS							
Mosquito Control Projects	136,788	139,564	143,749	145,290	150,735	156,947	161,462
Air Pollution Districts	14,533	14,655	14,929	15,176	15,529	16,195	15,367
RMV Non-Renewal Surcharge	21,840	21,840	25,340	22,980	21,860	18,380	24,240
MBTA	15,895	-	-	3,011	323	-	-
Merrimack Valley Regional Transit Authority	230,833	251,322	257,605	264,045	270,646	280,794	287,814
Special Education	19,395	-	21,067	12,017	-	1,017	-
School Choice Sending Tuition	98,892	107,666	200,769	143,611	129,733	231,624	186,351
Charter School Sending Tuition	196,410	272,674	410,006	420,718	190,395	67,602	145,776
TOTAL	734,586	807,721	1,073,465	1,026,848	779,221	772,559	821,010
NET STATE AID	13,265,338	13,413,761	13,799,032	15,771,198	16,490,987	17,352,673	17,794,034



SECTION 4

Operating Budget Requests

ARTICLE 4 – FY2027 OPERATING BUDGET

LINE ITEM	DEPARTMENT	EXPENDED FY2024	EXPENDED FY2025	BUDGET FY2026	TM REC FY2027	% CHANGE FY26-FY27
PUBLIC SAFETY						
1	PERSONNEL SERVICES	18,436,980	19,724,391	18,868,173	20,107,020	5.92%
2	OTHER EXPENSES	1,848,147	1,789,466	1,797,300	1,781,700	
TOTAL		20,285,127	21,513,857	20,665,473	21,888,720	
<i>Offsets Include: \$265,626 in Parking Receipts; \$70,000 in Detail Fees; and \$2,100,000 in Ambulance Collections</i>						
GENERAL GOVERNMENT						
3	PERSONNEL SERVICES	7,253,614	7,578,281	7,846,110	8,291,023	6.38%
4	OTHER EXPENSES	3,535,155	3,338,857	3,494,892	3,772,971	
TOTAL		10,788,770	10,917,138	11,341,002	12,063,994	
<i>Offsets Include: \$25,000 in Wetland Filing Fees</i>						
DEPARTMENT OF PUBLIC WORKS						
5	PERSONNEL SERVICES	3,962,998	4,138,008	3,812,649	4,128,537	7.27%
6	OTHER EXPENSES	2,939,588	2,890,048	2,640,429	2,793,975	
TOTAL		6,902,586	7,028,057	6,453,078	6,922,512	
<i>Offsets Include: \$70,000 in Cemetery Revenues; \$135,000 in Transportation Revenues</i>						
FACILITIES						
7	PERSONNEL SERVICES	2,691,959	2,835,743	2,904,536	3,001,181	2.84%
8	OTHER EXPENSES	1,448,401	1,390,864	1,533,650	1,563,100	
TOTAL		4,140,360	4,226,607	4,438,186	4,564,281	
<i>Offsets Include: \$25,000 in Rental Receipts</i>						
LIBRARY						
9	PERSONNEL SERVICES	2,318,325	2,423,136	2,445,706	2,602,618	5.72%
10	OTHER EXPENSES	651,565	669,450	694,235	716,947	
TOTAL		2,969,890	3,092,586	3,139,941	3,319,565	
COMMUNITY SERVICES						
11	PERSONNEL SERVICES	1,472,290	1,629,388	1,749,507	1,878,562	5.79%
12	OTHER EXPENSES	594,022	605,480	738,500	753,480	
TOTAL		2,066,312	2,234,868	2,488,007	2,632,042	
<i>Offsets Include: \$802,200 in User Fees and \$55,000 Grants</i>						
UNCLASSIFIED						
13	COMPENSATION FUND	-	-	1,135,000	300,000	
14	RESERVE FUND	100,000	318,677	200,000	200,000	
TOTAL		100,000	318,677	1,335,000	500,000	
TOWN DEPARTMENTS TOTAL						
	PERSONNEL SERVICES	36,136,166	38,328,948	38,761,681	40,308,941	2.75%
	OTHER EXPENSES	11,116,879	11,002,842	11,099,006	11,582,173	
	<i>Less Budgeted Revenues & Offsets</i>	<i>(3,087,249)</i>	<i>(3,840,598)</i>	<i>(4,504,665)</i>	<i>(5,287,527)</i>	
	NET TOTAL	44,165,796	45,491,191	45,356,022	46,603,587	

ARTICLE 4 – FY2027 OPERATING BUDGET

LINE ITEM	DEPARTMENT	EXPENDED FY2024	EXPENDED FY2025	BUDGET FY2026	TM REC FY2027	% CHANGE FY26-FY27
ANDOVER SCHOOL DEPARTMENT						
	PERSONNEL SERVICES	80,665,808	82,558,260	85,419,073	89,324,417	
	OTHER EXPENSES	18,994,817	19,594,448	21,178,062	22,211,772	
15	TOTAL	99,660,625	102,152,708	106,597,135	110,578,564	3.74%
SEWER						
16	PERSONNEL SERVICES	409,674	392,906	471,432	512,729	
17	OTHER EXPENSES	3,453,902	3,271,475	3,625,075	3,706,670	
18	DEBT SERVICE	1,376,501	1,124,049	1,270,911	1,161,287	
	TOTAL	5,240,077	4,788,430	5,367,418	5,380,686	0.25%
WATER						
19	PERSONNEL SERVICES	2,395,322	2,339,562	2,487,559	2,648,475	
20	OTHER EXPENSES	3,947,316	3,948,728	4,591,257	4,740,922	
21	DEBT SERVICE	3,537,684	3,835,465	4,919,793	5,445,142	
	TOTAL	9,880,322	10,123,755	11,998,609	12,834,539	6.97%
	TOTAL	15,120,399	14,912,185	17,366,027	18,215,225	
FIXED COSTS & OBLIGATIONS						
22	TECHNICAL SCHOOLS	1,253,767	1,257,526	1,392,135	1,178,781	
23	DEBT SERVICE	25,161,696	28,009,987	28,397,652	29,109,773	
24	GENERAL INSURANCE	1,280,499	1,410,370	1,429,675	1,610,575	
25	UNEMPLOYMENT COMPENSATION	158,915	172,303	126,610	129,775	
26	RETIREMENT FUND	7,124,844	7,481,086	7,855,142	8,300,526	
27	HEALTH INSURANCE FUND	23,835,094	25,135,936	27,649,530	30,967,473	
28	OPEB	1,812,834	1,874,364	1,964,349	2,160,784	
29	SOLID WASTE	3,730,999	4,215,451	4,303,900	4,541,644	
	TOTAL	64,358,647	69,557,022	73,118,993	77,999,331	6.67%
<i>Includes \$33,079 from Premium Reserve</i>						
GRAND TOTAL - to be voted		226,392,716	235,953,704	246,942,842	258,684,234	
<i>Less Budgeted Revenues & Offsets</i>		<i>(3,087,249)</i>	<i>(3,840,598)</i>	<i>(5,212,426)</i>	<i>(6,054,582)</i>	
	NET TOTAL	223,305,467	232,113,106	241,730,416	252,629,652	4.51%

TOWN MODERATOR / SELECT BOARD

Town Moderator

The Town Moderator is elected for a one-year term by the registered voters. The Moderator presides over town meetings and appoints the nine-member Finance Committee.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
TOWN MODERATOR					
5130 PART TIME	680	250	250	250	250
TOTAL TOWN MODERATOR	680	250	250	250	250

Select Board

The Select Board is the policy-making body of the Town Government, except as otherwise directed by statutes or by the Town Charter. Registered voters of the Town of Andover elect five individuals who serve as members for three-year terms. The Select Board appoints the Town Manager, Town Accountant, Zoning Board of Appeals, and Board of Registrars.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
SELECT BOARD SALARIES					
5130 PART TIME	14,700	13,200	18,000	18,000	18,000
TOTAL SELECT BOARD SALARIES	14,700	13,200	18,000	18,000	18,000
SELECT BOARD EXPENSES					
5295 OTHER SERVICES	348	59	-	-	-
5310 OFFICE SUPPLIES	-	-	150	150	150
5700 UNCLASS EXPEND	2,487	2,483	3,000	3,000	3,000
5710 TRAVEL	50	25	500	500	500
5730 DUES/MEMBERSHIPS	8,403	8,607	8,200	8,600	8,600
TOTAL SELECT BOARD EXPENSES	11,289	11,173	11,850	12,250	12,250
TOTAL SELECT BOARD	25,989	24,373	29,850	30,250	30,250

FINANCE COMMITTEE

Finance Committee

The Finance Committee consists of nine members appointed by the Town Moderator. The Finance Committee investigates the budgets of the different Town departments and recommends the amounts to be appropriated for each department for the ensuing year. For Annual Town Meetings, and Special Town Meetings, the Finance Committee prepares and mails a report to each household containing their recommendations on all Warrant Articles which relate explicitly to the financial affairs of the town.

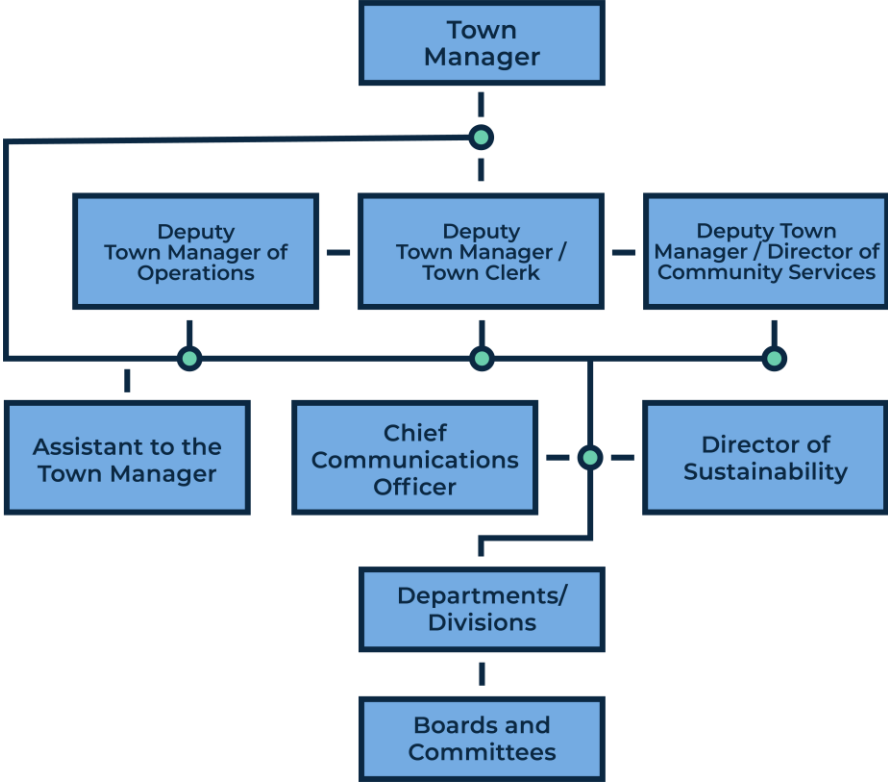
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
FINANCE COMMITTEE EXPENSES					
5225 POSTAGE	14,962	4,642	6,200	6,200	6,200
5270 PRINTING	39,288	28,647	29,000	29,000	29,000
5310 OFFICE SUPPLIES	-	(52)	-	-	-
5730 DUES/MEMBERSHIPS	428	459	350	500	500
TOTAL FINANCE COMMITTEE EXPENSES	54,678	33,697	35,550	35,700	35,700
TOTAL FINANCE COMMITTEE	54,678	33,697	35,550	35,700	35,700

TOWN MANAGER



Mission Statement

To implement the policies established by the Select Board, to provide the overall administration to the Town's municipal organization, and to foster continuous improvement and customer focused services and programs.



TOWN MANAGER

The Town Manager is the chief executive, chief fiscal officer, and chief personnel officer who oversees all town departments. The Manager is responsible for ensuring that the boards, officers and representatives of the Town comply with policy determinations of the Select Board. The Town Manager appoints and supervises all employees, officers and boards not appointed by the Select Board or Town Moderator.

	FY2024	FY2025	FY2026	FY2027	FY2027	FY2027
	FTE	FTE	FTE	REQ	TM REC	TM REC
TOWN MANAGER						
Town Manager	1.0	1.0	1.0	1.0	1.0	280,000
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	185,000
Chief Communications Officer	1.0	1.0	1.0	1.0	1.0	116,000
Assistant to the Town Manager	1.0	1.0	1.0	1.0	1.0	94,120
	4.0	4.0	4.0	4.0	4.0	675,120

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2027
	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
TOWN MANAGER SALARIES					
5110 REGULAR WAGES	593,026	626,048	644,361	675,908	675,908
TOTAL TOWN MANAGER SALARIES	593,026	626,048	644,361	675,908	675,908
TOWN MANAGER EXPENSES					
5220 TELEPHONE	1,377	1,835	-	-	-
5231 TRANSPORTATION ALLOWANCE	6,000	6,000	8,000	8,000	8,000
5250 ADVERTISING	492	0	350	350	350
5270 PRINTING	1,531	4,575	2,500	2,500	2,500
5295 OTHER SERVICES	39,401	48,458	8,000	18,000	18,000
5310 OFFICE SUPPLIES	1,705	775	500	500	500
5355 AUTOMOTIVE FUEL	119	54	-	-	-
5504 TECHNOLOGY	2,159	2,154	-	-	-
5710 TRAVEL	4,999	4,592	5,000	5,000	5,000
5715 PROFESSIONAL DEVELOPMENT	22,118	19,450	12,000	12,000	12,000
5720 OUT OF STATE TRAVEL	1,718	-	5,000	5,000	5,000
5730 DUES/MEMBERSHIPS	6,790	6,579	5,000	5,000	5,000
TOTAL TOWN MANAGER EXPENSES	88,408	94,472	46,350	56,350	56,350
TOTAL TOWN MANAGER	681,434	720,520	690,711	732,258	732,258

TOWN MANAGER

Town Manager and Select Board Strategic Goals and Objectives 2025-2026

Administration & Finance

Goal	Deliverable
Complete a deliberative engagement process that results in broad consensus around an updated Long Range Financial Plan that supports clarity, predictability, and responsible budgeting. The updated Long Range Financial Plan will be used as the foundation for the FY 2027 budget.	Conduct a series of workshops with the Select Board, Finance Committee and School Committee. Provide data and modeling to support these conversations. Present an updated Long Range Financial Plan at the conclusion of the process. Incorporate excess levy as a matter of Select Board priority.
Review and update, based on best practices, the Town's financial policies as they relate to debt and reserves.	The Select Board will work in collaboration with the Town Manager and Finance Committee to complete the review by the end of FY2026.

Capital Improvements

Goal	Deliverable
Support the community's decision-making on the scope, feasibility, and cost of improvements to Andover High School, consistent with the vote of the 2023 Special Town Meeting.	Provide design options, financial modeling, and other information to the School Committee in support of its decision-making role per the Town charter. Work with the PTBAC as necessary and appropriate. Manage the Town's architect and OPM firms in support of the community's goals.
Complete the Facility Master Plan Study & prioritization of future capital investment in town and school facilities.	Facilitate the study of all Town and school buildings to identify and prioritize long-term capital needs.
Assess short-term use of Shawsheen School and advance long-term plan for use of the facility.	Develop a short-term utilization report on Recreation programming, and present a long-term facility use plan, based on public input by end of FY2026.
Coordinate the process for advancing the AHS Interim Plan, including engaging the community, Select Board, Finance Committee and School Committee.	Select firm to complete design work for the Interim Plan. Share with stakeholders and make decision on next steps.
Continue to prioritize investment in infrastructure projects including water main replacement and sidewalk improvements.	<p>Sidewalks: The Town will seek a borrowing authorization (approx. \$10M) from the 2026 Annual Town Meeting for the purpose of funding and completing the 2023 Sidewalk Masterplan in its entirety by FY2029. The Town will also allocate funds in FY2027 to begin the development of the next five year sidewalk masterplan.</p> <p>Water Mains: The Town will plan to replace approximately 4 miles of water main per year, beginning in FY2027.</p> <p>The Town will actively monitor progress towards both parts of this goal and provide semi-annual updates to the Select Board. In addition to measuring progress, the Town will monitor factors such as cost escalation or other extenuating factors that could impact the Town's ability to fully achieve the goal. It is acknowledged that weather, procurement outcomes and other related matters could impact overall performance towards achieving the goal.</p>

TOWN MANAGER

Communications & Resident Engagement

Goal	Deliverable
<p>Launch Communications 2.0, which includes:</p> <ol style="list-style-type: none"> 1. Identify preferred communications methods through Resident Survey 2. Enhancing and the next phase of public communication through expanded use of video media, recognizing evolving methods by which residents consume and retain information. 3. Reviewing emergency communications protocol with the Emergency Management Working Group. 4. Provide new residents with a Welcome Guide. 5. Improve search functionality of the website. 	<ol style="list-style-type: none"> 1. Partner with UMASS Lowell Center for Public Opinion to develop and distribute Resident Survey. Present results to the Select Board and develop future communications goals based on results. 2. Consistently record and release an informational video series featuring the Town Manager in partnership with AndoverTV and produce shorter-form video segments for social media to highlight key messages, updates, and services in an accessible, engaging format. 3. Recognizing every incident or event is different, develop reasonable expectations and protocols for communicating with the public when emergency or unexpected issues happen. Complete tabletop exercise with public safety team as part of review process. 4. As recommended in the TGSC report, develop a Welcome Guide and include information on how new residents can receive official communications from the Town, etc. 5. Endeavor to make improvements to website, including to the search function and general organization, within CivicPlus platform.

Select Board Priorities

Goal	Deliverable
<p>Continue to advance Select Board priorities of significant importance to the community, including:</p> <ol style="list-style-type: none"> 1. Monitor and facilitate processes to advance the disposition and development of 11 Lewis Street. 2. Expand the Town’s legislative affair activities and provide updates to the Select Board, other relevant boards, committees and the community, as necessary. 3. Regularly review business activity through updates to the Select Board via “Business Scorecard”. 4. Plan for celebration of 250th anniversary of American Independence. 5. Prioritize the process for selecting a new Director of Sustainability with the goal of having the new Director in place by end of 2025. 6. Complete permitting and award contract for construction of the Nason’s Landing Accessible Kayak Launch by the end of FY2026. 	<ol style="list-style-type: none"> 1. Monitor Minco’s progress on satisfying the pre-closing requirements of the Land Disposition Agreement. Support, where possible and appropriate, the actions needed to close on a sale of the land. This may include coordination with the MBTA and advising on architectural drawings. 2. Follow relevant bills, including S.2542, through the legislature and identify and potential impacts to Andover. Work with the delegation to provide the Board with updates, including at Select Board Meetings, and actively work with the delegation to secure funding for Town priorities and support for major initiatives. 3. Work with the Planning Division to develop a business scorecard that provides a snapshot of business activity, including relevant statistics about vacancy rates, planned improvements and collaborate efforts between the Town and business community and a summary of new businesses. 4. Work with the Board and create and appoint a Town Manager appointed committee to plan events and programming to celebrate the 250th anniversary of American Independence. 5. Design a recruitment and selection process intended to attract and evaluate qualified candidates for the position. Post position after Labor Day with the expectation of appointing a candidate in the fall. 6. Advance the project through the permitting phase with the Conservation Commission, finalize design as necessary, and complete the procurement and contracting project by end of FY2026.

TOWN MANAGER

SUSTAINABILITY

Under the general direction of the Town Manager, the Sustainability Director develops and administers programs and policy initiatives to advance Andover's sustainability profile.

Specifically, the Sustainability Director is responsible for:

- Developing and updating the community's climate and sustainability action plan;
- Setting town-wide sustainability goals and tracking progress;
- Collaborating with the Andover Public Schools and other Town Departments on sustainability initiatives;
- Applying to and managing federal, state, regional, private, and philanthropic grants;
- Advising on environmental policies and operations, including but not limited to energy efficiency; renewable energy; transportation; waste reduction and recycling; water conservation; green infrastructure (including public trees), as well as system resilience and natural disaster planning.
- Communicating with the public by maintaining the Sustainability website, liaising with the Andover Green Advisory Board, participating in other commission meetings, publishing electronic newsletters, organizing and staffing other outreach events, and posting to social media sites

Recent Accomplishments

Local and Statewide Climate Action, including but not limited to:

- Passed the Specialized Energy Code at the April 2025 Town Meeting aimed at increasing energy efficiency standards and electrification in new buildings. The new code will go into effect on July 1, 2026.
- Conducted the second Andover Climate Summit in May 2025, titled "Climate Changemakers Forum" focused on how to scale community adoption of local climate initiatives. There were over 60 attendees at the summit.
- Completed first year of Andover Community Power (ACP) which has resulted in nearly \$2.5 million in residential and commercial participant savings and approximately 6,000 metric tons of CO2 avoided.
- Increased renewables to 15% on town electricity contract to match ACP Standard starting December 1, 2025.
- Installed solar panels at Bancroft and West elementary schools in September and October 2025 with estimated cost savings of over \$1.5 million over the next 20 years.
- Nearly \$800,000 in FY25 and FY26 grant funding awarded and projects managed, including but not limited to:
 - \$847,000 Merrimack Valley Renewal Funds for Town Offices Plus Project and Rooftop Solar at Sanborn Elementary School
 - \$211,981 US DOT Safe Street for All Downtown Traffic Calming and Bicycle Path Pilot Project
 - \$85,000 Green Communities Grant for Spring Grove Cemetery HVAC update

TOWN MANAGER

FY2027 Initiatives

In addition to daily operations, the Sustainability Director will pursue the following major initiatives in FY27. These are informed by inputs from other Departments, Andover Green Advisory Board discussions and community feedback.

- **Residential Composting Program:** Initiate the first residential composting program in Andover in collaboration with DPW to begin in the Summer of 2026.
- **Increase Participation in Andover Community Power (ACP):** Continue to increase participation in ACP through enhanced outreach initiatives.
- **DOER Climate Leader Grant:** Secure Climate Leader grant of upwards of \$1 million within one year of becoming certified as a Climate Leader Community.
- **Climate Action Plan (CAP) leadership:** Continue to make progress on priorities and overall CAP by conducting quarterly action status meetings with department leaders, maintaining the action tracker and working with stakeholders.
- **Rain Barrel program:** Organize and lead a residential rain barrel program in collaboration with DPW in the Spring of 2026.

TOWN MANAGER

	FY2024 FTE	FY2025 FTE	FY2026 FTE	FY2027 REQ	FY2027 TM REC	FY2027 TM REC
SUSTAINABILITY						
Director of Sustainability and Energy	1.0	1.0	1.0	1.0	1.0	97,797
	1.0	1.0	1.0	1.0	1.0	97,797

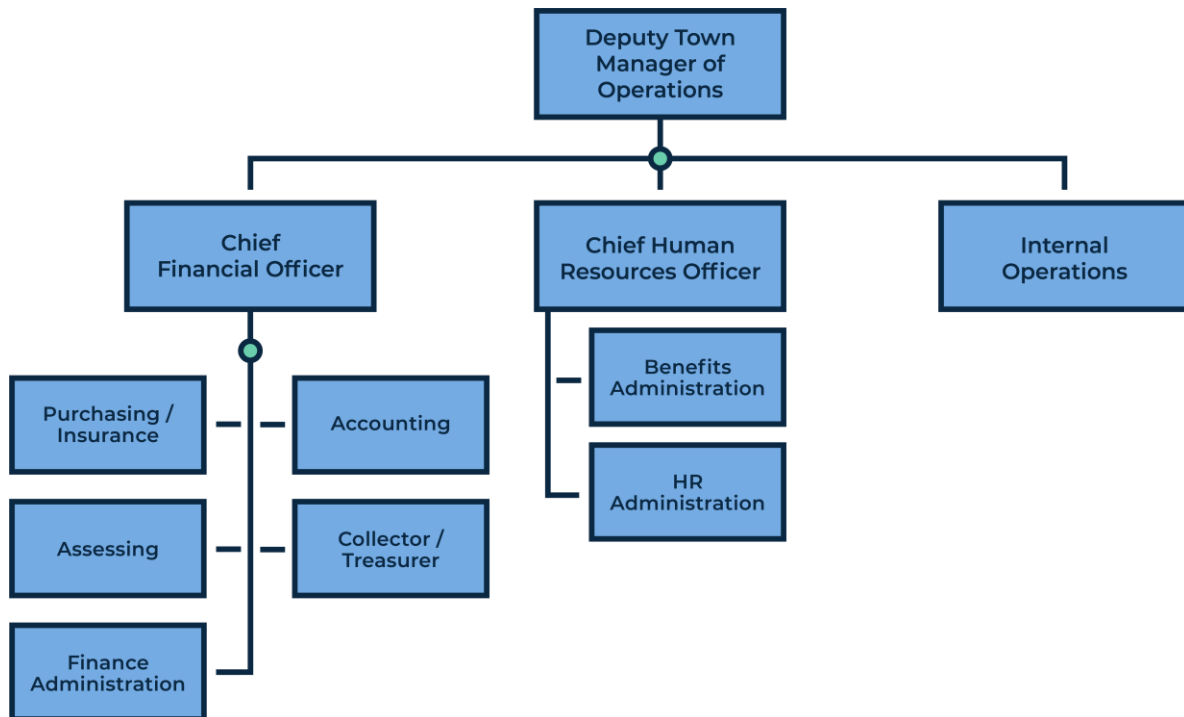
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
SUSTAINABILITY SALARIES					
5110 REGULAR WAGES	99,336	89,383	102,148	97,797	97,797
TOTAL SUSTAINABILITY SALARIES	99,336	89,383	102,148	97,797	97,797
SUSTAINABILITY EXPENSES					
5268 PROFESSIONAL SERVICES	11,419	34,510	32,000	49,800	49,800
5270 PRINTING	39	146	500	500	500
5295 OTHER SERVICES	281	-	450	450	450
5310 OFFICE SUPPLIES	204	300	400	400	400
5710 TRAVEL	24	-	150	150	150
5715 PROFESSIONAL DEVELOPMENT	-	470	1,300	1,300	1,300
5730 DUES/MEMBERSHIPS	-	195	700	195	195
TOTAL SUSTAINABILITY EXPENSES	11,966	35,621	35,500	52,795	52,795
TOTAL SUSTAINABILITY	111,302	125,004	137,648	150,592	150,592

ADMINISTRATION & FINANCE



Mission Statement

To build and reinforce confidence in the Town's administrative and financial management by managing and planning all financial functions in an efficient, cost effective and responsive manner; and, through a collaboration of team efforts, provide departments and the public with the necessary information to ensure accuracy, accountability, and justification.



ADMINISTRATION & FINANCE

The Administration and Finance Department consists of seven Divisions: Administration, Accounting, Assessor, Collector/Treasurer, Central Purchasing/Insurance, Human Resources and Internal Operations.

The **Administration Division** oversees Town financial operations, financial planning, budget development, and long-range fiscal analysis. The division also provides financial guidance and coordination in support of Town policy objectives and operational priorities.

The **Accounting Division** provides accounting, payroll, and financial reporting services to all Town departments, boards, commissions and regulatory agencies in compliance with Massachusetts General Laws, municipal bylaws, and Generally Accepted Accounting Principles. Responsibilities include payroll administration; accounts payable and 1099 processing; financial reporting; audit coordination; financial analysis; and maintenance of Town debt, water, and sewer ledgers. The division supports fiscal transparency and internal controls across the organization. The Town Accountant serves as an ex-officio member of the Andover Retirement Board.

The **Assessing Division** is responsible for the annual valuation of real estate and personal property in accordance with state and federal law. The division administers statutory exemptions, abatements, excise taxes, and betterments. The Board of Assessors reviews abatement and exemption requests and ensures regulatory compliance while maintaining equity in the tax base.

The **Collector/Treasurer Division** safeguards the Town's cash and investments. The division is responsible for billing, collection, and management of all Town revenues, including real estate taxes, personal property taxes, motor vehicle excise taxes, water and sewer utility charges, departmental receipts, parking tickets and any related fines. Duties include cash management, debt service, payroll deduction processing and tax reporting, bank reconciliation, administration of municipal lien certificates and betterment discharges, and management of tax titles, tax liens and foreclosures. The division also administers the Margaret Towle and Cornell Fuel benevolent funds, as well as the Andover Dollars for Scholars scholarship fund.

The **Central Purchasing Division** oversees Town and School procurement to ensure compliance with Massachusetts General Laws. Responsibilities include bid and contract administration, cooperative purchasing, coordination of insurance and risk management for property and casualty claims (excluding health insurance), and loss-prevention initiatives. The division supports cost-effective purchasing and risk mitigation across all departments.

The **Human Resources Division** manages workforce recruitment, employee relations, compensation and benefits, policy development, compliance, and labor relations. Responsibilities include onboarding, leadership development, wellness initiatives, DEI efforts, HR systems administration, and workforce analytics to improve efficiency and engagement. The division supports organizational stability, workforce planning, and employee retention.

The **Internal Operations Division** supports Town-wide operational effectiveness through internal process management, cross-departmental coordination, and organizational planning. The division promotes consistency, efficiency, and accountability across municipal operations.

ADMINISTRATION & FINANCE

FY2027 Objectives

ADMINISTRATION

- Provide the Town Manager and elected and appointed officials with the data and financial analysis necessary for informed decision-making, with a focus on long-term fiscal implications.
- Aid in review of the Long-Range Financial Plan and the Town's financial policies.
- Direct the capital planning process and support the execution of major Town projects.

ACCOUNTING

- Calculate annual Free Cash
- Coordinate Tax Rate Recapitulation with the Town Assessor
- Prepare required state and local financial reports
- Coordinate the annual independent audit, and Workers Compensation Audit
- Administer payroll, vendor payments, and tax reporting
- Monitor compliance with collective bargaining agreements
- Maintain the Town's debt ledgers
- Support audit committee activities
- Administer the direct insurance billing
- Maintain internal controls and assess fraud risk

ASSESSING

- Ensure fair and equitable property valuation
- Identify and incorporate new growth
- Coordinate tax billing with the Treasurer
- Improve public access to property records
- Complete inspections and revaluations per DOR requirements
- Ensure appropriate use of overlay

COLLECTOR/TREASURER

- Provide timely, professional service to taxpayers and ratepayers
- Improve service delivery efficiency
- Reconcile receivable and cash accounts
- Expand online payments and services
- Increase collection efforts to reduce delinquent accounts
- Maximize investment income within policy requirements

CENTRAL PURCHASING

- Guide departments to ensure procurement compliance
- Promote state and cooperative purchasing
- Streamline purchasing processes
- Support departmental bids and RFPs
- Maintain COMMBUYS and website postings
- Expand cost-saving and cooperative opportunities

ADMINISTRATION & FINANCE

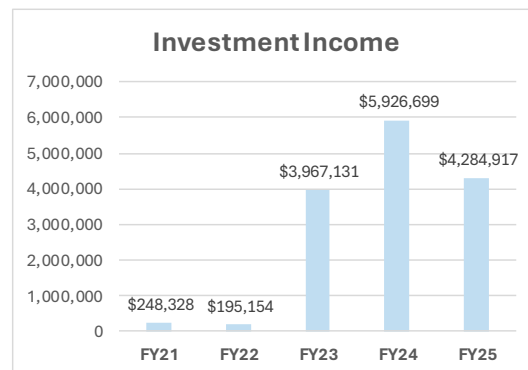
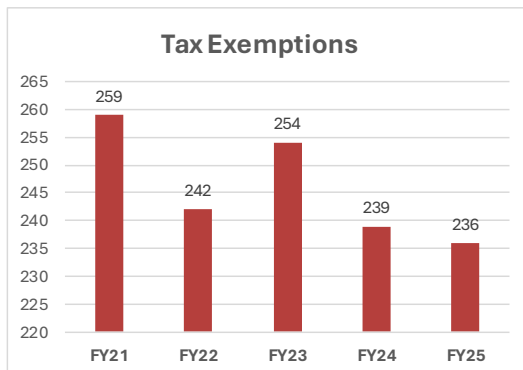
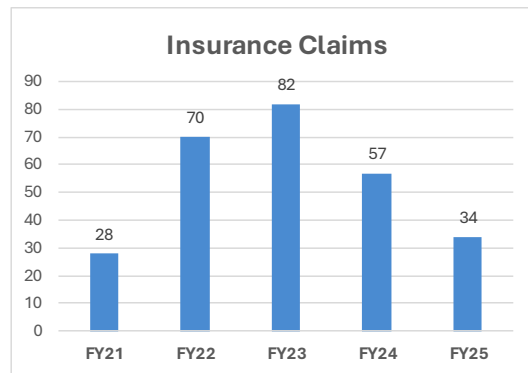
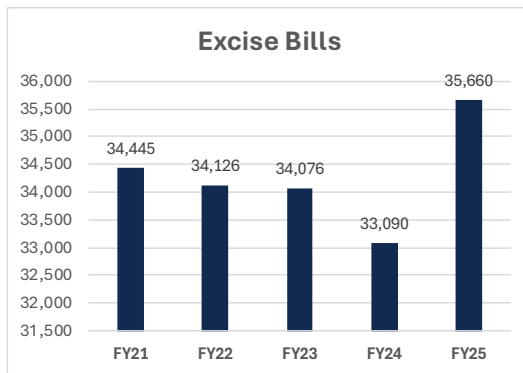
HUMAN RESOURCES

- Transition hiring and onboarding to Munis
- Expand leadership development and succession planning
- Maintain active oversight of health insurance and benefits through ongoing analysis, vendor engagement, and cost-containment strategies to address continued market increases
- Enhance onboarding processes to improve consistency, efficiency, and early employee engagement
- Strengthen HR operational systems and documentation to support consistent practices and service delivery
- Improve HRIS automation and reporting
- Track KPIs for hiring, engagement, and efficiency
- Advise on employment-related legislation

INTERNAL OPERATIONS

- Coordinate cross-departmental initiatives
- Support organizational effectiveness and performance
- Serve as a central point of operational accountability

Finance Performance Statistics



ADMINISTRATION & FINANCE

	FY2024	FY2025	FY2026	FY2027	FY2027	FY2027
	FTE	FTE	FTE	REQ	TM REC	TM REC
ADMINISTRATION & FINANCE						
<u>FINANCE ADMINISTRATION</u>						
Deputy Town Manager for Operations	-	-	-	1.0	1.0	180,000
Chief Financial Officer	-	-	-	1.0	1.0	168,000
Chief Administrative & Financial Officer	1.0	1.0	1.0	-	-	-
Director of Budget & Capital Management	-	1.0	1.0	-	-	-
Operations Analyst	-	-	-	1.0	1.0	94,000
Administration & Finance Analyst*	0.5	1.0	1.0	1.0	1.0	91,155
Administrative Coordinator**	-	-	-	0.7	0.7	56,700
	1.5	3.0	3.0	4.7	4.7	589,855
*Salary Allocated .5 to ARPA in FY24						
**Salary Allocated .3 to Health Insurance Trust						
<u>HUMAN RESOURCES</u>						
Chief Human Resources Officer	1.0	1.0	0.8	0.8	0.8	110,000
People & HR Coordinator**	0.0	0.0	0.0	0.7	0.7	52,500
Human Resources Generalist**	0.7	0.7	0.7	0.0	0.0	-
	1.7	1.7	1.5	1.5	1.5	162,500
*Salary Allocated .2 to Health Trust						
**Salary Allocated .3 to Health Trust						
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	139,974
Assistant Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	102,939
Cash Manager	1.0	1.0	1.0	1.0	1.0	79,680
Office Assistant III	1.0	1.0	1.0	1.0	1.0	69,352
	4.0	4.0	4.0	4.0	4.0	391,945
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	127,205
Senior Assessor	1.0	1.0	1.0	1.0	1.0	107,123
Field Appraiser	1.0	1.0	1.0	1.0	1.0	86,160
Office Coordinator	1.0	1.0	-	-	-	-
Office Assistant III	1.0	1.0	2.0	2.0	2.0	131,594
	5.0	5.0	5.0	5.0	5.0	452,082
<u>CENTRAL PURCHASING</u>						
Purchasing Agent/Insurance Coordinator *	0.6	0.6	0.6	0.6	0.6	77,294
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	94,875
	1.6	1.6	1.6	1.6	1.6	172,169
*Salary Allocated .4 to School						
<u>TOWN ACCOUNTANT</u>						
Town Accountant	1.0	1.0	1.0	1.0	1.0	132,000
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	104,067
Payroll Administrator	1.0	1.0	1.0	1.0	1.0	101,517
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	79,680
Office Assistant II	0.5	0.5	0.5	0.5	0.5	38,673
	4.5	4.5	4.5	4.5	4.5	455,937
GRAND TOTAL	18.3	19.8	19.6	21.3	21.3	2,224,488

ADMINISTRATION & FINANCE

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
FINANCE ADMINISTRATION SALARIES					
5110 REGULAR WAGES	228,096	242,402	256,421	589,855	589,855
5120 OVERTIME	7,152	9,729	6,000	5,000	5,000
5130 PART TIME	26,989	121,006	115,450	72,394	72,394
TOTAL FINANCE ADMINISTRATION SALARIES	262,237	373,136	377,871	667,249	667,249
FINANCE ADMINISTRATION EXPENSES					
5255 SOFTWARE SUPPORT	152,265	159,723	163,800	175,932	175,932
5295 OTHER SERVICES	2,564	2,441	2,500	2,500	2,500
5310 OFFICE SUPPLIES	668	398	600	600	600
5394 SUPPLIES/BOOKS	-	135	-	-	-
5710 TRAVEL	589	1,036	1,500	2,500	2,500
5715 PROFESSIONAL DEVELOPMENT	2,377	7,213	2,500	4,000	4,000
5730 DUES/MEMBERSHIPS	1,277	1,098	1,350	1,850	1,850
TOTAL FINANCE ADMINISTRATION EXPENSES	159,739	172,044	172,250	187,382	187,382
TOTAL FINANCE ADMINISTRATION	421,976	545,180	550,121	854,631	854,631

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
HUMAN RESOURCES SALARIES					
5110 REGULAR WAGES	229,228	174,443	181,497	162,500	162,500
TOTAL HUMAN RESOURCES SALARIES	229,228	174,443	181,497	162,500	162,500
HUMAN RESOURCES EXPENSES					
5250 ADVERTISING	5,652	4,061	15,000	8,500	8,500
5268 PROFESSIONAL SERVICES	-	-	10,000	20,000	20,000
5270 PRINTING	-	2,399	-	-	-
5295 OTHER SERVICES	23,443	5,016	20,000	20,000	20,000
5310 OFFICE SUPPLIES	1,024	2,003	500	3,500	3,500
5326 DRUG TESTING	2,495	3,517	4,000	4,000	4,000
5710 TRAVEL	500	2,220	2,000	4,500	4,500
5715 PROFESSIONAL DEVELOPMENT	5,330	5,315	6,500	6,500	6,500
5730 DUES/MEMBERSHIPS	1,326	-	2,500	1,500	1,500
TOTAL HUMAN RESOURCES EXPENSES	39,770	24,530	60,500	68,500	68,500
TOTAL HUMAN RESOURCES	268,998	198,973	241,997	231,000	231,000

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
EQUITY AND ENGAGEMENT EXPENSES					
5256 DIVERSITY, EQUITY & INCLUSION	-	-	60,000	60,000	60,000
5274 CITIZENS LEADERSHIP ACADEMY	-	-	5,000	5,000	5,000
TOTAL EQUITY AND ENGAGEMENT EXPENSES	-	-	65,000	65,000	65,000
TOTAL EQUITY AND ENGAGEMENT	-	-	65,000	65,000	65,000

ADMINISTRATION & FINANCE

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
COLLECTOR/TREASURER SALARIES					
5110 REGULAR WAGES	365,427	331,615	366,249	391,945	391,945
5120 OVERTIME	143	36	500	500	500
5130 PART TIME	2,065	2,997	2,500	2,500	2,500
TOTAL COLLECTOR/TREASURER SALARIES	367,636	334,649	369,249	394,945	394,945
COLLECTOR/TREASURER EXPENSES					
5250 ADVERTISING	1,468	927	1,450	1,450	1,450
5270 PRINTING	4,011	3,619	10,500	5,000	5,000
5295 OTHER SERVICES	52,172	95,775	50,000	65,000	65,000
5310 OFFICE SUPPLIES	4,364	3,485	4,000	4,000	4,000
5395 OTHER COMMODITIES	3,000	3,300	3,000	3,300	3,300
5710 TRAVEL	1,707	1,299	3,500	3,500	3,500
5715 PROFESSIONAL DEVELOPMENT	720	714	500	750	750
5730 DUES/MEMBERSHIPS	740	665	850	850	850
TOTAL COLLECTOR/TREASURER EXPENSES	68,182	109,784	73,800	83,850	83,850
TOTAL COLLECTOR/TREASURER	435,818	444,432	443,049	478,795	478,795

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
ASSESSING SALARIES					
5110 REGULAR WAGES	413,282	412,440	432,358	452,082	452,082
5130 PART TIME	30,300	-	-	-	-
TOTAL ASSESSING SALARIES	443,582	412,440	432,358	452,082	452,082
ASSESSING EXPENSES					
5231 TRANSPORTATION ALLOWANCE	4,200	2,800	2,100	2,100	2,100
5270 PRINTING	-	3	-	-	-
5295 OTHER SERVICES	55,268	22,544	38,000	38,000	38,000
5310 OFFICE SUPPLIES	3,339	1,880	3,000	3,000	3,000
5710 TRAVEL	-	2,354	1,500	1,500	1,500
5715 PROFESSIONAL DEVELOPMENT	430	2,379	2,000	2,000	2,000
5730 DUES/MEMBERSHIPS	2,428	1,252	3,000	3,000	3,000
TOTAL ASSESSING EXPENSES	65,665	33,211	49,600	49,600	49,600
TOTAL ASSESSING	509,247	445,651	481,958	501,682	501,682

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
CENTRAL PURCHASING SALARIES					
5110 REGULAR WAGES	163,093	167,573	163,872	172,169	172,169
TOTAL CENTRAL PURCHASING SALARIES	163,093	167,573	163,872	172,169	172,169
CENTRAL PURCHASING EXPENSES					
5250 ADVERTISING	7,901	7,949	10,000	12,000	12,000
5270 PRINTING	-	125	700	700	700
5295 OTHER SERVICES	884	820	1,200	1,000	1,000
5310 OFFICE SUPPLIES	650	977	700	800	800
5710 TRAVEL	808	148	1,000	1,000	1,000
5715 PROFESSIONAL DEVELOPMENT	240	265	1,500	1,500	1,500
5730 DUES/MEMBERSHIPS	450	450	1,200	1,200	1,200
TOTAL CENTRAL PURCHASING EXPENSES	10,933	10,734	16,300	18,200	18,200
TOTAL CENTRAL PURCHASING	174,026	178,307	180,172	190,369	190,369

ADMINISTRATION & FINANCE

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
TOWN ACCOUNTANT SALARIES					
5110 REGULAR WAGES	378,202	408,272	398,161	417,264	417,264
5120 OVERTIME	734	791	-	1,000	1,000
5130 PART TIME	27,900	29,817	36,279	38,673	38,673
TOTAL TOWN ACCOUNTANT SALARIES	406,836	438,880	434,440	456,937	456,937
TOWN ACCOUNTANT EXPENSES					
5270 PRINTING	-	-	1,000	-	-
5295 OTHER SERVICES	64,030	70,730	70,000	82,000	82,000
5310 OFFICE SUPPLIES	2,825	5,276	4,000	4,000	4,000
5710 TRAVEL	1,141	1,152	3,000	3,000	3,000
5715 PROFESSIONAL DEVELOPMENT	3,559	3,160	4,000	4,000	4,000
5730 DUES/MEMBERSHIPS	205	778	600	600	600
TOTAL TOWN ACCOUNTANT EXPENSES	71,759	81,096	82,600	93,600	93,600
TOTAL TOWN ACCOUNTANT	478,595	519,976	517,040	550,537	550,537

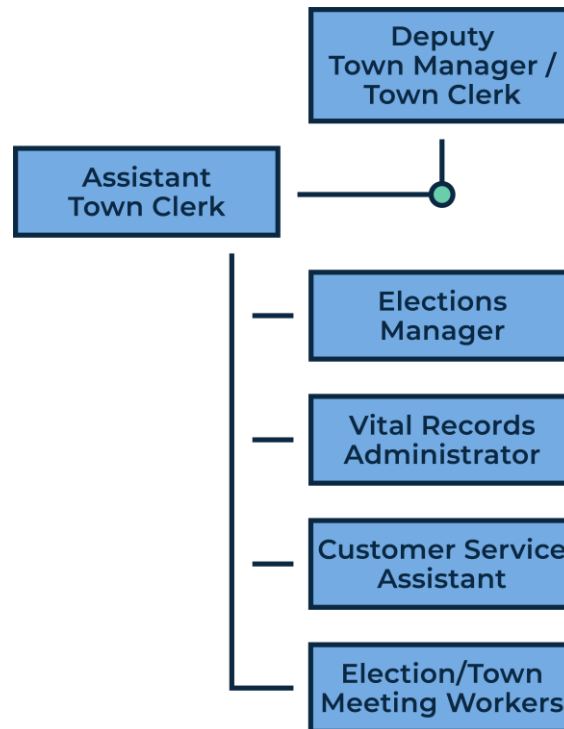
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
CENTRAL SERVICES EXPENSES					
5225 POSTAGE	96,589	121,033	88,683	95,000	95,000
5282 MAINT/REPAIRS OFFICE EQUIPMENT	-	-	200	-	-
5291 RENTALS EQUIPMENT	14,153	18,425	16,000	16,000	16,000
5295 OTHER SERVICES	62,576	4,259	65,000	65,000	65,000
5310 OFFICE SUPPLIES	775	1,546	900	1,000	1,000
5420 OFFICE EQUIPMENT	-	1,786	500	500	500
TOTAL CENTRAL SERVICE EXPENSES	174,093	147,048	171,283	177,500	177,500
TOTAL CENTRAL SERVICES	174,093	147,048	171,283	177,500	177,500

TOWN CLERK



Mission Statement

To uphold the integrity of the democratic process, to maintain and preserve public records, to foster cooperation and coordination between departments and to act in the best interest of the community and the State by providing innovative, efficient, quality service.



TOWN CLERK

The Town Clerk's Office is responsible for managing the Town's elections and Town Meetings. Along with the Board of Registrars, the office is responsible for the maintenance of the State's computerized Voter Registration System for the Town. Other related responsibilities include Town Meetings, Town and State/Federal Elections, the registration of voters, maintenance of the Street List and voter list through the annual mailing of the Town Census, and the certification of nomination papers, warrant articles for Town Meeting, and all Initiative Petitions.

Most of the Town's licensing is initially filed with and processed by the Town Clerk's Office. These licenses include: Alcoholic Beverage, Common Victualler, Public Vehicle for Hire, Storage of Inflammables, Raffles & Bazaars, Lodging Houses, Dog licenses, Entertainment licenses, Outdoor Dining licenses, and Motor Vehicles Class I and II, among others.

Vital record filing (i.e., birth, death and marriage records) and reporting to the State are important functions of the Town Clerk's Office. A considerable amount of time is spent on properly recording and providing public access to these records. The office also manages records and provides access to Business Certificate filings, Town Meeting records, and Election voter data. Planning Board, Zoning Board of Appeals, and historic district commission decisions are filed with the Town Clerk's Office. The office also maintains a record storage and retention system in accordance with the State's Public Record Retention regulations.

The Town Clerk's Office publishes and maintains Open Meeting Law postings, distributes educational material relating to the Open Meeting Law and the Conflict of Interest Law, and maintains compliance records. The office also helps coordinate responses to public records requests.

The Town Clerk is also responsible for the management of political campaign finance reporting for candidates for Town Offices and Political Committees organized for or against Ballot Questions.

The Town Clerk's Office plays a role in assisting the state census bureau with redrawing the precinct boundaries after the close of the federal decennial census.

Ongoing Goals of the Town Clerk's Office

- To provide an environment where customers feel their needs are our top priority.
- To adopt innovative ways to provide consistent quality service to our residents, ensuring customer satisfaction and fostering community spirit.
- To present the Town Clerk's Office as a central information point for residents and persons at large.
- To instill a high level of public confidence in the integrity of the electoral process, the Town Meeting format, and in various government operations.
- To provide staff with the training and education necessary for a high level of job performance and satisfaction.
- To review and update the current emergency protocols for elections.

TOWN CLERK

FY2027 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the September 1, 2026 State Primary.
- To manage the November 3, 2026 General Election.
- To manage the 2027 Annual Town Election.
- To manage the 2027 Annual Town Meeting.
- To manage any Special Town Meetings or Special Elections.
- To monitor progress of proposed legislation and be prepared to implement any changes in election laws and procedures.
- To continue to recruit and train election and town meeting workers in election procedures, rules, and regulations.
- To proactively conduct community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficiencies.

RECORD MANAGEMENT

- To continue to work with departments on record management.
- To continue the scanning of vital records for electronic issuance.
- To implement the Vitals Information Partnership with the Registry of Vital Records and Statistics.
- To improve the internal processes for responding to public records requests.

TOWN LICENSING

- To continue educating and informing the public of licensing obligations and administrative procedures.
- To refine the outdoor dining and dog licensing process.
- To help refine online permitting/licensing.
- To continue reviewing licensing procedures to ensure the best efficiency possible.

TRAINING

- To continue to provide office staff with guidance regarding customer service skills.
- To provide educational opportunities to staff to enhance job performance and satisfaction.
- To cross train office staff on various aspects of the office responsibilities.

COMMUNICATIONS

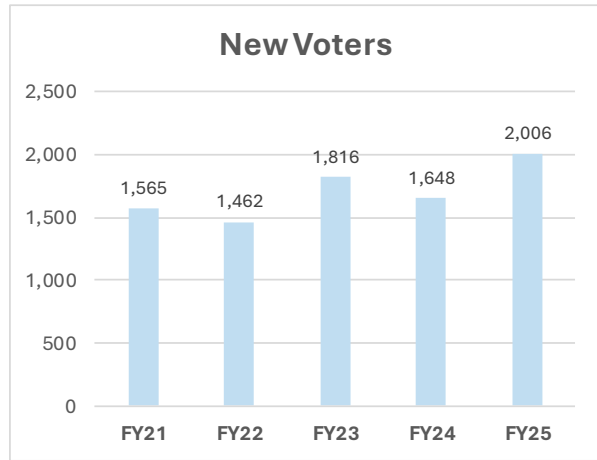
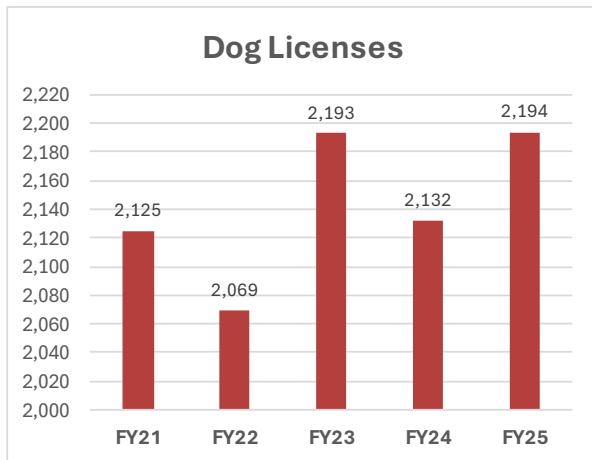
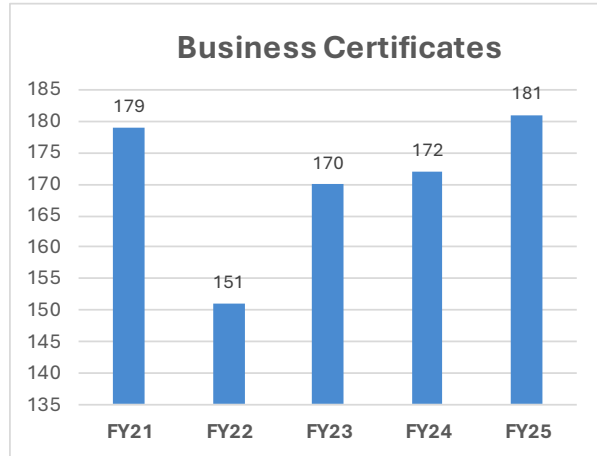
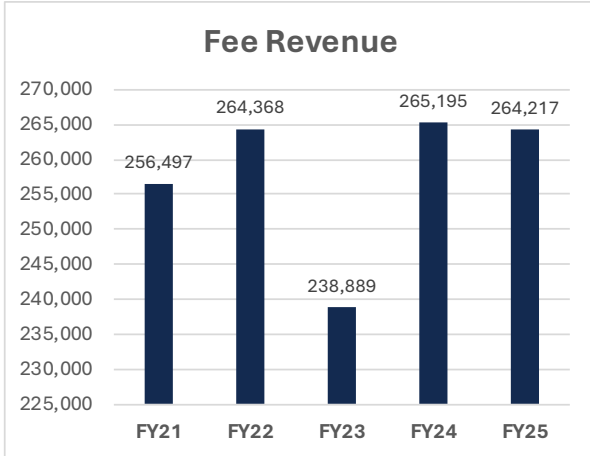
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

CUSTOMER SERVICE

- To enhance customer service and satisfaction through training, education, and customer outreach.

TOWN CLERK

Town Clerk Performance Statistics



TOWN CLERK

	FY2024 FTE	FY2025 FTE	FY2026 FTE	FY2027 REQ	FY2027 TM REC	FY2027 TM REC
TOWN CLERK						
Deputy Town Manager & Town Clerk	1.0	1.0	1.0	1.0	1.0	185,000
Assistant Town Clerk	1.0	1.0	1.0	1.0	1.0	100,239
Election Manager	1.0	1.0	-	-	-	-
Office Assistant III - Vital Records Admin	1.0	1.0	2.0	1.0	1.0	72,337
Voter Records Administrator	-	-	-	1.0	1.0	63,836
Customer Service Assistant	-	1.0	1.0	1.0	1.0	63,927
	4.0	5.0	5.0	5.0	5.0	485,339

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
TOWN CLERK SALARIES					
5110 REGULAR WAGES	375,185	388,692	399,829	485,339	485,339
5120 OVERTIME	10,526	19,672	12,000	15,000	15,000
5130 PART TIME	53,843	59,293	61,075	-	-
5135 PART TIME ELECTIONS	75,961	94,301	47,550	41,350	41,350
TOTAL TOWN CLERK SALARIES	515,515	561,959	520,454	541,689	541,689
TOWN CLERK EXPENSES					
5225 POSTAGE	18,989	1,453	24,720	30,000	30,000
5250 ADVERTISING	343	2,128	2,000	2,000	2,000
5270 PRINTING	29,428	20,187	33,600	29,250	29,250
5271 CREDIT CARD FEES	637	905	1,000	1,000	1,000
5282 MAINT/REPAIRS OFFICE EQUIPMENT	9,250	14,987	16,320	17,090	17,090
5291 RENTALS EQUIPMENT	-	584	-	-	-
5295 OTHER SERVICES	259,612	55,317	59,455	36,605	36,605
5310 OFFICE SUPPLIES	15,005	15,453	12,195	12,195	12,195
5420 OFFICE EQUIPMENT	3,184	4,097	1,000	1,000	1,000
5710 TRAVEL	2,186	2,089	2,000	2,470	2,470
5715 PROFESSIONAL DEVELOPMENT	2,480	1,438	1,500	1,500	1,500
5730 DUES/MEMBERSHIPS	1,516	1,557	5,355	5,355	5,355
TOTAL TOWN CLERK EXPENSES	342,630	120,195	159,145	138,465	138,465
TOTAL TOWN CLERK	858,145	682,154	679,599	680,154	680,154

OTHER GENERAL GOVERNMENT BUDGETS

DAMAGES TO PERSONS/PROPERTY

This account pays for minor damage claims submitted to the Town of Andover for occurrences not covered by the Town's insurance policies.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
DAMAGES PERS/PROP EXPENSES					
5702 DAMAGE TO PROPERTY	277	1,927	2,000	2,000	2,000
TOTAL DAMAGES PERS/PROP EXPENSES	277	1,927	2,000	2,000	2,000

EMPLOYEE BENEFITS

The Employee Benefits account is the appropriation for the town share of life insurance and Medicare payroll tax for town employees. Also included are funds for accrued benefit payments, tuition reimbursement for approved educational courses and administrative fees for the Town's employee flexible spending plan.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
EMPLOYEE BENEFITS EXPENSES					
5143 ACCUMULATED BENEFITS	432,041	425,346	425,876	525,540	525,540
5204 EMPLOYEE MILITARY	-	23,208	-	-	-
5207 INSURANCE LIFE	6,686	6,922	7,500	7,500	7,500
5208 EMPLOYEE ASSISTANCE	49,130	51,021	70,000	70,000	70,000
5740 MEDICARE	590,804	697,958	604,242	714,138	714,138
TOTAL EMPLOYEE BENEFITS	1,078,661	1,204,455	1,107,618	1,317,178	1,317,178

COMMISSION ON DISABILITY

The Andover Commission on Disability advocates for the full integration and participation of people with disabilities in the Town of Andover, and provides information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in matters pertaining to disability.

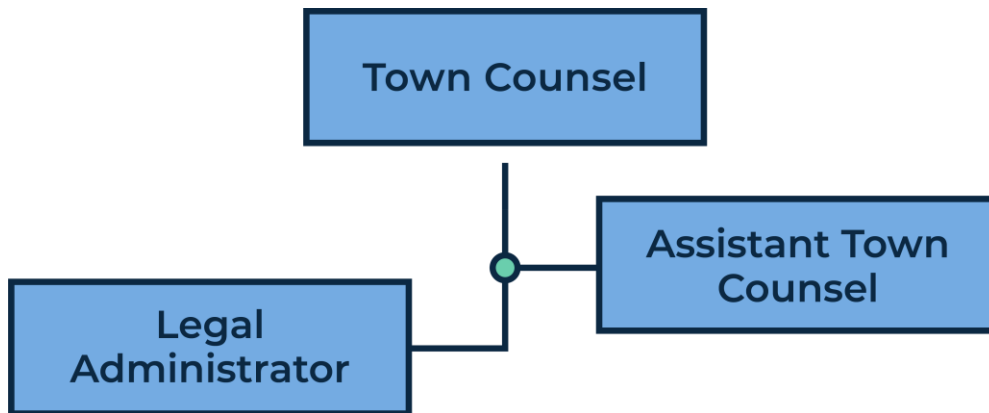
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
COMMISSION ON DISABILITY					
5130 PART TIME	1,575	1,275	1,200	1,200	1,200
TOTAL COMMISSION ON DIS SALARIES	1,575	1,275	1,200	1,200	1,200
COMMISSION ON DISABILITY EXPENSES					
5295 OTHER SERVICES	352	2,994	5,000	8,000	8,000
5310 OFFICE SUPPLIES	-	-	800	800	800
TOTAL COMMISSION ON DIS EXPENSES	352	2,994	5,800	8,800	8,800
TOTAL COMMISSION ON DISABILITY	1,927	4,269	7,000	10,000	10,000

LEGAL



Mission Statement

The Mission of the Legal Department is to assist the Town Manager, the Select Board, and all other officials, departments, and commissions with clear, consistent, high-quality legal advice and representation; enable and enhance legal compliance; identify innovative means of achieving Town goals and objectives; and to advocate on behalf of the Town and its officials in a manner which recognizes the unique role of local government in the legal landscape.



LEGAL

Mission Statement

The Mission of the Legal Department is to assist Town decisionmakers and personnel with clear, consistent, high-quality legal advice and representation; enable and enhance legal compliance; identify innovative means of achieving Town goals and objectives; and to advocate on behalf of the Town and its officials in a manner which recognizes the unique role of local government in the legal landscape.

Department Description

The Town Counsel and Legal Administrator function as a dedicated Town department representing the Town of Andover.

The Legal Department advises, represents, and prosecutes or defends matters on behalf of the Town in a wide range of transactional and litigation areas. The Department provides a full-service law office, furnishing daily legal opinions and advice on matters referred to it by the Select Board, the Town Manager, the School Committee (at their discretion), and Town Department Heads. Additionally, the Department provides legal advice and representation to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department also investigates claims of liability, monitors Town regulatory compliance, manages the use of outside counsel and Town insurance policies, and coordinates all other legal affairs of local government.

Town Counsel drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's complex municipal legal issues. The Department also advocates for the Town's interests at the appropriate direction of Town officials before state and federal bodies.

In addition to support of the foregoing, the Legal Administrator serves as the Town's Records Access Officer, managing complex requests for public records under the Massachusetts Public Records Law, provides assistance and training for town personnel on public records matters, serves as a Massachusetts Certified Public Purchasing Official, and provides Open Meeting Law compliance assistance.

Finally, the Legal Department provides full service for Town Meeting, preparing warrant articles, motions, special legislation, and analysis for Town officials and boards and committees, as well as legal advice to the Moderator, legal perspective on resident petitions and generally advising on the Meeting on the legal parameters of municipal governance.

The Department endeavors to handle as many legal matters in-house as is professionally responsible for minimizing outside counsel costs. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures.

LEGAL

FY2027 Objectives

- Defend and pursue the Town’s interests in active and potential litigation matters, including following the directives of Town boards and commissions to assert the Town’s rights and policies regarding land use and development.
- Assist Town officials in advocating the Town’s position and interests in the regulatory and legislative arenas as directed.
- Promulgate legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town’s legal positions.
- Further Town transparency and communication efforts through effective Public Records management and service.
- Provide further training opportunities for Town boards, committees, and commissions on state ethics, open meeting law, public records law, procurement, Town Meeting, and management of public meetings and hearings.
- Enhance Town Meeting preparation and legal information available for Town officials and the general public.

	FY2024	FY2025	FY2026	FY2027	FY2027	FY2027
	FTE	FTE	FTE	REQ	TM REC	TM REC
LEGAL						
Town Counsel	1.0	1.0	1.0	1.0	1.0	196,821
Assistant Town Counsel	-	-	-	0.4	0.4	50,000
Legal Administrator	1.0	1.0	1.0	1.0	1.0	97,906
	2.0	2.0	2.0	2.4	2.4	344,727

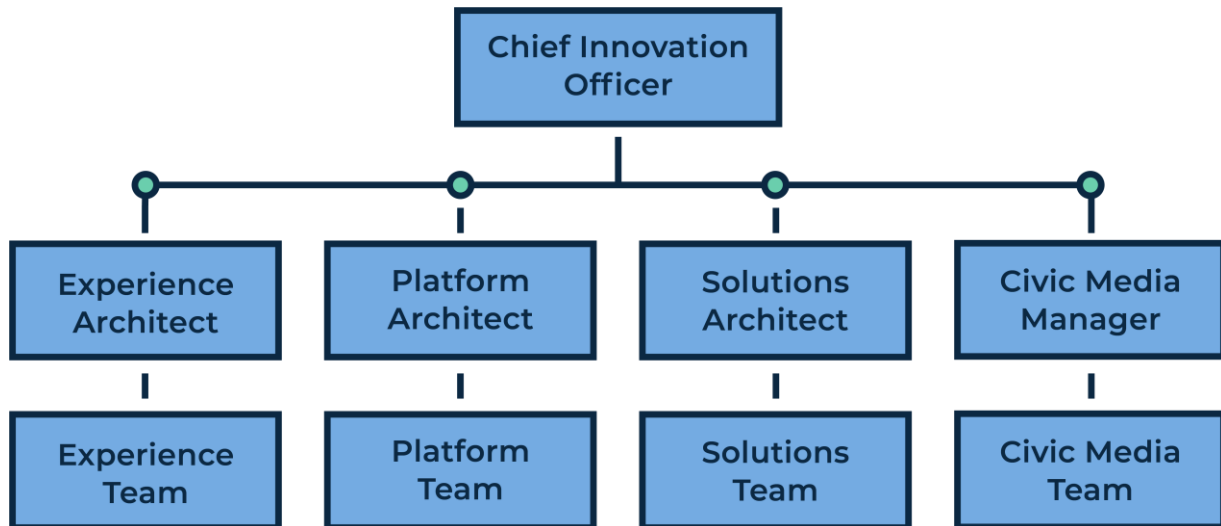
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2027
	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
LEGAL SALARIES					
5110 REGULAR WAGES	226,206	284,181	284,142	294,727	294,727
5130 PART TIME	5,893	357	-	50,000	50,000
TOTAL LEGAL SALARIES	232,099	284,538	284,142	344,727	344,727
LEGAL EXPENSES					
5295 OTHER SERVICES	218,454	86,930	130,000	130,000	130,000
5310 OFFICE SUPPLIES	36	461	500	500	500
5710 TRAVEL	-	-	150	150	150
5715 PROFESSIONAL DEVELOPMENT	1,560	470	2,000	1,000	1,000
5730 DUES/MEMBERSHIPS	-	175	3,700	3,700	3,700
TOTAL LEGAL EXPENSES	220,050	88,037	136,350	135,350	135,350
TOTAL LEGAL	452,149	372,575	420,492	480,077	480,077

INNOVATION & TECHNOLOGY



Mission Statement

The mission of the Department of Innovation and Technology is to act both as a catalyst for innovation as well as to provide planning, coordination, and management in all areas of information systems and technologies in support of the operational missions of all Town of Andover departments and the Andover Public School district.



INNOVATION & TECHNOLOGY

The Department of Innovation & Technology provides centralized information and technology support and services to all Town departments and the Andover Public Schools. The central IT Department is led by the Chief Innovation Officer (CIO), who reports to the Town Manager. The IT Department consists of four teams – Experience, Platform, Solutions, and addition of Civic Media in FY27.

The **Platform Team** is responsible for designing and deploying all the Town’s hardware, software and networking platforms including servers, storage, network hardware, wireless, unified communications, almost 100 miles of fiber optic infrastructure, security, backup, disaster recovery, email, archiving and user account management. They manage our two redundant data centers and 40+ building-based facilities.

The **Experience Team** handles the deployment and ongoing maintenance of all end user devices as well as the daily support and maintenance of core platform systems. The team is responsible for all various computing devices and equipment the end users rely on daily, including over 10,000 end-user devices and 367 projectors/displays. This team resolves over 5,000 helpdesk tickets and performs nearly 400 device repairs annually.

The **Solutions Team** provides technology planning, project management, and database services for applications supporting key Town departments. This division supports education, finance, GIS, library, public safety, and other software critical to Town operations and Andover Public Schools, including the maintenance of over 20,000 student records, 200+ unique applications, 277 GIS map layers, and 67 types of digital permits.

The **Civic Media Team** delivers integrated communications, media production, and audio-visual services that strengthen transparency, accessibility, and public engagement across Town and School operations. This division manages multi-channel messaging, programming, AV systems design and support, Innovation Lab operations, digital content distribution, and live coverage of official meetings, coordinating everything from routine website updates and social media outreach to large-scale broadcast productions and town-wide AV infrastructure.

IT Mission

- Improve Citizen Engagement and Experience
- Improve Student Learning
- Improve Staff Productivity and Collaboration
- Improve Operational and Economic Efficiency
- Ensure Safety and Security
- Create a Measurement Culture
- Support Town Manager and Department Initiatives
- Enhance and Maintain our Technology Platforms
- Enhance and Maintain our Application Platforms
- Provide Outstanding Customer Service

INNOVATION & TECHNOLOGY

FY2027 Objectives

Citizen Experience

- Continue new utility billing platform deployment.
- Deploy standardized digital signage solution.
- Streamline citizen communications.

Collaboration & Communications

- Continue display modernization project, finishing Doherty, West, and Wood Hill Middle Schools.
- Standardize & streamline conferencing platform for virtual meetings.
- Standardize distribution, management, and use of Town-issued cellular devices across organization.
- Develop centralized document repository for end user training, reference, and support enhancement.

Cybersecurity Improvement Program

- Continuous work on strengthening Town & School cybersecurity through assessments, gap analysis, and ongoing end-user training initiatives.

Devices

- Distribute 500 new laptops to school employees.
- Distribute 500 elementary Chromebooks.
- Improve fleet inventory management via new Asset Management System.
- Continue planning for extending 1:1 technology through 8th grade.

Document Digitization

- Continue town-wide document digitization effort.

Emergency Notifications

- Develop training cadence for Town & School users in concert with public safety.
- Continue School PA modernization project.

Governance

- Improve Town and School technology procurement processes to support efficiency and redundancy reduction.
- Develop and implement updated IT policies for Acceptable Use in conjunction with HR, including standards for AI use.
- Update Written Information Security Policy, including section on AI use.

Networking & Datacenters

- Replace 50% of oldest WiFi access points.
- Replace core switching and diversify routing to take advantage of diverse fiber topology.
- Increase internet bandwidth to meet growing demand.
- Explore wireless backhauled for critical locations.

INNOVATION & TECHNOLOGY

Service Delivery

- Begin work on employee self-service portal for simple requests.
- Launch chat-based support capabilities for faster service delivery.
- Evaluate & revise SLAs across the organization.

Standardization & Efficiency

- Conduct Andover Digital Foundations program for HR, CD&P, and Assessor's Departments.
- Identify and deprecate redundant legacy platforms.
- Increase staff use of Office 365 features, including OneDrive for collaboration and file storage, Teams for collaboration and communication, and Planner for small and medium-scale project management.
- Identify & reduce "Shadow" IT deployments through needs-based replacements & policy implementation.

Civic Media & Communications

- Modernize AV and streaming infrastructure to improve reliability and resident access to live and archived civic media.
- Enhance multi-channel digital communications by strengthening website content, social media coordination, and integrated messaging workflows.
- Use digital engagement data to guide programming, content strategy, and outreach priorities.
- Launch Innovation Lab and internship pipeline to support creative media production and broaden community access to civic media tools.

INNOVATION & TECHNOLOGY

	FY2024 FTE	FY2025 FTE	FY2026 FTE	FY2027 REQ	FY2027 TM REC	FY2027 TM REC
INNOVATION & TECHNOLOGY						
Chief Innovation Officer	1.0	1.0	1.0	1.0	1.0	156,560
Solution Architect	2.2	2.2	1.0	1.0	1.0	145,421
Platform Architect	1.0	1.0	1.0	1.0	1.0	141,609
Experience Architech	1.0	1.0	1.0	1.0	1.0	122,001
Platform Engineer	1.0	1.0	2.0	2.0	2.0	226,430
Solution Manager*	1.5	1.5	2.0	1.40	1.40	171,208
Solutions Analyst	2.0	2.0	2.0	2.0	2.0	216,737
Geographic Information Systems Coordinator **	0.6	0.6	0.6	0.6	0.6	61,593
Applications Support Specialist	1.0	1.0	1.0	1.0	1.0	102,342
Technical Resource Coordinator	1.0	1.0	1.0	1.0	1.0	101,302
Technical Service Coordinator	-	-	1.0	1.0	1.0	98,273
Platform Administrator	3.0	3.0	1.0	1.0	1.0	103,488
Technical Specialist	3.0	3.0	4.0	4.0	4.0	327,251
Asset Coordinator	1.0	1.0	-	-	-	-
	19.3	19.3	18.6	18.0	18.0	1,974,215
*One FTE Allocated .3 Water and .3 to Sewer						
**Salary Allocated .2 to Water & .2 to Sewer						

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
INNOVATION & TECHNOLOGY SALARIES					
5110 REGULAR WAGES	1,652,233	1,803,627	1,991,110	1,974,215	1,974,215
5120 OVERTIME	8,219	14,416	18,500	12,000	12,000
5130 PART TIME	116,873	90,064	-	-	-
5140 SEASONAL	31,117	28,434	30,500	30,000	30,000
INNOVATION & TECHNOLOGY SALARIES	1,808,442	1,936,541	2,040,110	2,016,215	2,016,215
INNOVATION & TECHNOLOGY EXPENSES					
5260 TECHNOLOGY/INFRASTRUCTURE	-	-	294,090	299,967	299,967
5262 APPLICATIONS	11,155	10,680	246,325	257,673	257,673
5263 IMAGING	4,464	4,314	4,632	4,632	4,632
5264 MOBILE	5,530	6,856	9,240	8,240	8,240
5265 TELECOMM	92,113	109,117	84,965	96,995	96,995
5268 PROFESSIONAL SERVICES	23,327	10,803	21,000	18,000	18,000
5295 OTHER SERVICES	1,126	1,271	-	-	-
5310 OFFICE SUPPLIES	9,574	6,748	7,750	6,920	6,920
5355 AUTOMOTIVE FUEL	454	141	600	500	500
5391 TECHNOLOGY SUPPLIES	3,002	1,525	6,000	2,500	2,500
5420 OFFICE EQUIPMENT	76	-	-	-	-
5430 OTHER EQUIPMENT	1,516	-	3,000	3,000	3,000
5504 TECHNOLOGY	767,033	769,906	333,456	363,732	363,732
5709 TRAVEL OPERATIONAL	4,218	5,276	4,500	4,200	4,200
5710 TRAVEL	-	-	3,500	3,500	3,500
5715 PROFESSIONAL DEVELOPMENT	9,485	28,098	22,500	22,500	22,500
5730 DUES/MEMBERSHIPS	150	150	-	-	-
TOTAL INNOVATION & TECHNOLOGY EXPENSE	933,225	954,885	1,041,558	1,092,359	1,092,359
TOTAL INNOVATION & TECHNOLOGY	2,741,666	2,891,426	3,081,668	3,108,574	3,108,574

COMMUNITY DEVELOPMENT & PLANNING



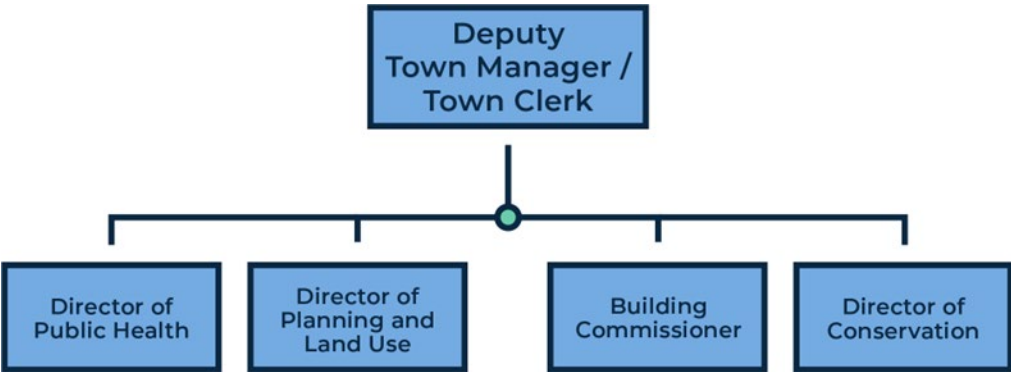
Mission Statements

PLANNING & ECONOMIC DEVELOPMENT DIVISION
To ensure the orderly growth and development of the Town through sound planning practices and through implementation of recommendations of the Master Plan.

BUILDING DIVISION
To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

HEALTH DIVISION
To promote and protect the public health including the physical, mental, emotional and social wellness of all the people.

CONSERVATION DIVISION
To protect Andover's wetland resources and to act as trustees in perpetuity of the Town's conservation land.



COMMUNITY DEVELOPMENT & PLANNING

The Department of Community Development and Planning consists of the following four divisions: Building, Conservation, Health, and Planning. Each division is managed by a Division Head who reports to the Deputy Town Manager.

The **Building Division** is charged with the enforcement and interpretation of the Massachusetts State Building Code 780 CMR; the Architectural Access Code 521 CMR; Article VIII of the Town General By-Laws (Andover Zoning By-Law), and Chapter 40A of Massachusetts General Laws (The Zoning Act). The Division also enforces Article XII Sec. 33, Andover Code of By-Laws (Demolition of Historically Significant Buildings and Structures), and Article XII Sec. 36, Andover Code of By-Laws (Ballardvale Historic District By-Law), Article XII Sec. 53, Andover Code of Bylaws (Central Street Historic District), the Stormwater Management and Erosion Control Regulations and Excavation and Trench Safety Regulations, 520 CMR 14.00.

The Division enforces the conditions placed on the Zoning Board of Appeals (ZBA) special permits and variances. The Division issues all building permits for all construction under the State Building Code and performs all of the required inspections enumerated therein. The Building Division and Andover Fire Rescue work in conjunction to ensure public safety. Included within the Building Division are the offices of the Electrical and Plumbing & Gas Inspectors. The ZBA is also administered/supported by the Building Division. The ZBA consists of five regular members and four alternate members appointed by the Select Board to three-year terms.

The ZBA holds monthly hearings on requests for special permits, variances and appeals from applicants aggrieved by decisions made by the Inspector of Buildings as per M.G.L. c. 40A. The Building Division also supports the following appointed boards: Andover Preservation Commission, Ballardvale Historic District Commission, Central Street Historic District Commission, and the Design Review Board.

The **Conservation Division** is responsible for protection of Andover's rivers, ponds, and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include administration and enforcement of the Massachusetts Wetlands Protection Act and the Andover Wetlands Protection Bylaw. These state and local laws regulate residential, industrial, and commercial development activity in or near flood plains, water bodies, and wetland areas. The Commission is also responsible for the acquisition and management of Town-owned Conservation Land, comprising over two thousand acres of public open space. The Conservation Commission consists of seven volunteer members who are appointed by the Town Manager for three-year terms.

The Conservation Division's Land Manager manages a network of volunteer Land Stewards, ensures all trails and recreation areas are maintained, oversees habitat restoration work, and coordinates Conservation-based Eagle Scout Projects. The Conservation Division also facilitates and completes various other projects, including a Town-run clean-up of the Merrimack River, public engagement events such as WinterFest and public walks, and serves as a liaison to other organizations concerned with conservation and open space preservation.

COMMUNITY DEVELOPMENT & PLANNING

The **Health Division** protects the public health through its Environmental and Community Health Programs. The Environmental Health Program includes the administration and enforcement of the State Sanitary and Environmental Codes, including wastewater disposal, food safety, housing, recreational camps for children, and public and semi-public swimming pools. The Community Health Program encompasses all clinical and medical administration, including Communicable Disease review, immunizations, and public health clinics. Public health educational programs are developed within the Division.

The Andover Health Division hosts two regional public health programs: The Greater River Valley Medical Reserve Corps, and the Healthy Communities Tobacco Control Program. The Division also participates in regional emergency preparedness and public health excellence grant programs. The staff designs programs and implements policies in accordance with the directives of the Andover Board of Health (a five-member Board serving three-year terms) to meet the health needs of the community.

The **Planning & Economic Development Division** plays a pivotal role in shaping Andover's development, transportation, and economic landscape. At the forefront of administering land use regulations, the Division manages the intricacies of residential, industrial, and commercial development projects within the Town. Handling the processing of plans for a diverse array of projects, the Planning Division is instrumental in ensuring adherence to local regulations. Providing professional technical support, the Planning Division serves key entities including the Planning Board, Town Manager, and Select Board. Its influence extends to special committees and working groups such as the Route 133 Corridor Enhancements Working Group, Public Art Committee, Transportation Working Group, Housing Trust Fund Board of Trustees, Andover Arts & Culture Alliance, and the Andover Cultural Council.

The Planning Division's professional staff actively represents the Town in regional bodies like the Merrimack Valley Planning Commission, Comprehensive Economic Development Strategy Working Group, Merrimack Valley Regional Transit Authority, and the Merrimack Valley Transportation Management Association. Additionally, the Planning Board, comprised of six dedicated volunteer members appointed by the Town Manager, plays a crucial role in steering the Town's development. The collective efforts of the division contribute significantly to Andover's growth, ensuring a harmonious balance between development and community needs.

COMMUNITY DEVELOPMENT & PLANNING

FY2027 Objectives

BUILDING

- Coordinate with multiple Town Departments on ongoing municipal building projects (Town Offices).
- In conjunction with IT Department continue to improve the Towns permitting process for residents and contractors.
- Continue to develop and add new content to the Zoning Division webpage.
- Identify operational efficiencies for mandated Table 110 inspections.
- Continue providing administrative personnel with additional training opportunities.
- Coordinate with multiple Town Departments on the recently adopted Accessory Dwelling Unit Bylaw.

CONSERVATION

- Continuing improvement, expansion, and enhancement of recreational opportunities across Andover's extensive Open Spaces, including public access to the Shawsheen River and the Merrimack River.
- Manage approximately 2,200 acres of Open Space under the care and custody of the Andover Conservation Commission.
- Permit an ADA-compliant kayak/canoe boat launch at Nason's Landing on River Street, including a handicapped parking area.
- Sustain and expand community programs such as Winterfest and monthly hikes to encourage public use and appreciation of Conservation properties.
- Oversee ongoing review of the Andover Wetland Protection Bylaw, making recommendations to clarify, strengthen, and update the Bylaw and its implementing regulations.
- Continue the Merrimack River cleanup effort using appropriated funds in collaboration with vendors, the Department of Public Works, Public Safety, local conservation organizations and volunteers.
- Continue to collaborate with the Town's Sustainability Coordinator in overseeing Andover's second Municipal Vulnerability Preparedness (MVP) Grant, which will identify and prioritize properties along the Shawsheen River for future land acquisition with the goal of increasing climate resiliency and flood storage.
- Oversee acquisition of public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements.
- Collaborate with the Open Space Task Force to assist with Town acquisition of land for the preservation and improvement of public Open Space and Sustainability.
- Develop and implement long-term management objectives for Conservation land, including directives for invasive species control, native plantings, and habitat creation/restoration.
- Identify and resolve encroachments on Conservation property.
- Continue to improve signage, trail markings and kiosks in partnership with local Scout organizations and other volunteers.
- Oversee development and implementation of the Forestry Stewardship Plans for Virginia Hammond and Fish Brook North.
- Coordinate post-harvest management of Wood Hill/Bald Hill including invasive species management and deer management.
- Promote diversity, equity, and inclusion in all Conservation projects and policies through initiatives such as language translation and comprehensive interpretive signage.

COMMUNITY DEVELOPMENT & PLANNING

HEALTH

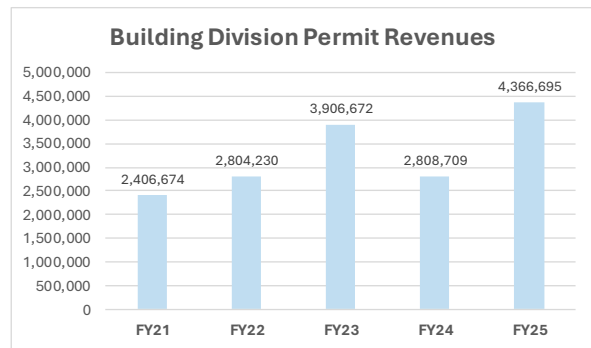
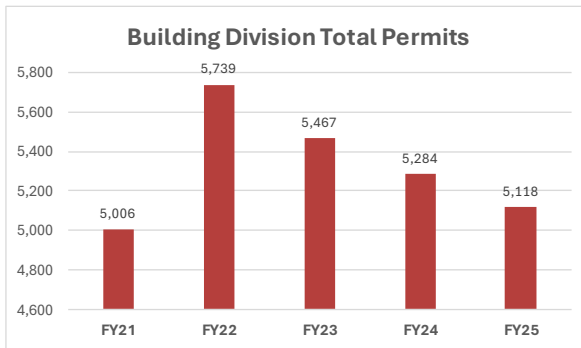
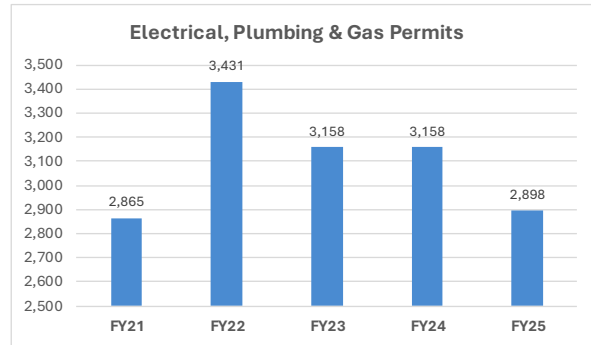
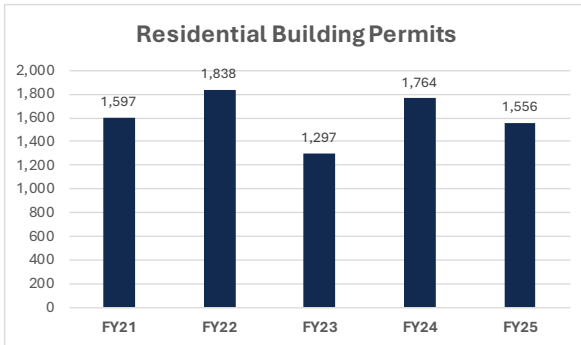
- Continue to implement the Community Health Improvement Plan (CHIP) developed as part of the Comprehensive Community Health Assessment developed in FY2023.
- Review Board of Health Regulations and policies and update as needed.
- Redesign immunization clinic operations to ensure appropriate and cost-effective service operations.
- Implement new educational opportunities within the Community.
- Work regionally to standardize permitting requirements and establish shared inspection opportunities.

PLANNING & ECONOMIC DEVELOPMENT

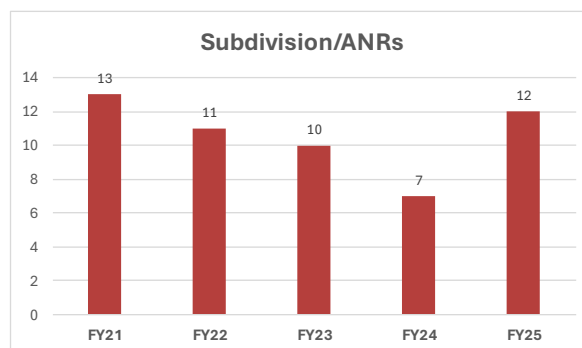
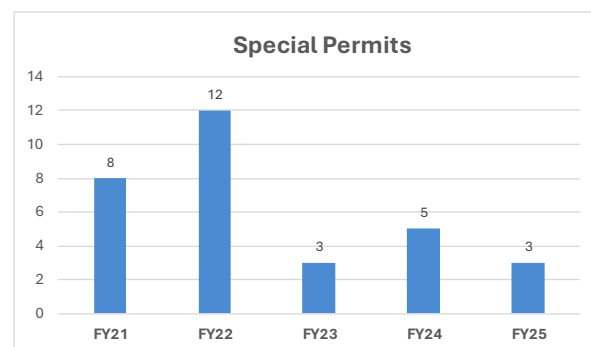
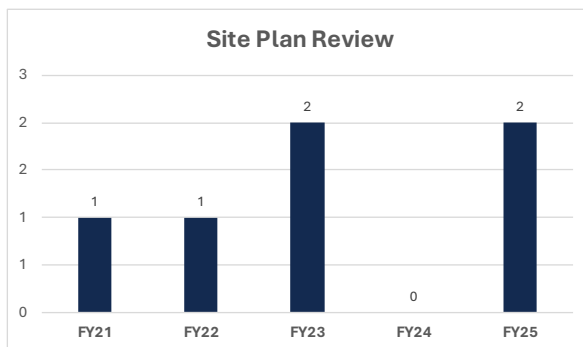
- Oversee construction of the mixed-use development project at the Old Town Yard.
- Implement goals and objectives that align with the 2023 Comprehensive Plan.
- Spearhead initiatives for Town Meeting 2026, including efforts related to updating the Ballardvale Historic District bylaw, with minor amendments to Historic Mill Overlay District, Section 5.2.6 Portable or Removable Signs and Section 5.2.4.5 Prohibited Signs and Devices.
- Manage and oversee the Essex Street Corridor Project, focusing on targeted pedestrian and vehicular improvements with anticipated construction commencing in the 2026 construction season.
- Collaborate with the Planning Board, residents, and the business community to review Industrial District zoning, with the objective of identifying and implementing opportunities that strengthen and enhance these districts in alignment with the 2023 Comprehensive Plan.
- Collaborate with the Route 133 Corridor Enhancements Working Group to shape and identify landscaping and streetscape improvements that strengthen the corridor's character, improve accessibility, and enhance overall functionality.
- Oversee implementation of the 2025 Housing Production Plan according to EOHLG guidelines and requirements.
- Oversee the Wayfinding study using the Massachusetts Initiative Grant and working with the consultant.
- Draft Design Guidelines for the Ballardvale and Central Street Historic Districts.
- Collaborate with the Department of Public Works, Sustainability Division, and Andover Police Department towards achieving The Town's Vision Zero goals adopted in 2023 through implementation of the Complete Streets Prioritization Plan and utilizing the framework described in The Active Transportation Plan to guide future investments in active transportation promoting a safe, enhanced multimodal transportation network to meet the needs of those who walk, bike and drive in Andover.
- Lead Business Development efforts in downtown and other business districts in conjunction with the Andover Chamber of Commerce, emphasizing recruitment, retention, promotion, and outreach for a thriving local business community. Continue to hold monthly small business meetings.
- Continue to develop and refine quarterly Business Scorecard reporting to administration and Select Board focusing on a variety of economic development and real estate trends.

COMMUNITY DEVELOPMENT & PLANNING

Building Division Performance Statistics



Planning Division Performance Statistics



COMMUNITY DEVELOPMENT & PLANNING

	FY2024	FY2025	FY2026	FY2027	FY2027	FY2027
	FTE	FTE	FTE	REQ	TM REC	TM REC
COMMUNITY DEVELOPMENT AND PLANNING						
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	80,827
Assistant Office Administrator	1.0	1.0	1.0	-	-	-
Office Assistant	-	-	0.3	1.0	1.0	65,210
Administrative Assistant	3.0	3.5	3.5	3.5	3.5	255,840
	5.0	5.5	5.8	5.5	5.5	401,877
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	133,657
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	102,809
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	100,212
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	100,239
	4.0	4.0	4.0	4.0	4.0	436,917
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	115,000
Conservation Agent	1.0	1.0	1.0	1.0	1.0	92,845
Land Manager	1.0	1.0	1.0	1.0	1.0	84,330
	3.0	3.0	3.0	3.0	3.0	292,175
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	145,000
Assistant Director of Public Health	1.0	0.8	0.8	0.8	0.8	93,592
Registered Nurse	0.8	0.8	0.8	0.8	0.8	86,695
Health Agent	1.0	1.0	1.0	1.0	1.0	92,845
Health Inspector	1.0	1.0	1.0	1.0	1.0	85,053
	4.8	4.6	4.6	4.6	4.6	503,185
<u>PLANNING</u>						
Land Use & Planning Director	1.0	1.0	1.0	1.0	1.0	144,267
Director Business Arts Culture	1.0	1.0	1.0	1.0	1.0	116,990
Senior Planner	1.0	1.0	1.0	1.0	1.0	112,673
Planner	1.0	1.0	1.0	1.0	1.0	79,442
Associate Planner	1.0	1.0	1.0	1.0	1.0	91,024
	5.0	5.0	5.0	5.0	5.0	544,396
GRAND TOTAL	21.8	22.1	22.4	22.1	22.1	2,178,550

COMMUNITY DEVELOPMENT & PLANNING

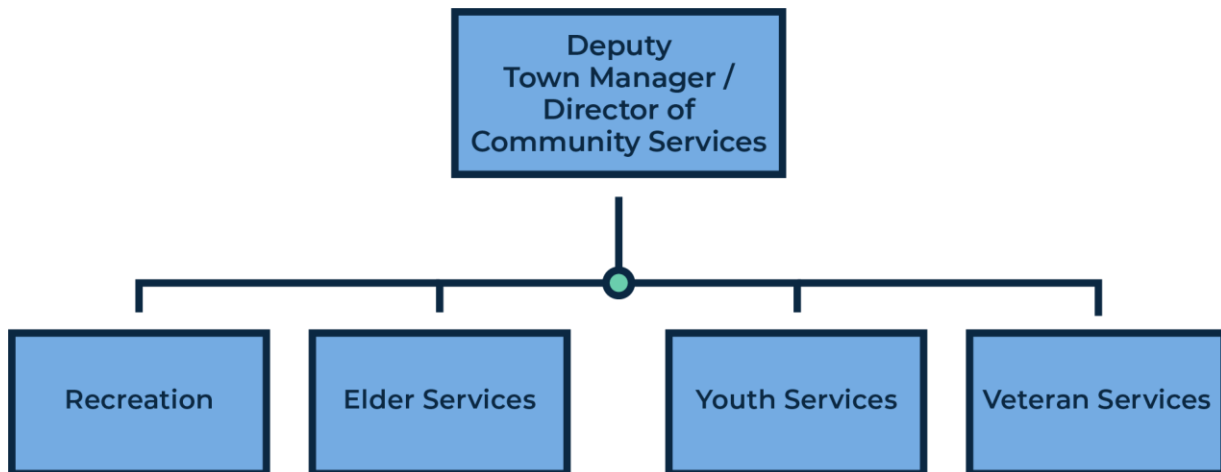
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
COMMUNITY DEVELOPMENT SALARIES					
5110 REGULAR WAGES	1,931,843	1,892,158	1,933,888	1,960,916	1,960,916
5120 OVERTIME	26,004	21,512	27,605	33,605	33,605
5130 PART TIME	157,783	250,297	269,665	294,834	294,834
TOTAL COMMUNITY DEVELOPMENT SALARIES	2,115,630	2,163,966	2,231,158	2,289,355	2,289,355
COMMUNITY DEVELOP EXPENSES					
5220 TELEPHONE	7,886	7,727	7,708	7,750	7,750
5231 TRANSPORTATION ALLOWANCE	20,440	20,440	20,440	20,441	20,441
5250 ADVERTISING	1,355	1,073	1,000	1,000	1,000
5270 PRINTING	1,080	2,438	3,000	3,000	3,000
5271 CREDIT CARD FEES	1,513	1,165	1,200	1,200	1,200
5276 CULTURE & BUSINESS DEVELOPMENT	3,615	2,980	3,500	3,500	3,500
5286 MAINT/REPAIRS LAND	3,454	7,591	8,700	8,700	8,700
5294 CLOTHING ALLOWANCE	837	1,907	2,000	2,000	2,000
5295 OTHER SERVICES	87,422	87,829	90,950	36,251	36,251
5310 OFFICE SUPPLIES	4,519	5,444	6,000	6,000	6,000
5322 DRUGS	1,402	1,239	2,000	7,500	7,500
5355 AUTOMOTIVE FUEL	-	238	-	2,000	2,000
5394 SUPPLIES/BOOKS/PERIODICALS	708	1,141	800	1,150	1,150
5420 OFFICE EQUIPMENT	9,417	8,041	9,000	9,000	9,000
5430 OTHER EQUIPMENT	-	295	-	-	-
5710 TRAVEL	17,546	17,251	24,000	20,000	20,000
5715 PROFESSIONAL DEVELOPMENT	15,645	18,999	14,300	20,000	20,000
5730 DUES/MEMBERSHIPS	24,728	24,635	24,840	26,100	26,100
5795 CONSERVATION PROGRAMMING	1,912	2,522	2,000	2,500	2,500
TOTAL COMMUNITY DEVELOPMENT EXPENSES	203,479	212,955	221,438	178,092	178,092
COMMUNITY DEVELOPMENT REVENUES					
FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL COMMUNITY DEVELOPMENT REVENUES	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL COMMUNITY DEVELOPMENT	2,294,109	2,351,921	2,427,596	2,442,447	2,442,447

COMMUNITY SERVICES



Mission Statement

The Mission of the Community Services Department is to provide educational programs, recreational programs and needed support services that promote positive growth and development and an increased quality of life to the citizens of Andover.



COMMUNITY SERVICES

The Department of Community Services is comprised of four Divisions; Elder Services, Youth Services, Recreation, and Veterans Services who, together, provide a range of services and programs intended to ensure that all Andover residents, regardless of age, ethnicity, income, or ability have access to a full range of services and programs including but not limited to:

- Youth development and leadership
- Crisis case management
- Elder services
- After school care
- Preschool age programming
- Seasonal recreation and enrichment programming
- Home delivered and congregate meals
- Accessible transportation
- Cultural celebrations
- Advocacy and outreach
- Field Management
- Patriotic celebrations and remembrances

Additionally, the Department of Community Services in conjunction with other Town Departments serves as trustee and programmer for many of Andover's most treasured resources such as Pomp's Pond/Rec Park, the Andover Youth and Senior Centers and our many green spaces, fields, and playgrounds. In addition, the Department of Community Services continues to play a leading role in the planning and development of the Chandler Road Recreation Area, and the potential future short- and long-term use of the Shawsheen School.

ELDER SERVICES

The Division of Elder Services provides a range of services and activities to meet the needs and interests of Andover residents aged sixty and over. With the express goal of supporting those aging in our community, the Division of Elder Services offers services designed to ensure for the day to day health and safety of elders including but not limited to: accessible transportation, home delivered and congregate meals, information and referral services, Adult Supportive Day Program as well as programs designed to keep elders healthy and thriving in the community such as fitness and strength training, continued learning and cultural celebrations intended to support robust community building.

Following key recommendations from the 2025 Supportive Day Needs Assessment, the Supportive Day program was rebranded Connections Club and a Home Companion Program developed. The Connections at Home program is a fee-based program that provides a trained staff companion in the home to provide respite for caregivers and engagement for their loved one.

The Division is funded through a combination of municipal funding, state and foundation grants, user fees, private donations, and the contribution of hundreds of volunteers without whom mission would not be met. During FY25 the Division received \$229,363.00 in grants and donations.

In FY26 the Robb Center continued to expand programming and services. In response to the need for more programming, in addition to leasing space one day a week at West Parish for fitness programs, two new cultural programs were offered at the Cormier Youth Center. Not only has the

COMMUNITY SERVICES

Center continued to experience growth in programming and services but is firmly established as a community resource hub for residents in 2025 the Center received and responded to 17,000 phone calls.

Mission Statement

To provide individuals, regardless of background, the opportunity to seek and readily find fulfillment and growth through programs and services that nurture mind, body and spirit.

FY2027 Objectives

- Through expanded community outreach and marketing, increase enrollment in the Home Delivered Meal (Meals on Wheels) program.
- Continued expansion of the Connections Programs: Connections Club and Connections at Home.
- Expand transportation offerings to residents to include supported medical rides, ridesharing education and services, rides to Townwide events such as Town Meeting, Andover Days, etc.
- Continued collaboration with other Divisions within the Department to ensure a strong presence within the community.

FY2025/2026 Accomplishments

- Received an operating grant from the Massachusetts Department of Transportation to expand transportation offerings including supported medical rides to appointments requiring anesthesia and the supportive day program.
- Developed a Home Companion Program (Connections at Home) to provide those with mild cognitive impairment or isolated with social connection and engagement.
- Distributed over \$14,000 in property tax relief to 22 senior residents through the Elder/Disabled Tax Relief program. This is a donation program that receives funding through private donations and support from the Andover Home for Aged People.
- Expanded programming to include fitness at West Parish Hall, music programs at the Cormier Youth Center and art classes in the Playstead garden.
- Successfully coordinated with the DEI Commission on the 3rd Annual Town Diwali Festival.

RECREATION

Andover Recreation provides social, educational, cultural and recreational opportunities to Andover residents of all ages and abilities. Daytime, evening and weekend programs, classes, special events, workshops, and public performances are offered throughout the year. Increased enrollments are attributed to repeat family participation, excellent instructors, an improved social media presence, upgraded website registration capabilities, listening to the needs of the community, and adjusting current programs and future program offerings as needed.

The Division's after school care program, Kid Care, continues to expand its service to Andover families seeking an affordable after-school care option. The Kid Care program is currently offered in all five elementary schools in Andover from dismissal until 6:00 pm. This valued service provides reliable and affordable afterschool childcare to over 600 students.

Andover Recreation recently took over the facility operations of the Shawsheen School. The ability to use this facility during the day hours has allowed an expansion of preschool aged programming.

COMMUNITY SERVICES

The Division continues to rely on numerous partnerships to accomplish its mission. Additional facilities used for programming include first and foremost the Andover Public Schools, whose collaboration is critical to the success of the division, Poms Pond/ Rec Park, the Robb Center, and the Cormier Youth Center.

Recreation activities encompass a wide spectrum of programs including multiple week summer playground programs, the Poms Pond aquatic program, licensed after-school daycare services, after-school special events, non-school day and early release child care services, Bradford Ski Program, after-school enrichment classes, adult education courses, town-wide youth sports leagues, youth sports classes, summer vacation programs, preschool events, a summer concert series, community giving through events, community outreach, and Family-to-Family programs.

Mission Statement

Andover Recreation provides Andover residents with a myriad of social, educational, cultural, and recreational opportunities while embracing diversity and accessibility for all ages. Andover Recreation strives to rate the pulse of the community and incorporate those ideas into valued programs for its citizens now and into the future.

The overarching goal of Andover Recreation is to enrich the lives of Andover residents by offering diverse and inclusive social, educational, cultural, and recreational opportunities for all ages, while actively engaging with the community to ensure that programs reflect their needs and recreational aspirations, now and in the future.

Andover Recreation has developed several working objectives to assist in the successful mission of the division.

FY2027 Objectives

Program Development

Create and implement a diverse range of recreational programs and events that cater to various age groups and interests within the community.

Community Engagement

Conduct regular surveys and needs assessments to gather feedback on residents' needs and preferences, ensuring programs are aligned with local interests as well as participant expectations.

Accessibility Initiatives

Evaluate and enhance facilities and programs to be more accessible to individuals of all abilities.

Partnership Expansion

Foster partnerships with local organizations, schools, town departments, and businesses to broaden the scope and impact of recreational offerings and community engagement.

Marketing and Outreach

Develop a comprehensive marketing plan to increase awareness and participation in recreational programs, focusing on social media.

Administrative & Financial Practices

Establish ongoing practices to evaluate and update as needed the efficiencies and effectiveness of current administrative processes, financial systems, and program execution.

COMMUNITY SERVICES

Capital Planning & Facility Management

Create and implement a long-term capital asset management plan which includes ongoing maintenance practices, replacement timelines, and potential funding sources for both.

FY2025/2026 Accomplishments

- Successfully piloted recreation programming at Shawsheen School with a focus on preschool ages.
- Increased collaborations with in-town organizations on community programming opportunities.
- Enhance Recreation's social media presence by using targeted social media marketing with updated marketing material.
- Conducted first Andover Adaptive Sport Day and introduced accessible access to the water at Pumps Pond through the use of a Mobi Mat.
- The K9 Recreation Series Started with Dog Days of Summer, Howl-o-Week, and Doggie Santa Pictures.
- Revamped the scholarship intake and awarding process and Kid Care became state voucher eligible.

VETERANS SERVICES

The Veterans Services Division provides two distinct Veterans Programs; a benefits program and a service program for Andover's 3,000 Veterans and their families. The benefits program provides monetary assistance for food, clothing, shelter, utilities, medical care and more for eligible Veterans and their dependents. The benefits program is paid for by the Town and reimbursed 75% by the State. The service program provides assistance in obtaining Federal benefits such as disability compensation, pensions, education, housing, hospitalization, burial and other benefits available under Federal Law. The Veterans Director is also by law the Town's burial agent and graves registration officer. The law requires that all Veterans' graves be properly cared for and decorated. It also provides for proper burial of a Veteran with financial assistance provided if necessary. There are over 5,000 veterans interred within the Town's ten cemeteries. Memorial Day, Flag Day, Purple Heart Day, September 11th, Veterans Day, Pearl Harbor Remembrance Day, Wreaths Across America, and other civic/patriotic observances are run by this office.

State Benefits - In 2025, the office responded to numerous public assistance requests from veterans for fuel, food, housing, burials, medical needs and other under Massachusetts General Law Chapter 115 (M.G.L. C115). This public assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115. The Veterans' Office managed recurring public assistance cases for veterans and/or their families throughout the year, culminating in over \$58,000 disbursed to veterans and their dependents.

Federal Benefits - Obtaining federal benefits for local veterans is a priority in the office to include service-connected disability claim processing. In 2025 the office secured \$1,383,486 in Federal benefits for veterans and their dependents.

The Division invests a substantial amount of time in coordinating and executing on a number of recognition events and ceremonies throughout the year with the express intent of both honoring

COMMUNITY SERVICES

those that have served and to support a robust community response to those Veterans who call Andover their home. Veterans' Services planned and coordinated the patriotic ceremonies in observance of Memorial Day, Flag Day, 4th of July, September 11th, Veteran's Day, the Annual Veteran Recognition Luncheon, iPods for Veterans Luncheon, Wreaths Across America, and placed flags on the graves of veterans buried in Andover. Veteran involvement with school assemblies and other civic activities during the year were also handled by the Veterans' Services Office.

Mission Statement

To do whatever is necessary to provide Andover's 3,000 veterans, their families and dependents with benefits, entitlements and services which ensure for their well-being, health and safety in the community.

FY2027 Objectives

- Ensure that every Andover Veteran in need of assistance accessing services or benefits receives such assistance from the Division.
- Increase Veteran participation in our various celebrations, services and events throughout the year.
- Maintain Andover's Veterans databases and ensure their accuracy on-going.
- Collaborate with the other Departments and outside agencies to continue to meet the ever-changing needs of Andover Veterans, their families and their friends.

FY2026 Highlights

- Direct outreach to 200 Andover veterans not yet connected to the office resulting in a 10% response/registration rate.
- Collaborations with Stonehill Assisted Living, Bear Mountain Assisted Living, Atrium Marlin Place Assisted Living, Andover Elder Services, Andover Youth Services, iPods for Wounded Veterans, Run for the Troops, Massachusetts Army National Guard Funeral Honors Team, several local Funeral homes, and Wreaths Across America to improve the lives of Andover's veteran population and their families.
- Over 533 Veterans were assisted by the Andover Veterans Office in 2025. This includes phone calls, emails, walk-in, appointments, and several Veterans from other communities in the Commonwealth, New Hampshire, and Vermont. 363 Andover Veterans receive VA Federal Benefits. 102 Veterans were approved for VA Federal benefits with 6 Veterans still awaiting a decision from Veterans Affairs.
- 536 volunteers assisted the Division with the decoration of graves for Memorial Day and Veteran's Day, laying of wreaths on Veteran's graves for Wreaths Across America, and provided support with all our recognition events.

Benefit	2026 Veterans and/or Veteran's Families Served	\$ Value
Service Connected Disability	363	\$1,351,552
Military Pension	5	\$7,800
Dependent Pension	6	\$18,486
Burial Benefits	8	\$5,648
TOTAL	382	\$1,383,486

COMMUNITY SERVICES

The Town of Andover's 2026 Memorial Day Parade will be held on Monday May, 25th, 2026 at 10:00 AM.

Observances are also scheduled at West Parish Cemetery at 7:00 A.M., St. Augustine's Cemetery at 7:30 A.M. and Spring Grove Cemetery at 8:00 A.M.

YOUTH SERVICES

Andover Youth Services (AYS) provides Andover youth of all abilities with inclusive programming focused on personal, cognitive, and creative development, as well as vocational readiness, mental and physical wellness, leadership, service, and social skill building.

Located at the Cormier Youth Center (CYC), AYS offers a safe and welcoming learning environment for middle and high school youth, where they can connect, collaborate, and empower one another.

Over the past year, AYS has experienced a steady increase in after-school attendance at its recently renamed program, After School @ AYS. This program operates daily from school dismissal until 6:00 PM for middle school students. There has also been a notable increase in youth utilizing the shuttle service from West Middle School and Wood Hill. In addition to growth in after-school participation, AYS has seen increased enrollment in league sports, GRIT Fitness classes, sports clinics, and cooking and baking programs, as well as consistently strong participation in the Outer Limits Summer Program.

As the AYS population continues to grow and mature, there has been a dedicated focus on leadership development. Alongside the established CORE4 and Youth Council groups, AYS recently launched and piloted the LEAD (Leadership, Empowerment, and Development) Program. Participants are interviewed and accepted on a rolling basis throughout the year. LEAD members help facilitate activities, volunteer in the community, and participate in workshops designed to help them discover and strengthen their leadership voice and style. Additionally, AYS has seen a significant increase in middle and high school students participating in community service initiatives. Over the summer, AYS offered its first weeklong Community Service Program and continues to provide approximately two service projects per month during the school year.

Facility improvements - including enhancements to the furniture and design layout in the CYC lobby, upgraded GRIT room fitness equipment, lighting, and HVAC system, and the addition of a new scoreboard and bleachers in the gym - have created a more welcoming and collaborative space for youth and the broader community, while also expanding opportunities for programming.

Mission Statement

The mission of Andover Youth Services is to provide young people of all abilities with safe and useful experiences that promote healthy growth and development. AYS offers a variety of recreational and enrichment programs, as well as support services that appeal and respond to the diverse interests and needs of Andover youth and their families, within a safe and welcoming environment.

COMMUNITY SERVICES

FY2026 Accomplishments

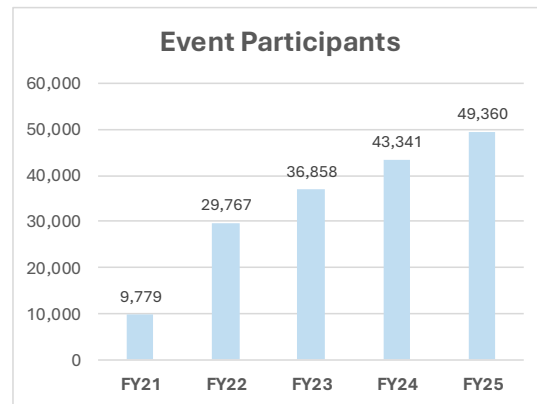
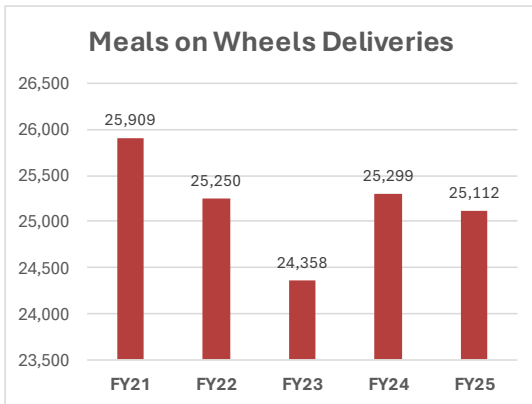
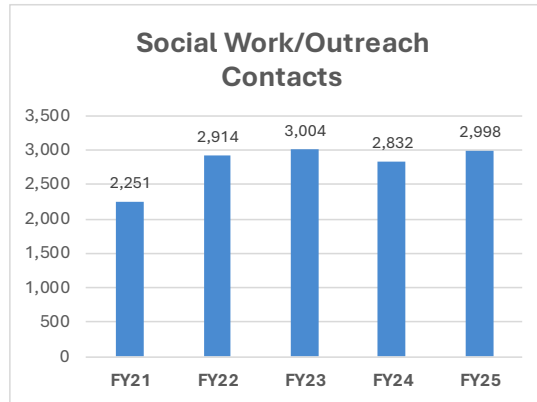
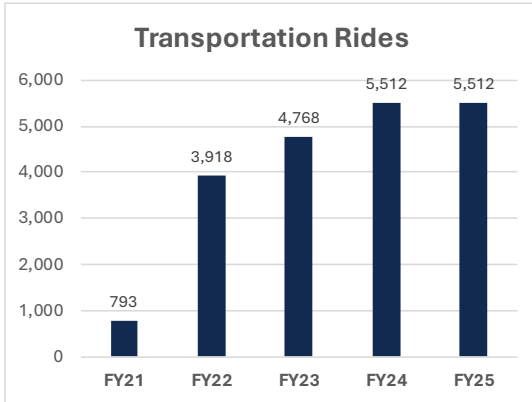
- Renamed Block Party to After School @AYS.
- Membership and daily attendance increased and youth are remaining at the CYC later daily.
- Developed and implemented additional leadership development programs, workshops and volunteer opportunities.
- Provided over 50 scholarships for memberships, programs and summer activities.
- Host second annual Job & Volunteer Fair in March.
- Increased youth team participation (Field Hockey, Girls Travel Basketball, Wrestling, Cross Country, Track, Lego Robotics & Ultimate Frisbee).
- Had 79 young people involved in community service projects and volunteer opportunities for a total of 1242 hours.

FY2027 Objectives

- Ensure for the continued growth and expansion of services to Andover's youth and families.
- Increase membership and use of CYC for Andover High School students both as participants and mentors.
- Continue to prioritize youth development activities.
- Expand outreach and partnerships in the business community with a focus on promoting Youth programming and sponsorships.
- Continue to grow and expand Youth Leadership opportunities like LEAD, Youth Council, CORE4, Mentorship and Community Services.
- Increase AYS Membership retention rates for 6th to 7th grade and 7th to 8th grade.
- Continue to offer and add a wide variety of programs, classes and workshops so every youth in Andover has the opportunity to be involved in something they are passionate about.
- Increase Outer Limits day program enrollment by 10%.
- Increase High School programs through adding practical workshops, E-Sports and Girls Flag Football programs.
- Increase program, afterschool and event opportunities for 5th graders in their winter/ spring semester.

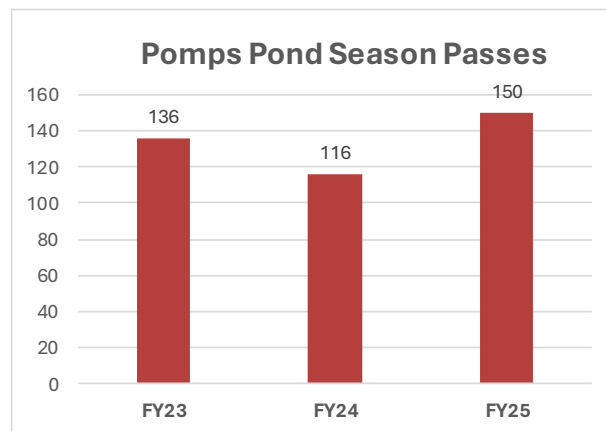
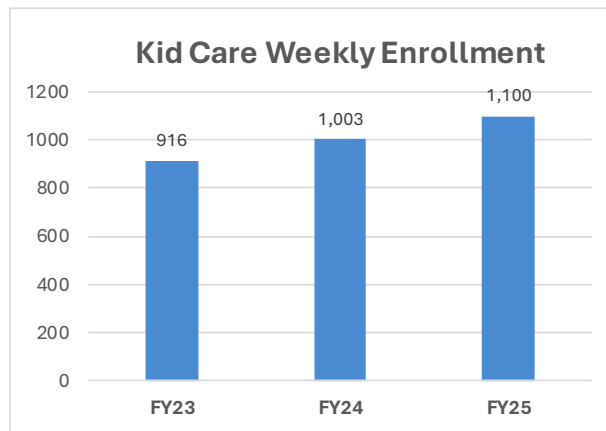
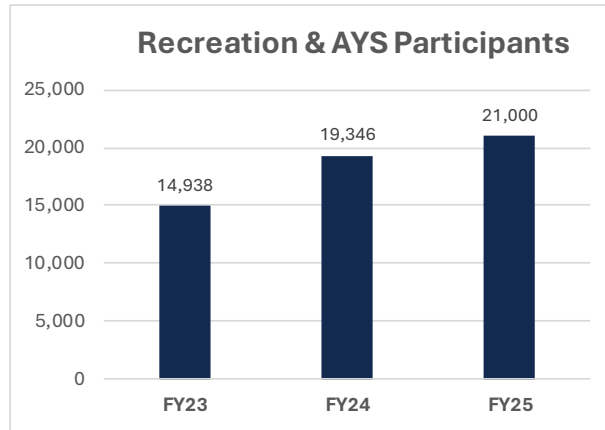
COMMUNITY SERVICES

Elder Services Division Performance Statistics



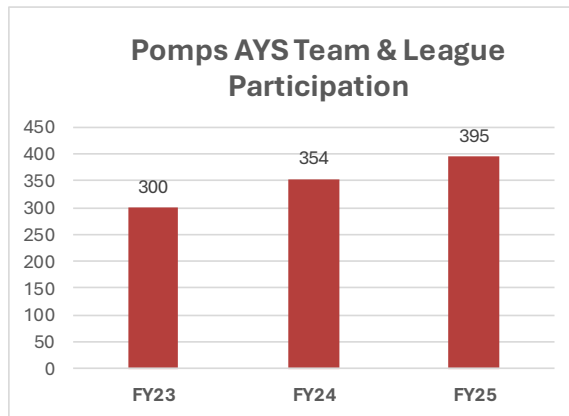
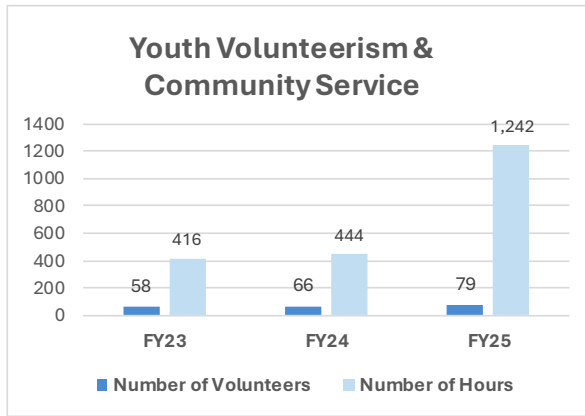
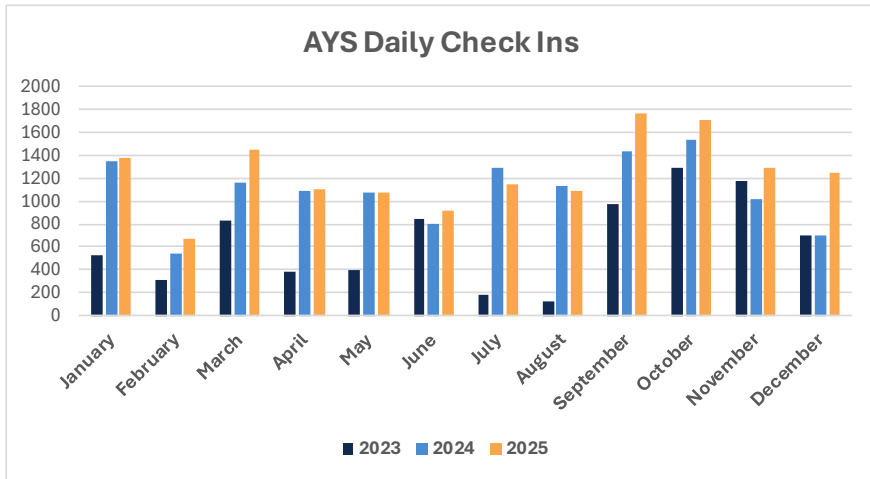
COMMUNITY SERVICES

Recreation Performance Statistics



COMMUNITY SERVICES

Youth Services Performance Statistics



COMMUNITY SERVICES

	FY2024	FY2025	FY2026	FY2027	FY2027	FY2027
	FTE	FTE	FTE	REQ	TM REC	TM REC
RECREATION						
Recreation Director	1.0	1.0	1.0	1.0	1.0	140,080
Assistant Recreation Director	1.0	1.0	1.0	1.0	1.0	104,987
	2.0	2.0	2.0	2.0	2.0	245,067
<u>Positions funded from program revenues</u>						
Kid Care Director	-	1.0	1.0	1.0	1.0	104,263
Assistant Recreation Director	1.0	1.0	1.0	-	-	-
Office Assistant I	1.0	1.0	1.0	1.0	1.0	85,158
Office Assistant II	0.6	0.6	0.6	0.6	0.6	35,217
Business Coordinator*	0.5	0.5	0.3	0.3	0.3	20,553
Recreation Programmer	2.0	2.0	1.0	-	-	-
Program Coordinator	0.5	0.5	-	2.0	2.0	157,423
Program Assistant II	1.0	1.0	1.0	1.0	1.0	77,121
	6.6	7.6	5.8	5.8	5.8	479,735
*Salary Allocated .5 to Elder Services and .25 to Youth Revolving						
TOTAL RECREATION	8.6	9.6	7.8	7.8	7.8	724,802
YOUTH SERVICES						
Director of Youth Services	1.0	1.0	1.0	1.0	1.0	120,143
Assistant Director*	0.8	0.8	1.0	1.0	1.0	105,383
Program Coordinator	3.0	1.0	1.0	1.0	1.0	87,991
Outreach Worker**	0.3	0.3	-	-	-	-
	5.0	3.0	3.0	3.0	3.0	313,517
*Salary Allocated .25 to ARPA in FY24 & FY25						
**Salary Allocated .75 to ARPA in FY24 & FY25, Fully funded by a grant in FY26 and FY27						
<u>Postions funded by program revenues & grants</u>						
Program Coordinator	0.5	1.5	2.0	2.0	2.0	164,985
Business Coordinator*	-	-	0.3	0.3	0.3	20,553
Office Assistant	-	0.3	0.3	0.3	0.3	18,891
Outreach Worker	-	-	1.0	1.0	1.0	82,575
	0.5	1.8	3.6	3.6	3.6	287,004
*Salary Allocated .5 to Elder Services and .25 to Recreation Revolving						
TOTAL YOUTH SERVICES	5.5	4.8	6.6	6.6	6.6	600,521
ELDER SERVICES						
Director of Elder Services	1.0	1.0	1.0	1.0	1.0	120,143
Assistant Director of Elder Services	1.0	1.0	1.0	1.0	1.0	104,367
Outreach Coordinator	0.9	0.9	0.9	0.9	0.9	92,282
Manager of Food & Nutrition Services	1.0	1.0	1.0	1.0	1.0	91,024
Business Coordinator*	0.5	0.5	0.5	0.5	0.5	41,106
Social Services Case Manager	1.0	1.0	1.0	1.0	1.0	82,364
Services Program Coordinator	1.0	1.0	1.0	1.0	1.0	78,905
Program Site Coordinator	-	-	-	0.5	0.5	31,703
Office Assistant I	0.7	0.7	1.1	1.1	1.1	64,083
Drivers	1.1	1.1	1.1	1.1	1.1	53,352
Food Service Worker	1.0	1.0	1.0	0.3	0.3	17,237
	9.2	9.2	9.6	9.4	9.4	776,566
*Salary Allocated .25 to Recreation Revolving and Youth Revolving						
<u>Postions funded by program revenues & grants</u>						
Community Outreach Nurse	0.2	0.2	0.2	0.2	0.2	18,983
Senior Connections Lead Program Assistant	1.0	1.0	1.0	1.0	1.0	69,022
Food Service Worker	0.6	0.6	0.6	0.7	0.7	45,857
Program Assistant	0.7	0.7	0.7	0.5	0.5	31,703
Senior Connection Aides	0.7	0.7	0.7	0.7	0.7	24,251
Driver	-	-	-	0.6	0.6	25,575
Transportation Scheduler	-	-	-	0.4	0.4	23,472
	3.1	3.1	3.1	4.0	4.0	238,863
TOTAL ELDER SERVICES	12.3	12.3	12.7	13.4	13.4	1,015,429
VETERANS SERVICES						
Director of Veteran Services	1.0	1.0	1.0	1.0	1.0	105,762
	1.0	1.0	1.0	1.0	1.0	105,762
GRAND TOTAL	27.4	27.7	28.1	28.8	28.8	2,446,514

COMMUNITY SERVICES

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
RECREATION SALARIES					
5110 REGULAR WAGES	219,893	234,294	233,615	245,067	245,067
5120 OVERTIME	242	1,797	-	-	-
5130 PART TIME	1,097	11,328	290,000	-	-
5140 SEASONAL	240,428	294,675	-	300,000	300,000
TOTAL RECREATION SALARIES	461,659	542,094	523,615	545,067	545,067
RECREATION EXPENSES					
5211 ELECTRICITY	6,613	5,074	55,500	23,000	23,000
5212 NATURAL GAS	-	-	-	32,000	32,000
5220 TELEPHONE	1,042	1,000	1,500	1,000	1,000
5225 POSTAGE	13,649	15,247	6,800	15,000	15,000
5231 TRANSPORTATION ALLOWANCE	1,200	1,100	1,200	1,200	1,200
5270 PRINTING	37	197	2,000	2,000	2,000
5271 CREDIT CARD FEES	1,310	-	-	-	-
5282 MAINT/REPAIRS OFFICE EQUIPMENT	1,500	1,500	1,500	1,500	1,500
5295 OTHER SERVICES	146,633	132,179	130,000	130,000	130,000
5310 OFFICE SUPPLIES	4,410	9,059	5,000	5,000	5,000
5355 AUTOMOTIVE FUEL	378	173	-	-	-
5370 OPERATING SUPPLIES	14,387	38,787	20,000	20,000	20,000
5392 SUPPLIES RECREATION	15,532	7,160	25,000	25,000	25,000
5504 TECHNOLOGY	16,507	958	16,000	16,000	16,000
5710 TRAVEL	3,265	4,131	3,000	4,000	4,000
5715 PROFESSIONAL DEVELOPMENT	3,148	3,220	3,000	2,000	2,000
5730 DUES/MEMBERSHIPS	527	410	600	600	600
TOTAL RECREATION EXPENSES	230,137	220,193	271,100	278,300	278,300
RECREATION REVENUES					
FROM SALE OF SERVICE	(556,531)	(576,531)	(655,500)	(674,200)	(674,200)
FROM SHAWSHEEN	-	-	-	(32,000)	(32,000)
TOTAL RECREATION REVENUES	(556,531)	(576,531)	(655,500)	(706,200)	(706,200)
TOTAL RECREATION	135,265	185,756	139,215	117,167	117,167

COMMUNITY SERVICES

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
YOUTH SERVICES SALARIES					
5110 REGULAR WAGES	259,055	323,492	291,776	313,517	313,517
5120 OVERTIME	2,408	385	-	-	-
5130 PART TIME	22,345	16,904	18,000	18,000	18,000
5140 SEASONAL	49,737	73,925	78,500	80,000	80,000
5189 UNCLASS PAYROLL	-	759	-	-	-
TOTAL YOUTH SERVICES SALARIES	333,546	415,466	388,276	411,517	411,517
YOUTH SERVICES EXPENSES					
5211 ELECTRICITY	22,292	29,250	27,000	27,000	27,000
5212 NATURAL GAS	18,227	13,907	26,000	29,900	29,900
5220 TELEPHONE	3,166	3,000	3,500	3,000	3,000
5225 POSTAGE	470	597	1,500	1,500	1,500
5231 TRANSPORTATION ALLOWANCE	-	100	-	-	-
5250 ADVERTISING	150	823	-	-	-
5270 PRINTING	1,838	409	2,000	1,600	1,600
5271 CREDIT CARD FEES	146	-	-	-	-
5292 RENTALS FACILITIES	1,284	477	2,000	2,000	2,000
5295 OTHER SERVICES	6,283	21,328	15,500	15,500	15,500
5310 OFFICE SUPPLIES	260	2,718	1,500	1,500	1,500
5321 FOOD	15,130	13,696	10,000	11,500	11,500
5350 OPERATING SUPPLIES	2,136	22,514	2,500	2,500	2,500
5355 AUTOMOTIVE FUEL	4,571	2,265	5,000	3,000	3,000
5370 OPERATING SUPPLIES	13,608	-	5,000	5,000	5,000
5392 SUPPLIES RECREATION	21,682	24,887	24,000	25,000	25,000
5504 TECHNOLOGY	14,759	1,820	4,000	4,000	4,000
5700 UNCLASS EXPEND	4,908	-	-	-	-
5710 TRAVEL	1,720	23	2,000	1,000	1,000
5715 PROFESSIONAL DEVELOPMENT	793	425	2,000	2,000	2,000
5730 DUES/MEMBERSHIPS	1,533	1,083	2,000	2,000	2,000
TOTAL YOUTH SERVICES EXPENSES	134,953	139,323	135,500	138,000	138,000
YOUTH SERVICES REVENUES					
FROM SALE OF SERVICE	(25,000)	(45,000)	(45,000)	(45,000)	(45,000)
TOTAL YOUTH SERVICES REVENUES	(25,000)	(45,000)	(45,000)	(45,000)	(45,000)
TOTAL YOUTH SERVICES	443,499	509,789	478,776	504,517	504,517

COMMUNITY SERVICES

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
ELDER SERVICES SALARIES					
5110 REGULAR WAGES	454,589	461,366	477,529	549,611	549,611
5120 OVERTIME	1,068	1,799	2,000	2,000	2,000
5130 PART TIME	204,746	191,218	225,405	226,955	226,955
5140 SEASONAL	16,682	17,445	23,000	30,650	30,650
TOTAL ELDER SERVICES SALARIES	677,085	671,828	727,934	809,216	809,216
ELDER SERVICES EXPENSES					
5220 TELEPHONE	996	1,000	1,500	1,000	1,000
5231 TRANSPORTATION ALLOWANCE	1,200	1,326	1,500	1,500	1,500
5270 PRINTING	18,703	21,408	23,000	23,000	23,000
5282 MAINT/REPAIRS OFFICE EQUIPMENT	-	916	800	800	800
5291 RENTALS EQUIPMENT	2,525	2,857	3,000	2,750	2,750
5294 CLOTHING ALLOWANCE	2,130	2,708	3,000	3,000	3,000
5295 OTHER SERVICES	13,643	30,463	33,000	41,730	41,730
5310 OFFICE SUPPLIES	8,291	4,279	4,000	4,000	4,000
5321 FOOD	108,414	102,411	119,400	118,500	118,500
5350 OPERATING SUPPLIES	16,211	13,784	11,000	11,000	11,000
5355 AUTOMOTIVE FUEL	3,520	4,086	4,800	4,500	4,500
5395 OTHER COMMODITIES	13,674	12,764	16,000	15,000	15,000
5710 TRAVEL	6,663	8,000	7,000	7,500	7,500
5715 PROFESSIONAL DEVELOPMENT	1,364	1,510	2,000	1,500	1,500
5730 DUES/MEMBERSHIPS	3,574	4,060	4,500	4,000	4,000
TOTAL ELDER SERVICES EXPENSES	200,909	211,570	234,500	239,780	239,780
ELDER SERVICES REVENUES					
FROM FEDERAL GRANTS	(125,156)	(51,000)	(51,000)	(51,000)	(51,000)
FROM SALE OF SERVICE	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
TOTAL ELDER SERVICES REVENUES	(180,156)	(106,000)	(106,000)	(106,000)	(106,000)
TOTAL ELDER SERVICES	697,839	777,399	856,434	942,996	942,996

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
VETERANS SERVICES SALARIES					
5110 REGULAR WAGES	99,959	102,693	102,682	105,762	105,762
5130 PART TIME	6,600	4,274	7,000	7,000	7,000
TOTAL VETERANS SERVICES SALARIES	106,559	106,967	109,682	112,762	112,762
VETERANS SERVICES EXPENSES					
5231 TRANSPORTATION ALLOWANCE	2,000	2,000	2,000	2,000	2,000
5294 CLOTHING ALLOWANCE	76	71	250	250	250
5295 OTHER SERVICES	55,247	58,008	58,000	58,000	58,000
5310 OFFICE SUPPLIES	500	-	500	500	500
5710 TRAVEL	-	-	650	650	650
5730 DUES/MEMBERSHIPS	760	526	1,000	1,000	1,000
TOTAL VETERANS SERVICES EXPENSES	58,584	60,605	62,400	62,400	62,400
TOTAL VETERANS SERVICES	165,142	167,572	172,082	175,162	175,162

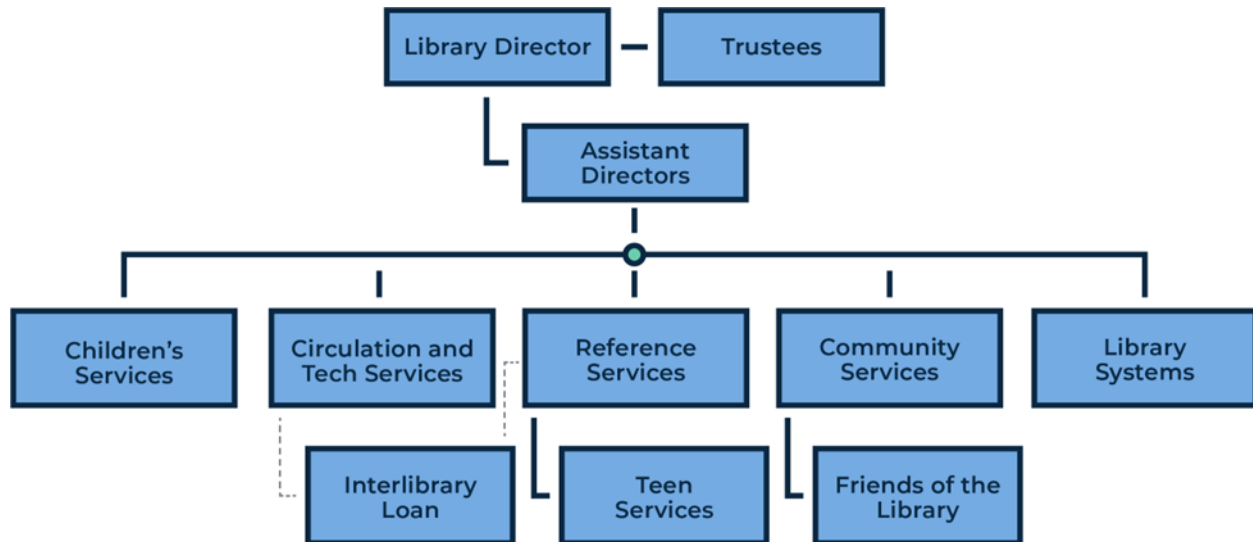
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
PATRIOTIC CIVIC CELEBRATION					
5700 UNCLASS EXPEND	28,023	34,394	35,000	35,000	35,000
TOTAL PATRIOTIC CIVIC CELEBRATION	28,023	34,394	35,000	35,000	35,000

MEMORIAL HALL LIBRARY



Mission Statement

Memorial Hall Library's mission is to be an exceptional and innovative public library for the Andover community. The library provides materials in a wide variety of physical and electronic formats, as well as the space, technology, programs, and staffing essential to public library service.



MEMORIAL HALL LIBRARY

Memorial Hall Library is Andover’s lively hub for learning, creativity, and community connection. Open seven days a week; the Library welcomed more than 218,000 visitors last year, lent out 578,601 items, and saw more titles downloaded, streamed and accessed digitally than ever before. More than 22,000 people attended 1,445 programs for all ages and interests.

Behind the scenes, staff keep the library running smoothly:

Administration implements the library’s vision set by the community; collaborates with Town departments and the Merrimack Valley Library Consortium to set goals, oversee operations, and maintain shared resources.

Library Systems ensures fast, secure technology for patrons and staff, including makerspace tools and meeting room technology.

Circulation is the friendly front line, handling checkouts, registrations, museum passes, and interlibrary loans statewide.

Technical Services orders, catalogs, and prepares all materials for patron use.

Reference assists with research, local history, digital media, hands-on technology help, printing, and notary and exam services.

Children’s and Teen Departments create welcoming spaces and programs for young people, partnering closely with schools.

Programming & Partnerships coordinate exhibits, events, promotions, volunteers, and collaborations with community groups.

Vision

Memorial Hall Library aspires to be an active community partner that fosters a thirst for knowledge, creativity, resilience, civic engagement, and community connection in a just, equitable, sustainable, and evolving world.

FY27 Objectives

Expand Community-Centered Services

- Implement bimonthly pop-up services in underserved neighborhoods (library card registration, digital help, book giveaways).
- Develop a Community Needs Assessment to guide programming and outreach priorities.

Strengthen Literacy & Learning Opportunities

- Support early literacy through “Welcome, Baby” bags and multilingual story times.
- Develop digital literacy through training and grants.
- Promote health literacy with technology, private space, and education.
- Introduce financial literacy training for all ages through local partnerships.

Enhance Digital Equity & Technology Access

- Add laptop/hotspot lending kits to reduce digital inequities.

MEMORIAL HALL LIBRARY

- Offer digital literacy workshops focused on online safety, job applications, and basic tech skills.

Create Welcoming, Inclusive, and Safe Spaces

- Continue interior maintenance and upgrades to meet current needs (furniture replacement, signage upgrades, improved lighting).
- Implement safety and crisis response training for all staff.

Boost Collections & Discovery

- Prioritize diverse and multilingual collections reflecting the community's demographics.
- Increase digital content and expand public relations and outreach.

Deepen Community Partnerships

- Create an annual community partner meeting to align goals and share resources.
- Coordinate with social service agencies for on-site outreach and support programs.

Strengthen Staff Development & Workplace Culture

- Work with staff to develop individual professional development goals.
- Offer ongoing training in DEI, customer service, mental health de-escalation, and digital skills.
- Establish a cross-training program to support staff development and team building.

Amplify Visibility & Communications

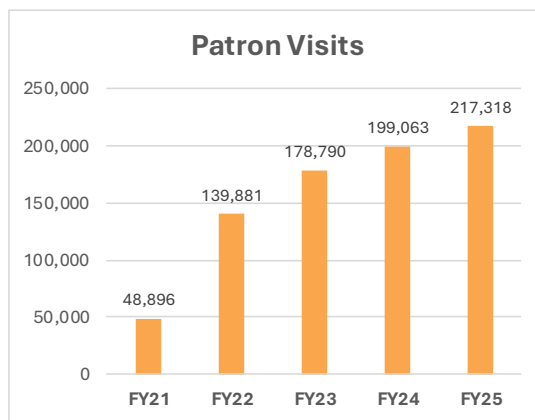
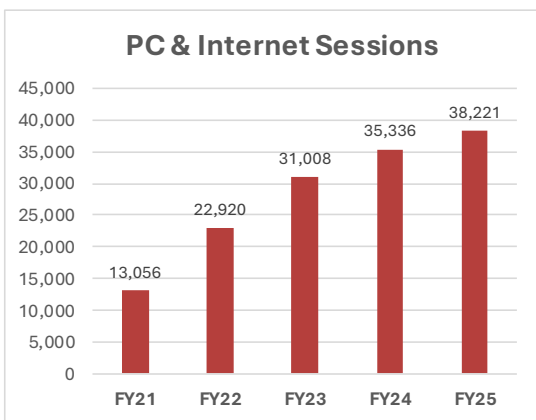
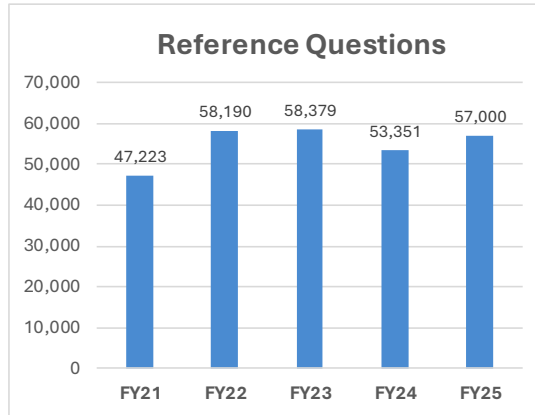
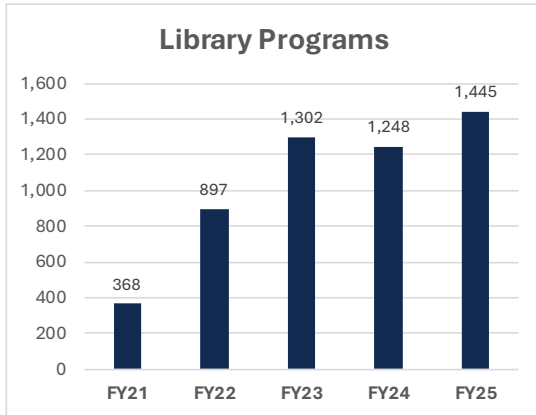
- Launch a refreshed marketing and outreach strategy.
- Increase multilingual promotional materials.
- Develop a Library Impact Report to share outcomes with the community and stakeholders.

Advance Sustainability & Operational Excellence

- Continue working towards becoming a Certified Sustainable Library.
- Implement eco-friendly practices (energy audits, recycling improvements, green purchasing policies).
- Strengthen data-driven decision-making with updated metrics for program success and community impact.
- Pursue new funding opportunities (grants, partnerships, donor engagement).

MEMORIAL HALL LIBRARY

Library Performance Statistics



MEMORIAL HALL LIBRARY

	FY2024 FTE	FY2025 FTE	FY2026 FTE	FY2027 REQ	FY2027 TM REC	FY2027 TM REC
MEMORIAL HALL LIBRARY						
<u>Full Time</u>						
Library Director	1.0	1.0	1.0	1.0	1.0	155,530
Assistant Library Directors	2.0	2.0	2.0	2.0	2.0	242,356
Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	225,346
Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	109,699
Librarians	8.0	8.0	8.0	8.0	8.0	738,622
Program & Partnerships Manager	1.0	1.0	1.0	1.0	1.0	91,179
Acquisitions Head	1.0	1.0	1.0	1.0	1.0	89,563
Executive Assistant	1.0	1.0	1.0	1.0	1.0	81,232
Library Asst II	2.0	2.0	2.0	2.0	2.0	153,943
Library Assistant	2.0	2.0	2.0	2.0	2.0	139,029
	21.0	21.0	21.0	21.0	21.0	2,026,499
<u>Part Time</u>						
Librarians	0.6	0.6	0.6	0.6	0.6	53,224
Library Assistants	5.6	5.6	5.6	5.6	5.6	364,230
	6.2	6.2	6.2	6.2	6.2	417,454
GRAND TOTAL	27.2	27.2	27.2	27.2	27.2	2,443,953

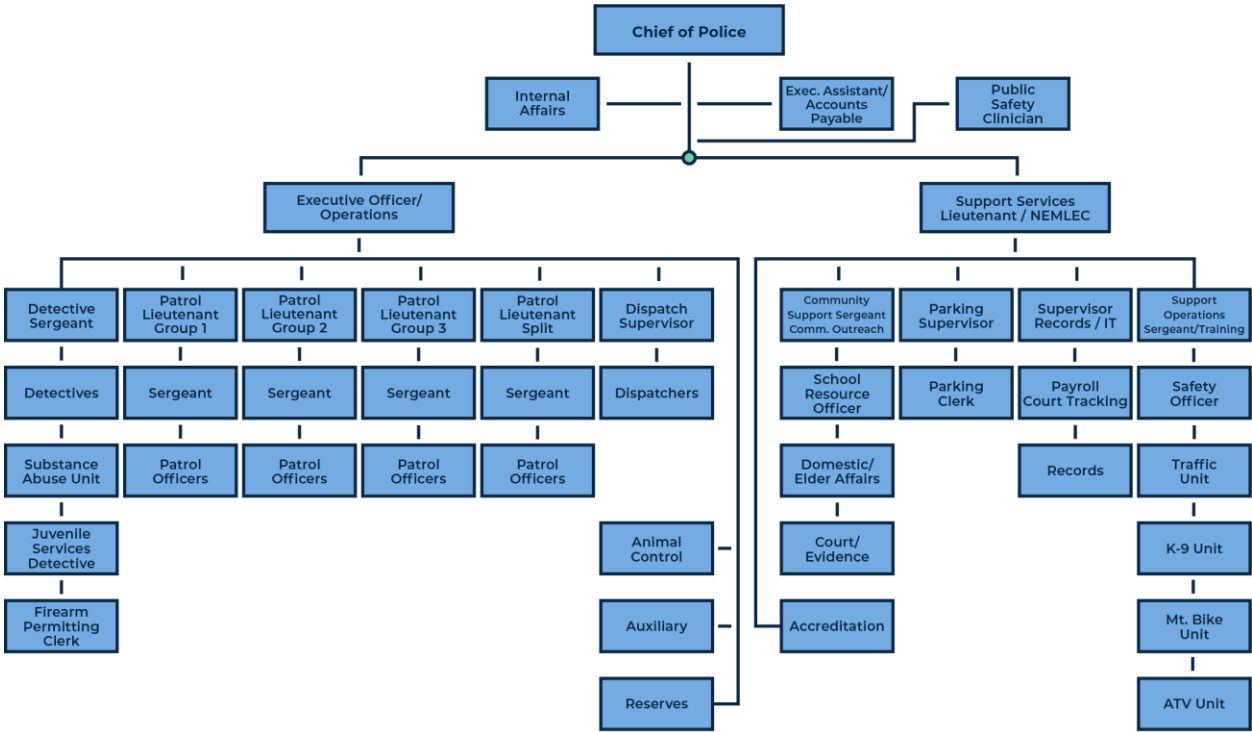
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
LIBRARY SALARIES					
5110 REGULAR WAGES	1,802,538	1,896,902	1,886,330	2,026,499	2,026,499
5120 OVERTIME	40,756	39,010	65,000	45,000	45,000
5130 PART TIME	475,031	487,225	494,376	531,119	531,119
TOTAL LIBRARY SALARIES	2,318,325	2,423,136	2,445,706	2,602,618	2,602,618
LIBRARY EXPENSES					
5211 ELECTRICITY	75,863	55,419	68,000	68,000	68,000
5213 NATURAL GAS	27,426	31,649	38,500	36,400	36,400
5225 POSTAGE	2,000	4,200	3,000	1,500	1,500
5270 PRINTING	553	22	1,000	1,000	1,000
5282 MAINT/REPAIRS OFFICE EQUIPMENT	4,238	6,888	6,000	7,500	7,500
5295 OTHER SERVICES	8,986	9,724	10,500	11,000	11,000
5310 OFFICE SUPPLIES	2,959	2,677	3,500	3,500	3,500
5330 OPERATING SUPPLIES	24,271	18,960	22,000	25,000	25,000
5350 OPERATING SUPPLIES	6,274	9,008	10,000	10,000	10,000
5394 SUPPLIES/BOOKS/PERIODICALS	371,433	373,509	381,000	393,000	393,000
5430 OTHER EQUIPMENT	33,698	60,399	52,000	55,000	55,000
5710 TRAVEL	400	-	400	500	500
5715 PROFESSIONAL DEVELOPMENT	3,535	4,048	4,500	10,000	10,000
5730 DUES/MEMBERSHIPS	89,929	92,948	93,835	94,547	94,547
TOTAL LIBRARY EXPENSES	651,565	669,450	694,235	716,947	716,947
TOTAL LIBRARY	2,969,890	3,092,586	3,139,941	3,319,565	3,319,565

POLICE DEPARTMENT



Mission Statement

The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. We emphasize integrity, honesty, impartiality and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the town.



POLICE DEPARTMENT

The Andover Police Department is committed to providing the highest level of public safety to the Town of Andover and its community through the use of effective and efficient management practices while adhering to clearly defined legal and constitutional guidelines. The Andover Police Department is accredited by the Massachusetts Police Accreditation Commission. We work with all other Town Departments as well as other state, local and federal agencies to ensure that our mission can be accomplished and the department can provide the maximum service to the community within the allocated budget. The department is authorized 56 full-time sworn personnel. The department utilizes civilian staff to supplement the sworn complement, however; it is imperative that the town make a commitment to increase the sworn complement to adequately provide police services to the Andover community.

The department employs 19 civilian employees. There are 11 full-time civilian communicators that dispatch fire, police, and emergency medical services as well as field all 9-1-1 emergency calls for service. An executive assistant handles daily activities within the Chief's administrative unit. (The remainder of the civilian staff is dispersed in Records and Detectives). The Chief of Police also acts as the Town of Andover Emergency Management Director and the Executive Officer serves as the Deputy Emergency Management Director. Additionally, the department handles all animal control issues with 1 animal control officer and all parking enforcement with 1 parking enforcement officer. The department is structured in two divisions; Operations and Support Services. Each division has a distinct chain of command based on a para-military hierarchy that allows for effective communications and deployment of personnel.

OPERATIONS DIVISION

Uniformed Patrol – The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.

Investigations – It is the role of the Criminal Investigative Bureau to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the town are handled in this division. Surveillance conducted for multiple reasons, whether to confirm or deny the existence of a specific activity, identification purposes and working with other agencies takes place at different times. The Substance Abuse Unit works within the Investigation Division. This unit works with its regional partners and conducts operations to thwart the drug epidemic and supply of illicit narcotics throughout the region.

Specialized Patrol Units

- **Mountain Bike Patrol** – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into areas that cruisers are unable to patrol.
- **Motorcycle Patrol** – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.
- **K-9 Officer** – The department has one specially trained canine and handler. This K-9 team

POLICE DEPARTMENT

is utilized for searches of missing or wanted persons in either buildings or open terrain.

- **Tactical Officers** – The department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the NEMLEC officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a School Threat Assessment and Response System (STARS) Unit, Incident Management Team (IMAT), Drone Unit and K9 Unit and SWAT Team.
- **Emergency Services** – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, mental health incidents, traffic control and juvenile issues.
- **Animal Control** – The Animal Control Officer is responsible for the enforcement of federal and state statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and police officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the Town's holding facility or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and barns.
- **Central Dispatch** – The purpose of the Central Dispatch is to receive, process and expedite all requests for emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all requests for services relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency. All dispatchers have been certified in Emergency Medical Dispatch. The Dispatch Center also serves as the backup Dispatch Center for the Essex County Regional Dispatch Center and the District 15 Fire Service.

SUPPORT SERVICES DIVISION

Behavioral Health Clinician – The Behavioral Health Clinician works directly with the Community Service Sergeant. The BHC assists residents who are struggling with mental illness and addiction and works closely with the Patrol Force during calls for service or with follow ups. The BHC also creates programs to inform and collaborate with the public on mental illness education and the resources available to families and citizens.

Parking Control – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant downtown area.

Safety Program – The department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle and E-Bike safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.

POLICE DEPARTMENT

School Resource Officer Program – The SRO program was implemented in 2007 through a joint venture between the Andover Police Department and the Greater Lawrence Technical School. It was expanded in 2012 to include a School Resource Officer at the Andover High School. These partnerships with both schools allow the Andover Police Department to assist in providing a safer learning environment.

Comfort Dog – The department has one specially trained comfort dog and handler. The comfort dog works alongside the SRO at the Andover High School. The comfort dog is intended to create a comforting and calming resource for community members and students.

Crime Prevention and Public Education – Community awareness of crime prevention and education is an ongoing service provided by the Andover Police Department. The department provides services ranging from education to daily house checks for vacationing residents. TRIAD programs are held in conjunction with the Senior Center. The department also provides training to both public and private entities on workplace violence and techniques and training to prepare and protect employees.

Training – Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The department also offers training throughout the community in such areas as CPR, first aid, defibrillator training, babysitter training, teen violence prevention and many other safety related classes.

Records – It is the role of the Records Department to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and firearms licensing are also performed in this section.

Traffic Division – The traffic division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.

Prosecution – The Prosecution section handles all inter-action between the Andover Police Department and all levels of the court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.

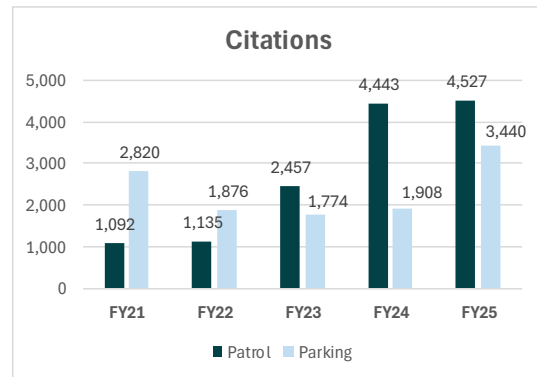
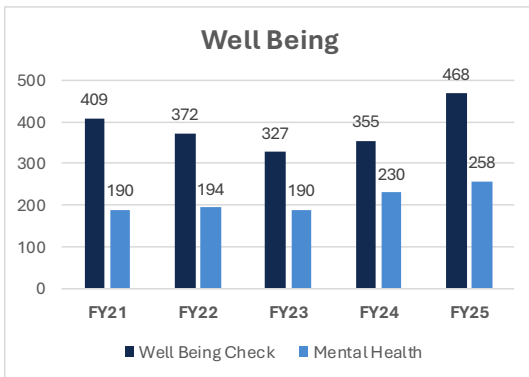
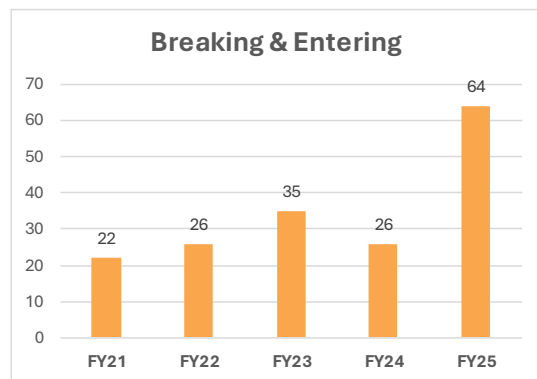
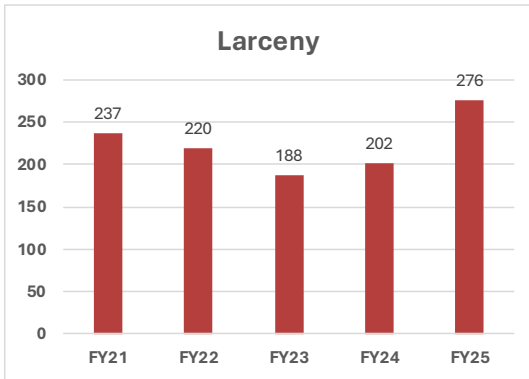
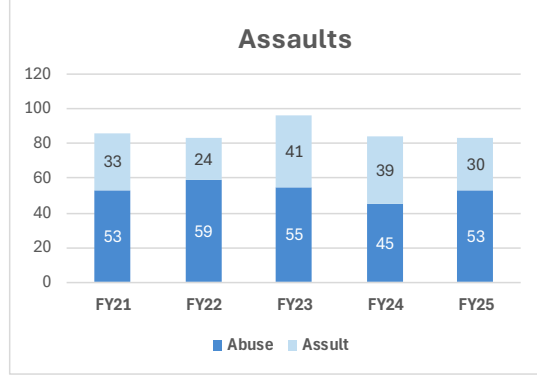
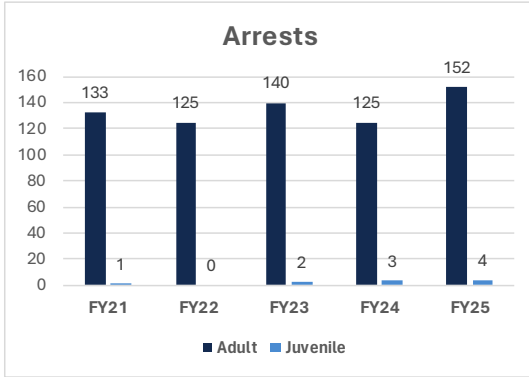
POLICE DEPARTMENT

EMERGENCY MANAGEMENT

The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case, coordination with the Massachusetts Emergency Management Agency (MEMA) maximizes resources that may be available to the Town of Andover. The Chief of Police is the Emergency Management Director and serves as the state liaison. Public education, auxiliary training, radio communications and inter department coordination are the four main focus areas of this division. This division is also responsible for the Town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the Town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Management Director for the Town of Andover while working closely with other town leaders.

POLICE DEPARTMENT

Police Performance Statistics



POLICE DEPARTMENT

	FTE FY2024	FTE FY2025	FTE FY2026	REQ FY2027	TMREC FY2027	TMREC FY2027
POLICE						
Chief of Police	1.0	1.0	1.0	1.0	1.0	244,243
Lieutenant	6.0	6.0	6.0	6.0	6.0	960,942
Sergeant	8.0	8.0	8.0	8.0	8.0	1,015,410
Patrol Officer	39.0	39.0	39.0	39.0	39.0	3,852,549
School Resource Officer*	2.0	2.0	2.0	2.0	2.0	207,858
Office Assistant II	1.0	1.0	1.0	1.0	1.0	78,117
Office Assistant III	1.0	1.0	1.0	1.0	1.0	72,338
Executive Assistant	1.0	1.0	1.0	1.0	1.0	86,038
Records Clerk	2.0	2.0	2.0	2.0	2.0	129,274
Public Safety Network Administrator	1.0	1.0	1.0	1.0	1.0	135,860
	62.0	62.0	62.0	62.0	62.0	6,782,629
*50% of these salaries are offset with contributions from Andover Public Schools and Greater Lawrence Technical School						
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor	1.0	1.0	1.0	1.0	1.0	90,550
Dispatcher	10.0	10.0	10.0	10.0	10.0	811,901
	11.0	11.0	11.0	11.0	11.0	902,451
<u>ANIMAL CONTROL</u>						
Animal Control Officer	1.0	1.0	1.0	1.0	1.0	82,427
	1.0	1.0	1.0	1.0	1.0	82,427
<u>PARKING CONTROL</u>						
Parking Control Supervisor	1.0	1.0	1.0	1.0	1.0	83,961
Parking Control Assistant	0.5	0.5	-	-	-	
	1.5	1.5	1.0	1.0	1.0	83,961
GRAND TOTAL	75.5	75.5	75.0	75.0	75.0	7,851,468

POLICE DEPARTMENT

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
POLICE DEPT SALARIES					
5110 REGULAR WAGES	5,936,974	6,318,889	6,739,637	7,038,681	7,038,681
5111 ILD INJURED ON DUTY	336,459	306,732	-	-	-
5120 OVERTIME	725	-	-	-	-
5123 MISC OVERTIME	1,372,952	1,473,181	890,000	975,000	975,000
5125 COURT DUTY	49,280	40,228	75,000	40,000	40,000
5127 INVESTIGATIONS	75,758	75,209	50,000	75,000	75,000
5130 PART TIME	42,470	38,942	6,000	6,000	6,000
TOTAL POLICE DEPT SALARIES	7,814,618	8,253,181	7,760,637	8,134,681	8,134,681
POLICE DEPT EXPENSES					
5211 ELECTRICITY	140,245	82,502	121,000	115,000	115,000
5213 NATURAL GAS	57,400	59,446	57,000	67,500	67,500
5220 TELEPHONE	17,878	23,498	18,000	18,000	18,000
5225 POSTAGE	719	3,788	4,000	4,000	4,000
5270 PRINTING	979	213	-	-	-
5285 MAINT REPAIRS / OTHER EQUIPMENT	122,227	118,450	128,000	129,400	129,400
5287 MAINT/REPAIRS RADIOS	48,214	26,447	67,000	62,000	62,000
5291 RENTALS EQUIPMENT	29,732	31,354	35,000	35,000	35,000
5294 CLOTHING ALLOWANCE	85,282	127,084	76,000	80,000	80,000
5295 OTHER SERVICES	12,662	19,700	46,000	46,000	46,000
5296 MEDICAL EXPENSES	139,436	55,666	-	2,000	2,000
5310 OFFICE SUPPLIES	8,287	6,334	10,000	10,000	10,000
5350 OPERATING SUPPLIES	27,352	30,214	75,000	70,000	70,000
5355 AUTOMOTIVE FUEL	82,438	63,274	95,000	85,000	85,000
5395 OTHER COMMODITIES	17,739	16,752	52,000	52,000	52,000
5396 K9 SUPPLIES	3,700	3,264	4,000	4,000	4,000
5397 COMFORT DOG SUPPLIES	14,663	5,314	4,000	5,000	5,000
5410 MACHINERY / EQUIPMENT	48,629	37,522	50,000	50,000	50,000
5504 TECHNOLOGY	6,881	-	-	-	-
5710 TRAVEL	9,036	6,911	6,000	7,000	7,000
5714 ACADEMY TRAINING	19,200	-	-	-	-
5715 PROFESSIONAL DEVELOPMENT	57,931	42,345	35,000	35,000	35,000
5716 LICENSES & CONT EDUCATION	9,731	-	8,000	8,000	8,000
5730 DUES/MEMBERSHIPS	23,067	21,579	25,000	25,000	25,000
TOTAL POLICE DEPARTMENT EXPENSES	983,429	781,658	916,000	909,900	909,900
POLICE DEPARTMENT REVENUES					
FROM SALE OF SERVICE	(59,627)	(81,825)	(70,000)	(70,000)	(70,000)
FROM RESERVE FUNDS	(50,321)	(51,579)	(121,647)	(103,929)	(103,929)
TOTAL POLICE DEPARTMENT REVENUES	(109,948)	(133,404)	(191,647)	(173,929)	(173,929)
TOTAL POLICE DEPARTMENT	8,688,099	8,901,434	8,484,990	8,870,652	8,870,652

POLICE DEPARTMENT

	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2027 DEPT REQ	2027 TM REC
CENTRAL DISPATCH SALARIES					
5110 REGULAR WAGES	750,473	728,284	895,539	916,201	916,201
5120 OVERTIME	-	869	-	-	-
5123 MISC OVERTIME	130,693	179,186	100,000	100,000	100,000
5130 PART TIME	23,131	9,985	25,000	25,000	25,000
TOTAL CENTRAL DISPATCH SALARIES	904,297	918,324	1,020,539	1,041,201	1,041,201
CENTRAL DISPATCH EXPENSES					
5285 MAINT REPAIRS / OTHER EQUIPMENT	-	6,572	2,500	2,500	2,500
5287 MAINT/REPAIRS RADIOS	-	-	5,000	5,000	5,000
5291 RENTALS EQUIPMENT	3,046	3,666	3,000	3,000	3,000
5294 CLOTHING ALLOWANCS	4,422	5,709	5,500	5,500	5,500
5310 OFFICE SUPPLIES	308	414	500	500	500
5350 OPERATING SUPPLIES	364	1,422	2,000	2,000	2,000
5420 OFFICE EQUIPMENT	-	1,384	2,000	2,000	2,000
5710 TRAVEL	-	234	-	-	-
5715 PROFESSIONAL DEVELOPMENT	4,765	3,674	2,500	2,500	2,500
TOTAL CENTRAL DISPATCH EXPENSES	12,904	23,075	23,000	23,000	23,000
TOTAL CENTRAL DISPATCH	917,202	941,399	1,043,539	1,064,201	1,064,201

	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2027 DEPT REQ	2027 TM REC
POLICE ANIMAL CONTROL SALARIES					
5110 REGULAR WAGES	68,785	71,965	71,957	83,377	83,377
5120 OVERTIME	6,327	6,583	7,000	7,000	7,000
TOTAL POLICE ANIMAL CONTROL SALARIES	75,112	78,548	78,957	90,377	90,377
POLICE ANIMAL CONTROL EXPENSES					
5294 CLOTHING ALLOWANCE	675	687	1,000	1,000	1,000
5295 OTHER SERVICES	1,092	2,207	5,000	5,000	5,000
5310 OFFICE SUPPLIES	59	731	300	300	300
5350 OPERATING SUPPLIES	3,741	1,198	1,000	1,000	1,000
TOTAL POLICE ANIMAL CONTROL EXPENSES	5,567	4,823	7,300	7,300	7,300
TOTAL POLICE ANIMAL CONTROL	80,678	83,371	86,257	97,677	97,677

POLICE DEPARTMENT

	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2027 DEPT REQ	2027 TM REC
EMERGENCY PREPAREDNESS SALARIES					
5130 PART TIME	1,496	1,504	1,500	1,500	1,500
TOTAL EMERGENCY PREPAREDNESS SALARIES	1,496	1,504	1,500	1,500	1,500
EMERGENCY PREPAREDNESS EXPENSES					
5220 TELEPHONE	745	803	700	700	700
5310 OFFICE SUPPLIES	-	-	300	300	300
5350 OPERATING SUPPLIES	1,916	-	2,500	2,500	2,500
5360 REPAIR PARTS EQUIPMENT	22,014	15,101	27,000	30,000	30,000
TOTAL EMERGENCY PREPAREDNESS EXPENSES	24,674	15,904	30,500	33,500	33,500
TOTAL EMERGENCY PREPAREDNESS	26,170	17,408	32,000	35,000	35,000

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
PARKING CONTROL SALARIES					
5110 REGULAR WAGES	86,815	76,584	74,022	83,961	83,961
5120 OVERTIME	-	117	1,236	1,236	1,236
5130 PART TIME	-	-	27,250	-	-
TOTAL PARKING CONTROL SALARIES	86,815	76,701	102,508	85,197	85,197
PARKING CONTROL EXPENSES					
5294 CLOTHING ALLOWANCE	1,839	483	1,000	1,000	1,000
5310 OFFICE SUPPLIES	1,433	-	500	500	500
5350 OPERATING SUPPLIES	69,195	85,000	70,000	75,000	75,000
TOTAL PARKING CONTROL EXPENSES	72,467	85,483	71,500	76,500	76,500
PARKING CONTROL REVENUES					
FROM RESERVE FUNDS	(86,815)	(92,184)	(102,508)	(85,197)	(85,197)
FROM RESERVE FUNDS	(68,928)	(70,000)	(71,500)	(76,500)	(76,500)
TOTAL PARKING CONTROL REVENUES	(155,743)	(162,184)	(174,008)	(161,697)	(161,697)
TOTAL PARKING CONTROL	3,539	-	-	-	-

FIRE RESCUE



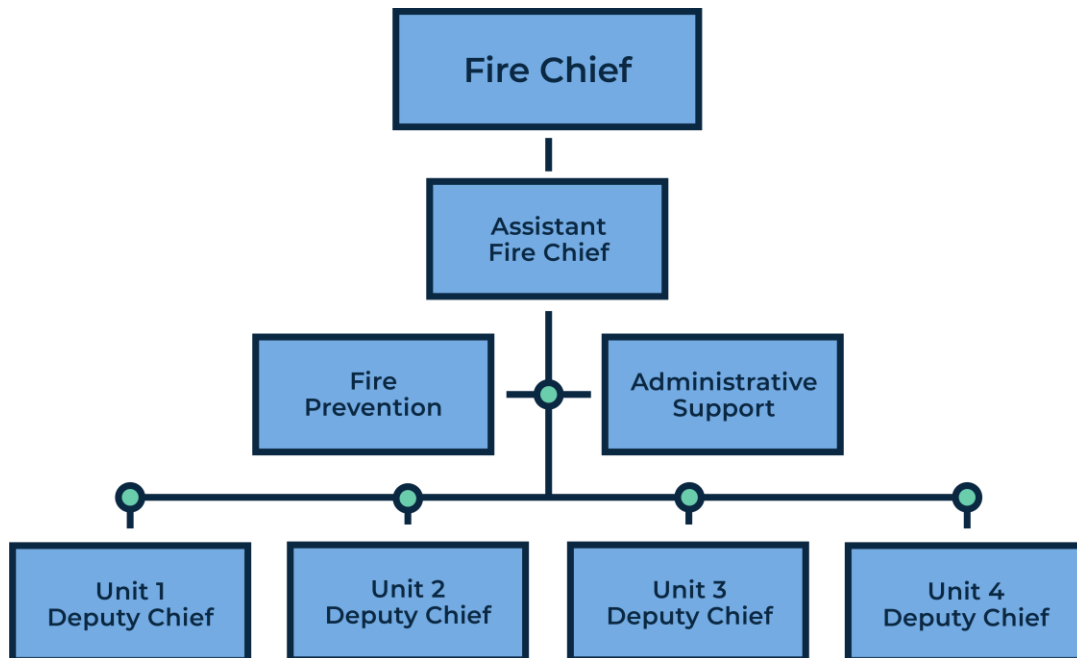
Mission Statement

The mission of Andover Fire Rescue is to serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies.

The organization provides professional services such as fire suppression, EMS, technical rescue, and hazardous materials response.

Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.

We are dedicated to assisting those in need regardless of the severity of the problem.



FIRE RESCUE

Andover Fire Rescue, under the direction of the Fire Chief, provides emergency and non-emergency services necessary to protect life, property and the environment, in the most efficient, cost-effective manner possible. Its mission is to prevent the loss of life and injury from fire, fire-related hazards, accidents and natural and man-made disasters; prevent loss to property from fire or fire-related services; increase public education, code enforcement and awareness among area citizens. Andover Fire Rescue provides these services through the following operational divisions:

The **Administration Division** is responsible for managing the organization's daily operations including the operating budget, Capital Improvement Budget, purchasing, personnel and payroll records for eighty-three employees; hiring of new employees; developing management policies; rules and regulations, evaluating and expanding the use of advanced technologies within the organization; and providing administrative and support services to those internal and external customers who require it. The Administrative Division also ensures that all policies and procedures comply with all state and federal legislation to include code enforcement and inspections, response, safety, and personnel resources.

The **Emergency Medical Services Division** provides emergency medical services for those requiring Basic Life Support and assists the fire suppression division when necessary. The ambulance personnel also respond to fire alarms and other non-medical emergencies to provide medical assistance to both civilian and emergency personnel. Residents and non-residents are invoiced for the ambulance service through the utilization of a third-party insurance billing agency. The personnel also collaborate with the paramedic units that respond into our community to provide an elevated level of patient care when required.

The **Fire Prevention Division** personnel ensure that state fire codes and permitting processes are followed in the construction of new buildings and the rehabilitation of older occupancies. This division is responsible for the implementation and supervision of all fire and life safety inspection programs within the Town of Andover. Public education programs specific to target audiences such as children and the elderly are also organized through this division. The division personnel team up with all inspectional services at the state and local level to ensure that the safety of those occupying any structure is paramount.

The **Fire Suppression Division** focuses on response and mitigation to a myriad of fire and rescue (All Hazard) type incidents in an effort to minimize life and property loss. The personnel assigned to this division are also prepared to efficiently respond to various types of technical rescue incidents such as, water, trench, confined space, structural collapse and low and high angle rope rescue. Personnel are also trained to respond to and begin the mitigation of hazardous materials incidents. In addition, their efforts include answering requests for service that may lead to the early discovery and/or prevention of fires and other life safety or injury prevention concerns.

The **Training Division** is coordinated by a full-time Lieutenant who has the role of the organizational Training Officer. The Training Officer coordinates training programs and instructors to deliver quality programs to all Andover Fire Rescue personnel. Many of these instructors have affiliations with the Massachusetts Fire Academy and additional certifying agencies such as the National Fire Academy, Massachusetts Emergency Management Agency and the Federal Emergency Management Agency. All personnel are required to participate in several hundred hours of instruction annually on topics that include: technical rescue, basic firefighting skills, hazardous materials response, emergency medical response, information technology, and other incident specific programming.

FIRE RESCUE

The **Maintenance Division personnel** in conjunction with Vehicle Maintenance personnel are supervised by the Andover Fire Rescue Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 20 vehicles and scores of hydraulic, pneumatic, electric and gas-powered hand tools. This program is in place to ensure effective and economical operation of all motorized equipment. Duties include: preventive maintenance checks for all engine and ladder companies; the testing of all fire apparatus annually in accordance with NFPA standards; annual certification of all SCBA cylinders in accordance with factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by vehicle maintenance for all Fire Rescue equipment; and also assists in the development of fire apparatus and emergency equipment specifications. These personnel are Emergency Vehicle Technician (EVT) certified.

The **Fire Investigation Unit** is coordinated by an Andover Fire Rescue Deputy Fire Chief who responds to all incidents that are suspicious in nature. Our investigator works closely with the State Fire Marshal's Office investigators from the Massachusetts State Police who are assigned to the fire investigation team. All personnel work with federal, state and local law enforcement agencies as well as insurance investigators to identify the cause and origin of all fires. When necessary, investigations are followed up through the utilization of the judicial system, resulting in legal process. This unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

Vision

For the next several years, Andover Fire Rescue will be an organization whose personnel function as a cohesive team that is empowered, effective and enthusiastic with the services we offer and provide to our community.

We will be recognized as a regional leader by our community, neighbors and peers and enthusiastically supported by our community, which views us with pride, respect, and confidence.

Our mission will be accomplished by maintaining a physically fit, healthy and increasingly diverse workforce, that are well trained in a multitude of core and specialized skills and empowered with a high level of involvement in our success.

Our equipment will be dependable, capable and consistent with the needs of our community that embraces cutting edge technology with an emphasis placed on firefighter safety.

Andover Fire Rescue will meet the challenges of the future through:

- Implementation of a unified and functional organizational structure that will include the increasing of staff and incident response personnel.
- A responsive organizational structure that will openly communicate and respond to the personnel and the citizens within community.
- Development of adequate facilities that are properly located and designed so as to provide optimum response time and quality service delivery.
- Creation of additional community outreach opportunities through increased public education, public relations and fire prevention programs.
- Embracing training programs that are comprehensive and inclusive of core firefighting and Emergency Medical Service competencies as well as technical rescue skills.
- Utilization of existing information technology to provide access to reliable statistical and safety information in an effort to minimize safety concerns.

FIRE RESCUE

- Development of a fully integrated and interoperable radio communications system that will provide increased firefighter safety at all multi-agency responses.
- Development and implementation of a complete wellness program to ensure all personnel are physically healthy and mentally fit.
- Promoting and maintaining a positive work environment.

Value Statement

The values of Andover Fire Rescue are service to those in need and community involvement through the professionalism, integrity, and dedication of its personnel.

FY2027 Objectives

Personnel – Complete the hiring of additional personnel for Andover Fire Rescue to ensure the organization can maintain the current level of emergency services it provides to the community through the addition of a third ambulance in service 75% of the time.

- Analyze methods by which to retain all current personnel and staffing.
- Continue to utilize new employee evaluation and skills programs.
- Provide professional development opportunities to all personnel through the use of outside vendors and internal instruction through the collaboration of the AFR Company Officers and the Training Officer.
- Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education opportunities.

Fire Prevention/Code Enforcement/Public Education– Ensure effective fire prevention, public education, code enforcement, and educational programs that are designed to reduce property loss, injuries and deaths from fire and other risks.

- Develop and execute an annual fire prevention and life safety educational strategy to include all at risk populations.
- Continue to streamline permitting process through the utilization of new computer software and the implementation of new inspection strategies.
- Increase pre-incident planning that includes the use of information technology and GIS systems.
- Maintain and increase station open houses and safety house activities.
- Deliver risk prevention education programming within the schools.
- Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

FIRE RESCUE

Training – Continue to develop and deliver a comprehensive training and educational program designed to build team effectiveness and individual career development.

- Provide all personnel with comprehensive fire and EMS training to allow for skill set maintenance.
- Train all personnel in new OEMS protocols related to airway management, drug intervention and any newly released protocols.
- Continue to enhance relationships with DFS to establish representation on all statewide training initiatives.
- Maintain annual training programs for all Andover Fire Rescue personnel to include ASHER response, Incident Command System, basic firefighting training, hazardous materials response training and swift water/boat rescue training and technical rescue.
- Continue the implementation of the probationary firefighter progress review program.
- Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.
- Utilization of the training classroom at the Ballardvale Fire Station as a secondary site for delivery of educational programming.

Management, Labor and Political Relations – Continually review the management and administrative policies in order to develop and maintain a progressive, dynamic, and an innovative organization.

- Collaborate with local and state political leaders in an effort to advocate for fire safety and injury prevention initiatives.
- Continue open communications with management, labor and town officials.
- Continue Local 1658 involvement in all Andover Fire Rescue processes.
- Increase the number of Andover Fire Rescue advocates with increased public information programming.
- Increased involvement in the planning process from political leaders.
- Management to continue advocating for firefighter safety and health initiatives.
- Promoting and maintaining a positive work environment.

Health and Safety – Implement a comprehensive program for risk management, physical fitness, and wellness of personnel in collaboration with the Town of Andover Human Resources Department.

- Continue to pursue the replacement of all portable radios to allow for seamless emergency communications with every community Andover Fire Rescue responds to.
- Perform annual flow testing on all Self-Contained Breathing Apparatus and hydrostatic testing on all SCBA cylinders and compressor air quality testing.
- Maintain annual testing on all ladders, aerials, pumps, hydraulic rescue tools and hose to assure NFPA Standard compliance.
- Maintain labor/management safety committee dialogue.
- Provide for individual fit testing annually.
- Immediately address any safety deficiencies that may exist organizationally.

FIRE RESCUE

Apparatus – A planned and maintained schedule for the funding, acquisition, and replacement of all Andover Fire Rescue emergency and support vehicles.

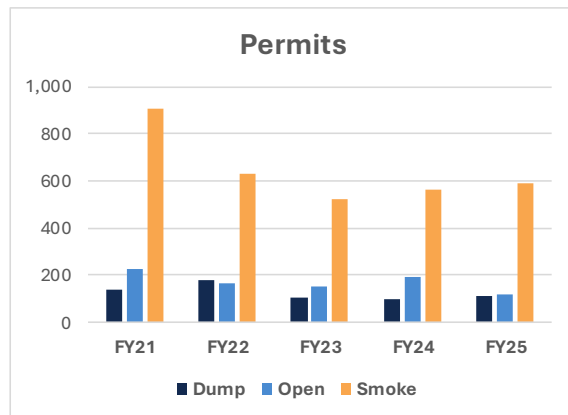
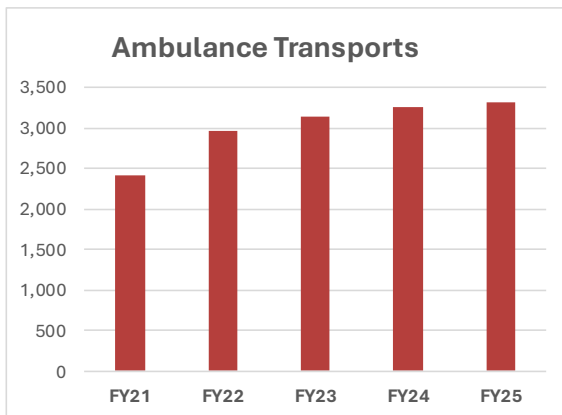
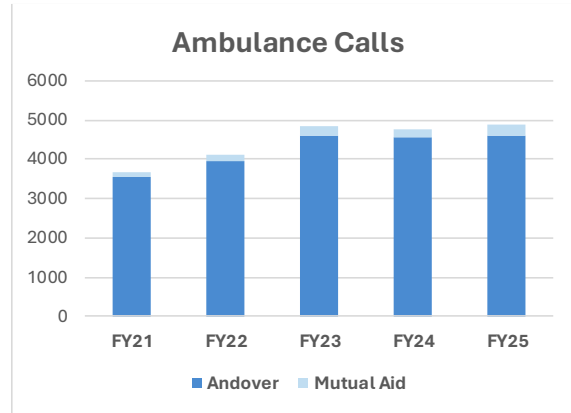
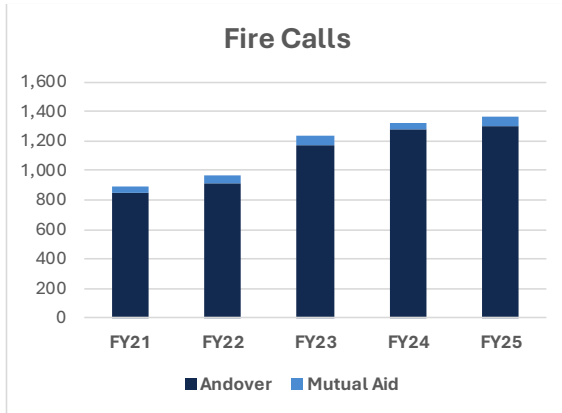
- Maintain capital replacement programming for all apparatus and staff vehicles.
- Continue to work with the vehicle maintenance staff to ensure the safety and performance of all apparatus and equipment meets or exceeds NFPA standards.
- Maintain the existing preventive maintenance programs currently in place.

Emergency Medical Services – A planned schedule for funding to increase the capabilities of EMS services to the community, increase the quality of care, reduce response times, and to develop innovative revenue streams to lessen the impact on the annual budget.

- Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.
- Continue with the customer service survey program.
- Sustain EMS Quality Assurance and Training program.
- Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in-home patient care in conjunction with our affiliate hospital.
- Continue to implement EMS Standard Operating Guidelines.

FIRE RESCUE

Fire Performance Statistics



FIRE RESCUE

	FY2024	FY2025	FY2026	FY2027	FY2027	FY2027
	FTE	FTE	FTE	REQ	TM REC	TM REC
FIRE-RESCUE						
Fire Chief	1.0	1.0	1.0	1.0	1.0	203,392
Asst Fire Chief	-	-	-	1.0	1.0	175,000
Executive Assistant	1.0	1.0	1.0	1.0	1.0	88,179
Office Assistant I	-	-	-	0.3	0.3	20,000
Office Assistant II	1.0	1.0	1.0	1.0	1.0	67,294
Deputy Chief	4.0	4.0	4.0	4.0	4.0	659,712
Lieutenant	14.0	14.0	14.0	14.0	14.0	1,795,082
Firefighter	60.0	60.0	62.0	64.0	64.0	6,097,905
	81.0	81.0	83.0	86.3	86.3	9,106,564

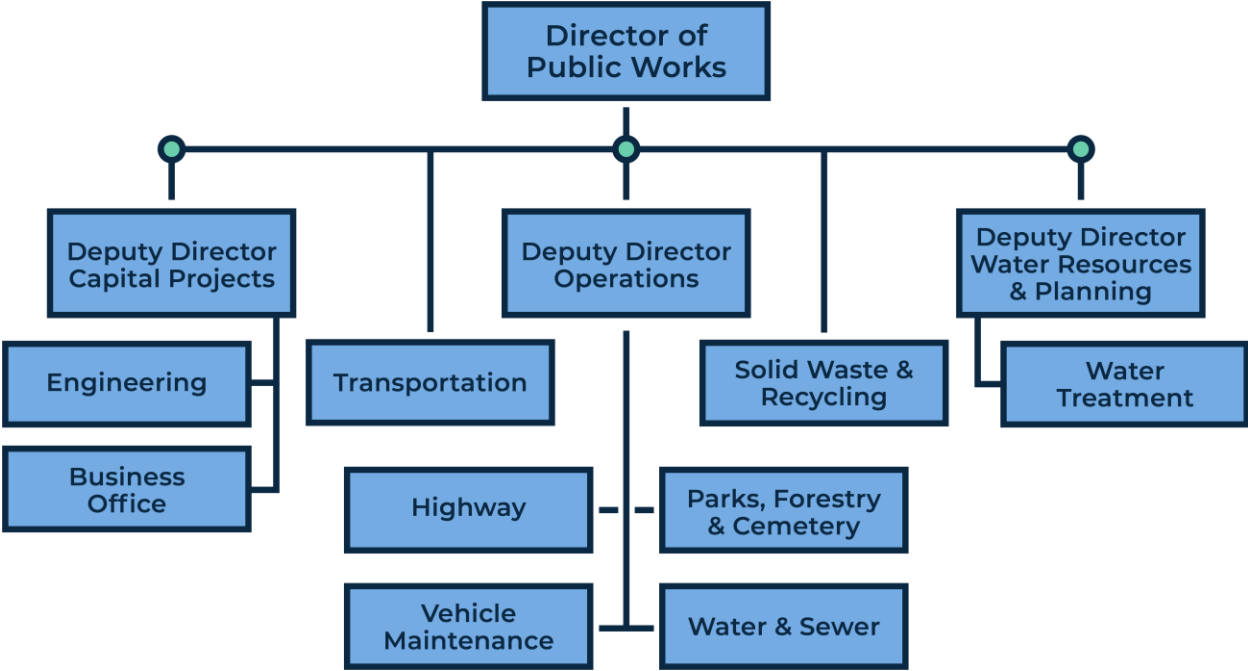
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2027
	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
FIRE DEPARTMENT SALARIES					
5110 REGULAR WAGES	7,320,976	7,624,080	8,554,032	9,382,564	9,284,064
5111 ILD INJURED ON DUTY	391,563	574,369	-	-	-
5120 OVERTIME	901	792	-	-	-
5123 MISC OVERTIME	1,841,202	2,196,813	1,350,000	1,450,000	1,450,000
5130 PART TIME	-	79	-	20,000	20,000
TOTAL FIRE DEPARTMENT SALARIES	9,554,642	10,396,132	9,904,032	10,852,564	10,754,064
FIRE DEPARTMENT EXPENSES					
5211 ELECTRICITY	32,127	39,495	38,500	39,000	39,000
5213 NATURAL GAS	14,058	17,087	19,000	19,000	19,000
5220 TELEPHONE	12,983	13,762	14,500	14,500	14,500
5281 MAINT/REPAIRS BUILDING	2,885	2,905	3,000	3,000	3,000
5285 MAINT REPAIRS / OTHER EQUIPMENT	36,423	30,774	45,000	49,000	45,000
5287 MAINT/REPAIRS RADIOS	6,376	12,697	15,000	15,000	15,000
5294 CLOTHING ALLOWANCE	92,593	99,311	110,000	110,000	110,000
529501 PROTECTIVE CLOTHING	91,566	86,216	93,000	93,000	93,000
5295 OTHER SERVICES	250	322	-	-	-
529502 TRAINING	29,491	28,005	35,000	35,000	35,000
529503 AMBULANCE BILLING	61,482	71,463	70,000	76,000	72,000
529504 AMBULANCE MUTUAL AID	-	-	-	4,000	4,000
5296 MEDICAL EXPENSES	123,544	256,456	10,000	10,000	10,000
5310 OFFICE SUPPLIES	8,257	5,516	6,500	6,500	6,500
5330 OPERATING SUPPLIES	12,902	12,705	14,000	14,000	14,000
5350 OPERATING SUPPLIES	72,652	62,360	68,000	72,000	72,000
5355 AUTOMOTIVE FUEL	78,321	74,449	125,000	100,000	95,000
5360 REPAIR PARTS EQUIPMENT	5,005	2,554	3,000	3,000	3,000
5393 SUPPLIES FIREFIGHT	45,990	36,979	46,000	47,000	47,000
5430 OTHER EQUIPMENT	378	4,912	8,000	8,000	8,000
5504 TECHNOLOGY	3,771	2,951	5,000	5,000	5,000
5715 PROFESSIONAL DEVELOPMENT	450	-	1,000	1,500	1,500
5720 OUT OF STATE TRAVEL	892	2,064	3,500	3,000	3,000
5730 DUES/MEMBERSHIPS	16,709	15,539	16,000	17,000	17,000
TOTAL FIRE DEPARTMENT EXPENSES	749,105	878,523	749,000	744,500	731,500
FIRE DEPARTMENT REVENUES					
FROM SALE OF SERVICE	(1,778,081)	(2,071,154)	(1,900,000)	(2,100,000)	(2,100,000)
TOTAL FIRE DEPARTMENT REVENUES	(1,778,081)	(2,071,154)	(1,900,000)	(2,100,000)	(2,100,000)
TOTAL FIRE DEPARTMENT	8,525,666	9,203,502	8,753,032	9,497,064	9,385,564

PUBLIC WORKS



Mission Statement

To provide a responsive, well-planned and cost effective maintenance operation and capital improvement program for all, grounds, forestry, cemetery and vehicles. To properly maintain the Town's infrastructure and continuously improve the quality of life for the community by protecting our water resources and by providing safe drinking water, state of the art disposal for our liquid and solid wastes, and safe travel on our roadways & sidewalks.



PUBLIC WORKS

The **Administration/Business Office** oversees all financial and administrative functions for the Public Works and Facilities Departments and their respective divisions. The Business Office staff coordinates departmental activities; develops and monitors the annual operating budget; assists in the development of the Capital Improvement Program; manages accounts payable; conducts financial analysis; prepares personnel and payroll records; supports the hiring process; and administers labor agreement matters. The team also develops and implements departmental policies, provides administrative support across all divisions, and responds to all public inquiries. The offices are also responsible for managing the day-to-day functions of the Town's Solid Waste operations. This includes daily coordination with the contracted waste-hauling provider to ensure timely and effective collection services; communication and customer service support for residents regarding trash, recycling, and bulky waste; and oversight of the distribution and sale of trash and recycling totes. Staff also manages the placement, scheduling, and removal of dumpsters and roll-off containers at all Town facilities and project sites, ensuring proper compliance, capacity management, and operational efficiency. Furthermore, the offices provide administrative oversight into major construction and capital improvement projects, manage purchasing and inventory control for all departmental materials, and oversee the financial operations of the Bald Hill leaf composting program, including permit sales and direct customer interface.

The Engineering Division provides project planning, problem analysis, and resolution. The Division oversees most public works-related construction, whether performed by the Town or by contractors, to ensure compliance with approved plans and Town standards. The Division reviews and inspects all new development and redevelopment construction projects to ensure adherence to Town standards. Engineering also reviews all street openings and serves as a liaison with State and area municipal public works departments on joint projects. The Division responds to citizen requests for information and provides engineering support to other Town departments and divisions, including Water, Sewer, Highway, Forestry, and Community Development and Planning. In addition, the Division maintains portions of the Town's GIS system and coordinates implementation of the Town's Stormwater Management Program to ensure compliance with Federal NPDES Phase II Stormwater Regulations. Engineering also coordinates and oversees all private utility work performed in Town, including gas, electric, and communications projects.

Beginning with the 2026 construction season (FY27) and continuing for several years, the Town anticipates making an increased investment in its infrastructure. This expanded capital program will require additional focus and effort from the Engineering Division. To meet these projected needs, the Engineering Division has collaborated with other DPW divisions to develop master plans for water main construction, sidewalk installation with associated tree planting, and roadway paving. These master plans were developed with an emphasis on minimizing disruption and avoiding excavation in newly paved roadways. Each segment of the plan prioritizes the most critical needs first. To further advance these projects and manage construction activities, the Engineering Division anticipates an expansion of staffing levels, including the creation of a position to provide additional support for project development and construction management.

The Transportation Division is a newly established division in FY27 to meet the growing transportation needs of the town. In addition to advancing the master plan initiatives, the Town has experienced an increased need to respond to community requests related to a wide range of transportation issues, including speed limits and traffic control measures, multimodal functionality, and potential geometric and operational improvements at intersections. These efforts must be integrated and coordinated with established Town commitments such as Vision

PUBLIC WORKS

Zero and Complete Streets.

The **Highway Division** is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings. Additionally, the Highway Division provides snow and ice maintenance services by plowing or treating during hazardous winter weather events. The Highway Division provides these services to Town-owned roadways, sidewalks, and parking lots.

The **Parks & Grounds Division** is responsible for all School and Town grounds maintenance and snow removal at Town facilities, sports fields, parks, irrigation systems and a variety of other duties, including trash pickup at the parks and School sites. This division maintains 200 acres of turf town wide, 37 of which are sports fields. They also service all their own equipment as well as School snow blowers.

The **Forestry Division** is responsible for the care and maintenance of all Town public shade trees and roadside vegetation. Andover has approximately 200 miles of roadways, with roadside mowing conducted on approximately 75 miles. This division maintains the Bald Hill leaf composting facility and works with the Tree Committee to implement the new tree replacement/tree ownership program. Forestry also works with the Engineering Division on sidewalk projects due to tree removal needs and replanting.

The **Cemetery Division** is responsible for grounds maintenance, land clearing, lot sales and burials at the Town owned Spring Grove Cemetery, as well as maintenance support at Recreation Park and support to other divisions.

The **Sewer Division** maintains the Town's sewer infrastructure including the collection system, eleven current neighborhood sewer-pumping stations, Shawsheen Village Pumping Station, the force main and gravity line through Lawrence to the treatment plant in North Andover and the agreement with the Greater Lawrence Sanitary District (GLSD) for the treatment and disposal of our liquid wastes.

The **Solid Waste/Recycling Division** is responsible for managing the Town's Solid Waste and Recycling contracts, which include the curbside collection of rubbish, leaves, and recyclables including mixed residential paper, #1- #5 and #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is transported to the Covanta waste-to-energy facility in Haverhill. The division also manages the drop off collections for household hazardous waste (HHW) and the CRT/Electronics. As well as an annual Earth Day Clean up. More detailed information is available in the "Recycling and Trash Guide for Residents". More in depth information along with an interactive app can be found at <https://andoverma.gov/304/Recycling-Solid-Waste>.

The **Water Distribution Division** ensures the integrity of the water supplies and is responsible for the quality control and distribution of the water in accordance with all Federal and State regulations for delivery of drinking water to the consumers. The division is accountable for the operation and maintenance of distribution system, in addition to the customer services involving water meter installation, repair, reading, and resolving customer problems.

PUBLIC WORKS

The **Water Treatment Division** is responsible for treatment, pumping, and storage of the Town's drinking water. The Water Treatment Plant provides drinking water which meets or exceeds all state and federal requirements, and in an amount that meets the demand of its residents, visitors, and the businesses community. As part of the Division's commitment to deliver water of the highest quality, water parameters are monitored around the clock at the Water Treatment Plant.

Additionally, the Water Treatment employees routinely sample water in the distribution system, including inside of some homes, to ensure compliance with the many laws regulating drinking water quality. The Division is also responsible for source water protection, including in and around the Haggetts Pond Drinking Water Reservoir, to prevent pollution and ensure that the reservoir remains a suitable source for drinking water for years to come.

The **Vehicle Maintenance Division** provides maintenance to all Town vehicles and heavy equipment. This includes the Police and Fire Departments, Public Works, Sewer and Water Departments, Plant & Facilities, Youth Services, Senior Center, and all other Town/School operated vehicles. The Vehicle Maintenance division also contracts for outside repair services, when necessary, purchases gasoline and diesel fuel for all Town vehicles at wholesale cost, oversees the disbursement at the Town owned fuel depot and maintains all Town and School emergency generators.

FY2027 Objectives

Administration/Business Office

- Continue updating the long- and short-range plans for the department.
- Maintain and improve relationships with the community.
- Ensure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- Sustain the existing level of services within current and future budgets.
- Continue to implement the upgrade of the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- Implement an updated Fleet Management System to support Vehicle Maintenance operations and fuel system reporting.
- Continue working on obtaining APWA Accreditation.
- Implement planned capital projects.
- Assist with the implementation of a curbside composting program for residents. The division will support planning, coordination, and program rollout efforts; however, the cost of participation and ongoing funding for the program will be the responsibility of the residents. This approach allows the Town to help facilitate expanded waste diversion opportunities while maintaining fiscal responsibility.

Engineering

- To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to ensure compliance with Town and safety standards.
- Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- Provide quality engineering assistance to other Town agencies and the public.

PUBLIC WORKS

- Provide review and oversight of all private utility projects within the Town Right-of-Way to ensure protection of existing Town owned infrastructure as well as future needs.
- Coordinate the implementation of the town-wide Stormwater Management Program to comply with the requirements of the new Federal NPDES Phase II Storm water regulations.
- Ensure that all development and redevelopment projects are designed and constructed to meet Town standards.
- Support and encourage professional growth and development of all team members.

Highway

- Maintain and improve the transportation quality of the Town's roads and sidewalks as funds allow.
- Ensure that the Town's drainage system meets the requirements under Town's MS4 permit, as it relates to regulated discharges into Waters of the United States.
- Maintain signs and pavement markings on Town roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- Improve handicap accessibility of Town sidewalks.
- Oversee the Town of Andover's Road and Sidewalk Restoration and Improvement plan.
- Continue implementation of DLA (Direct Liquid Application) treatment system for use during snow and ice operations.
- Continue deployment of GPS tracking capabilities during snow and ice operations for all Town and contractor vehicles.
- Implement ground speed spreader controls across the Town's snow and ice fleet.
- Assist Engineering Division in the development of an updated Sidewalk Master Program.

Parks, Grounds, Forestry and Cemetery

- Implement Forestry management best practices.
- Continue to increase the downtown beautification project.
- Implement planned field improvement projects.
- Implement/support planned capital projects.
- Continue the Street Tree Replanting program.
- Provide support for the major construction projects.
- Explore school and town field maintenance improvements.
- Continue support to the Bald Hill composting and brush grinding programs.

Sewer

- Maintain the integrity of the existing collection system.
- Implement an operational maintenance plan associated with the eleven sewer pumping stations.
- Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- Andover completed its sanitary sewer survey and submitted its Infiltration/Inflow Analysis – Flow monitoring Summary Report to the MassDEP. The Department of Public Works continues to inspect and repair the system.
- Finalize design for Shawsheen Sewer Pump Station Upgrade.
- Complete replacement of pumps at Morningside Sewer Pumping Station.

Solid Waste

- Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure a high level of satisfaction from the residents and other municipal departments.
- Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.

PUBLIC WORKS

- Continue to support the School Recycling Initiative Program across the district.
- Investigate all possible options for waste disposal available to the Town of Andover.
- Assist with the management of automated trash and recycling collection

Vehicle Maintenance

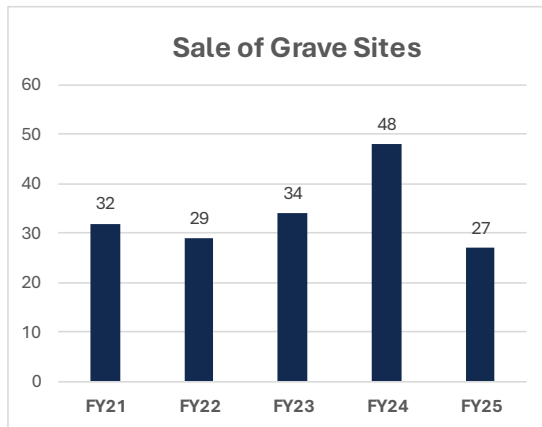
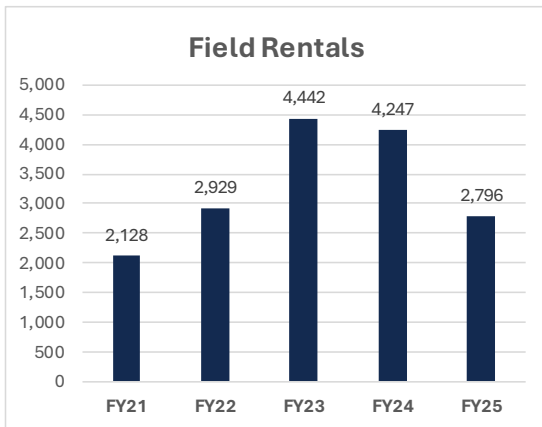
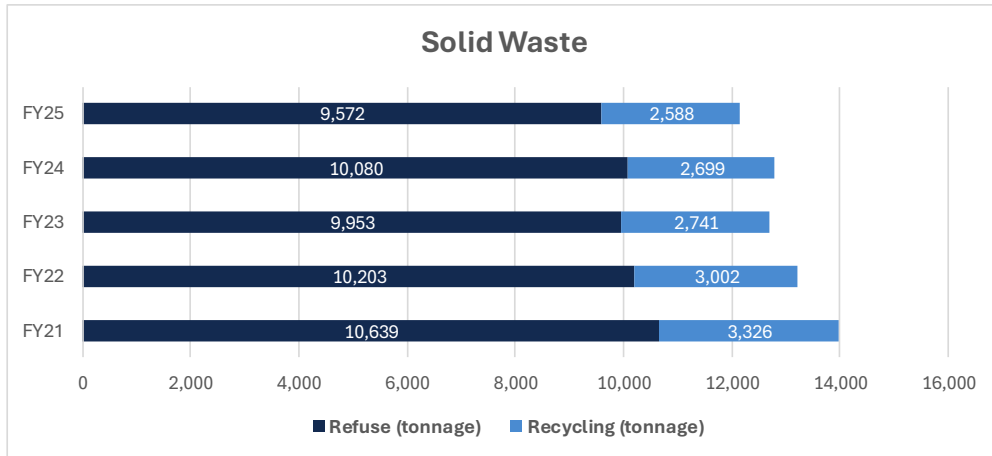
- Provide support in CIP vehicle purchases for all departments.
- Provide support in Highway snow removal operations.
- Continue to maintain over 250 vehicles/pieces of Town owned equipment.

Water

- To provide the highest quality drinking water that meets or exceeds all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- Explore large water meter/commercial account expansion.
- Implement conservation activities and source water protection plans.
- Continue the water main flushing program. This program will continue to be done by zones to maximize cleaning while minimizing disruption to the system.
- Continue the water main replacement program which primarily targets the elimination of unlined cast iron mains and those prone to breaks.
- Continue construction of WTP SCADA system upgrade.
- Continue localized rehabilitation of chemical storage and dosing systems at the WTP.
- Advance water meter replacement program in alignment with the Town's Capital Improvement Program.
- Perform rehabilitation of older pumps at the Fish Brook Pumping Station to prolong the life of the pumping station.
- Continue minor rehabilitation of sedimentation basins at the WTP to prolong the life of the asset.
- Perform pipeline assessment of the Fish Brook transmission water main, in support of future pumping station replacement project.

PUBLIC WORKS

Public Works Performance Statistics



PUBLIC WORKS

	FY2024 FTE	FY2025 FTE	FY2026 FTE	FY2027 REQ	FY2027 TM REC	FY2027 TM REC
PUBLIC WORKS						
<u>DPW ADMINISTRATION</u>						
Director of Public Works	1.0	1.0	1.0	1.0	1.0	167,890
Administrative Assistant	1.0	-	-	-	-	-
Business Coordinator	-	1.0	1.0	1.0	1.0	101,818
	2.0	2.0	2.0	2.0	2.0	269,708
<u>DPW BUSINESS OFFICE</u>						
Business Manager	1.0	-	-	-	-	-
Facilities Coordinator	0.4	0.4	-	-	-	-
Office Assistant II	1.6	1.6	2.0	2.0	2.0	131,237
	3.0	2.0	2.0	2.0	2.0	131,237
<u>ENGINEERING</u>						
Deputy Director - Capital Projects	1.0	1.0	1.0	1.0	1.0	135,000
Assistant Town Engineer	1.0	0.5	1.0	1.0	1.0	114,172
Senior Civil Engineer	1.0	1.0	1.0	1.0	1.0	111,009
	3.0	2.5	3.0	3.0	3.0	360,181
<u>HIGHWAY</u>						
Superintendent	1.0	1.0	1.0	1.0	1.0	129,780
General Foreman	1.0	1.0	1.0	1.0	1.0	107,937
Working Foreman	1.0	1.0	1.0	1.0	1.0	81,860
Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	66,737
Equipment Operator II	7.0	7.0	6.0	6.0	6.0	404,888
Equipment Operator I	4.0	4.0	5.0	5.0	5.0	308,712
	15.0	15.0	15.0	15.0	15.0	1,099,914
<u>FORESTRY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	88,482
Tree Climber	3.0	3.0	3.0	3.0	3.0	196,685
	4.0	4.0	4.0	4.0	4.0	285,167
<u>SPRING GROVE CEMETERY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	86,312
Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	65,428
Laborer II	1.0	1.0	1.0	1.0	1.0	60,924
	3.0	3.0	3.0	3.0	3.0	212,664
<u>PARKS & GROUNDS</u>						
Superintendent	1.0	1.0	1.0	1.0	1.0	132,293
Working Foreman	1.0	1.0	1.0	1.0	1.0	86,766
Equipment Operator II	1.0	1.0	1.0	3.0	3.0	187,023
Public Grounds Laborer	1.0	1.0	1.0	-	-	-
Laborer II	4.0	4.0	4.0	3.0	3.0	185,806
	8.0	8.0	8.0	8.0	8.0	591,888
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	87,632
Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	83,312
Mechanic	2.0	2.0	2.0	2.0	2.0	150,634
	4.0	4.0	4.0	4.0	4.0	321,578
<u>TRANSPORTATION ♦</u>						
Transportation Coordinator	-	-	-	1.0	1.0	135,000
	-	-	-	1.0	1.0	135,000
♦ Salary is offset with parking revenues, which results in a zero dollar impact to the Town's Budget						
GRAND TOTAL	42.0	40.5	41.0	42.0	42.0	3,407,337

PUBLIC WORKS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
DPW ADMINISTRATION SALARIES					
5110 REGULAR WAGES	280,036	299,893	255,915	269,708	269,708
5120 OVERTIME	4,634	196	-	-	-
5130 PART TIME	3,116	2,556	-	4,200	4,200
TOTAL DPW ADMINISTRATION SALARIES	287,787	302,646	255,915	273,908	273,908
DPW ADMINISTRATION EXPENSES					
5255 SOFTWARE SUPPORT	600	610	1,000	1,000	1,000
5294 CLOTHING ALLOWANCE	-	-	150	150	150
5295 OTHER SERVICES	1,517	1,689	2,000	2,500	2,500
5406 UNIFORMS	6,615	17,259	4,500	4,500	4,500
5710 TRAVEL	-	1,125	1,500	1,500	1,500
5715 PROFESSIONAL DEVELOPMENT	648	2,700	1,000	1,000	1,000
5720 OUT OF STATE TRAVEL	-	-	2,500	3,500	3,500
5730 DUES/MEMBERSHIPS	150	250	-	300	300
TOTAL DPW ADMINISTRATION EXPENSES	9,530	23,633	12,650	14,450	14,450
TOTAL DPW ADMINISTRATION	297,318	326,278	268,565	288,358	288,358

	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2027 DEPT REQ	2027 TM REC
DPW BUSINESS OFFICE SALARIES					
5110 REGULAR WAGES	15,246	-	-	58,589	-
5120 OVERTIME	485	-	-	-	-
5130 PART TIME	100,527	119,488	123,648	89,135	131,237
5140 SEASONAL	2,951	384	7,500	12,000	12,000
TOTAL DPW BUSINESS OFFICE SALARIES	119,209	119,873	131,148	159,724	143,237
DPW BUSINESS OFFICE EXPENSES					
5255 SOFTWARE SUPPORT	17,076	1,214	20,000	20,000	20,000
5294 CLOTHING ALLOWANCE	-	-	-	3,000	3,000
5295 OTHER SERVICES	1,886	2,181	4,000	4,100	4,100
5310 OFFICE SUPPLIES	1,996	3,898	4,500	4,600	4,600
5715 PROFESSIONAL DEVELOPMENT	179	2,551	2,000	2,100	2,100
TOTAL DPW BUSINESS OFFICE EXPENSES	21,137	9,844	30,500	33,800	33,800
TOTAL DPW BUSINESS OFFICE	140,345	129,717	161,648	193,524	177,037

	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2027 DEPT REQ	2027 TM REC
ENGINEERING SALARIES					
5110 REGULAR WAGES	321,735	336,552	284,000	360,181	360,181
5140 SEASONAL	-	4,568	10,000	10,000	10,000
TOTAL ENGINEERING SALARIES	321,735	341,119	294,000	370,181	370,181
ENGINEERING EXPENSES					
5282 MAINT/REPAIRS OFFICE EQUIPMENT	1,219	-	1,500	2,000	2,000
5294 CLOTHING ALLOWANCE	282	553	750	3,000	3,000
5295 OTHER SERVICES	2,455	660	3,500	4,000	4,000
5298 STORMWATER MANAGE	89,150	-	75,000	75,000	75,000
5310 OFFICE SUPPLIES	1,698	3,418	2,000	2,000	2,000
5330 OPERATING SUPPLIES	166	-	-	-	-
5380 MINOR APPARATUS	-	-	2,000	2,100	2,100
5395 OTHER COMMODITIES	-	1,527	4,500	4,500	4,500
5504 TECHNOLOGY	11,358	18,444	6,000	6,000	6,000
5710 TRAVEL	211	700	300	1,000	1,000
5715 PROFESSIONAL DEVELOPMENT	3,315	740	4,000	5,000	5,000
5730 DUES/MEMBERSHIPS	350	365	400	400	400
TOTAL ENGINEERING EXPENSES	110,204	26,407	99,950	105,000	105,000
TOTAL ENGINEERING	431,939	367,526	393,950	475,181	475,181

PUBLIC WORKS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
HIGHWAY SALARIES					
5110 REGULAR WAGES	1,077,089	1,043,210	1,132,482	1,103,414	1,103,414
5120 OVERTIME	194,572	197,277	131,250	175,000	175,000
5140 SEASONAL	1,350	-	7,500	7,500	7,500
5152 SPECIAL EVENT OVERTIME	57,038	51,971	19,000	30,000	30,000
TOTAL HIGHWAY SALARIES	1,330,049	1,292,458	1,290,232	1,315,914	1,315,914
HIGHWAY DEPT EXPENSES					
5220 TELEPHONE	6,480	10,429	15,000	20,000	20,000
5268 PROFESSIONAL SERVICES	15,480	-	20,000	25,000	25,000
5294 CLOTHING ALLOWANCE	5,814	7,005	7,000	10,000	10,000
5295 OTHER SERVICES	280,712	136,337	200,000	215,000	215,000
5310 OFFICE SUPPLIES	1,014	714	1,000	1,000	1,000
5330 OPERATING SUPPLIES	34,457	26,720	25,500	26,000	26,000
5355 AUTOMOTIVE FUEL	93,539	98,399	135,000	135,000	115,000
5360 REPAIR PARTS EQUIPMENT	-	-	10,000	12,000	12,000
5370 OPERATING SUPPLIES	76,335	167,008	125,000	135,000	135,000
5374 SNOW/ICE MAINTENANCE	-	994	-	-	-
5395 OTHER COMMODITIES	10,344	739	1,500	2,000	2,000
5410 MACHINERY / EQUIPMENT	5,110	5,307	18,500	19,000	19,000
5710 TRAVEL	538	2,303	250	1,500	1,500
5715 PROFESSIONAL DEVELOPMENT	5,951	4,286	6,500	6,500	6,500
5716 LICENSES & CONT EDUCATION	1,937	2,202	2,500	2,500	2,500
5730 DUES/MEMBERSHIPS	350	445	1,000	2,000	2,000
5753 MUNI SVCS FACILITY	6,324	14,050	10,000	15,000	15,000
5779 STORM RECOVERY	61,176	2,771	-	2,000	2,000
TOTAL HIGHWAY DEPT EXPENSES	605,563	479,709	578,750	629,500	609,500
TOTAL HIGHWAY	1,935,612	1,772,166	1,868,982	1,945,414	1,925,414

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
FORESTRY SALARIES					
5110 REGULAR WAGES	280,141	287,505	288,823	285,167	285,167
5120 OVERTIME	99,123	68,491	50,000	65,000	65,000
5140 SEASONAL	-	-	6,000	6,000	6,000
TOTAL FORESTRY SALARIES	379,263	355,997	344,823	356,167	356,167
FORESTRY EXPENSES					
5220 TELEPHONE	-	-	2,500	3,000	3,000
5250 ADVERTISING	309	515	525	525	525
5285 MAINT REPAIRS	-	1,139	1,500	1,650	1,650
5294 CLOTHING ALLOWANCE	2,434	1,797	2,000	3,000	3,000
5295 OTHER SERVICES	81,345	53,404	50,000	55,000	55,000
5297 RECYCLING SERVICE	4,483	-	30,000	40,000	40,000
5330 OPERATING SUPPLIES	2,819	6,000	4,500	5,000	5,000
5355 AUTOMOTIVE FUEL	20,103	13,713	25,000	25,000	20,000
5360 REPAIR PARTS EQUIPMENT	3,899	7,316	7,000	7,200	7,200
5410 MACHINERY / EQUIPMENT	770	4,500	2,500	5,000	5,000
5490 EVENTS & PROGRAMS	279,728	-	-	-	-
5710 TRAVEL	-	2	150	150	150
5715 PROFESSIONAL DEVELOPMENT	313	-	2,500	3,000	3,000
5716 LICENSES & CONT EDUCATION	564	1,815	1,500	1,600	1,600
5730 DUES/MEMBERSHIPS	430	220	515	600	600
5780 TREE REPLANTING	7,838	16,161	10,000	20,000	20,000
TOTAL FORESTRY EXPENSES	405,035	106,583	140,190	170,725	165,725
TOTAL FORESTRY	784,299	462,580	485,013	526,892	521,892

PUBLIC WORKS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
SPRING GROVE CEMETERY SALARIES					
5110 REGULAR WAGES	173,101	207,412	209,160	212,664	212,664
5120 OVERTIME	54,547	46,581	26,150	50,000	50,000
5140 SEASONAL	16,374	-	5,500	-	-
TOTAL SPRING GROVE CEMETERY SALARIES	244,022	253,993	240,810	262,664	262,664
SPRING GROVE CEMETRY EXPENSES					
5211 ELECTRICITY	3,765	4,802	6,700	5,000	5,000
5220 TELEPHONE	1,330	1,298	1,300	3,000	3,000
5285 MAINT REPAIRS	-	2,067	1,000	1,500	1,500
5294 CLOTHING ALLOWANCE	682	1,200	1,800	1,800	1,800
5295 OTHER SERVICES	6,171	7,563	10,300	11,000	11,000
5330 OPERATING SUPPLIES	11,541	12,682	5,700	6,000	6,000
5335 OIL	6,704	4,595	5,500	5,500	5,500
5355 AUTOMOTIVE FUEL	8,001	7,381	10,000	9,000	9,000
5360 REPAIR PARTS EQUIPMENT	-	480	2,060	2,100	2,100
5410 MACHINERY / EQUIPMENT	499	-	10,000	10,000	10,000
5710 TRAVEL	-	-	100	100	100
5715 PROFESSIONAL DEVELOPMENT	310	317	500	500	500
5730 DUES/MEMBERSHIPS	317	145	300	300	300
TOTAL SPRING GROVE CEMETRY EXPENSES	39,322	42,531	55,260	55,800	55,800
SPRING GROVE CEMETRY REVENUES					
FROM SALE OF SERVICE	(79,947)	(69,901)	(60,000)	(70,000)	(70,000)
TOTAL SPRING GROVE REVENUES	(79,947)	(69,901)	(60,000)	(70,000)	(70,000)
TOTAL SPRING GROVE CEMETRY	203,396	226,623	236,070	248,464	248,464

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
PARKS & GROUNDS SALARIES					
5110 REGULAR WAGES	532,621	551,646	575,940	591,888	591,888
5120 OVERTIME	101,049	99,167	75,000	75,000	75,000
5140 SEASONAL	42,765	20,056	40,000	40,000	40,000
5152 SPECIAL EVENT OVERTIME	-	3,690	5,000	8,000	-
TOTAL PARKS & GROUNDS SALARIES	676,435	674,560	695,940	714,888	706,888
PARKS & GROUNDS EXPENSES					
5211 ELECTRICITY	176	300	600	600	600
5285 MAINT REPAIRS	-	1,139	3,000	3,200	3,200
5294 CLOTHING ALLOWANCE	3,210	3,965	3,500	3,500	3,500
5295 OTHER SERVICES	18,862	34,474	22,000	50,000	50,000
5330 OPERATING SUPPLIES	19,018	18,906	27,000	28,000	28,000
5331 PLAYGROUND SUPPLIES	-	-	5,000	-	-
5355 AUTOMOTIVE FUEL	21,197	19,812	25,000	25,000	20,000
5360 REPAIR PARTS EQUIPMENT	27,253	20,395	25,000	26,000	26,000
5410 MACHINERY / EQUIPMENT	4,937	11,975	20,000	20,000	20,000
5490 EVENTS & PROGRAMS	27,975	39,731	22,500	50,000	50,000
5508 DOWNTOWN BEAUTIFICATION	75,031	29,268	21,000	35,000	35,000
5710 TRAVEL	-	-	100	100	100
5715 PROFESSIONAL DEVELOPMENT	75	-	1,000	1,000	1,000
5716 LICENSES & CONT EDUCATION	205	4,257	400	500	500
5730 DUES/MEMBERSHIPS	-	-	400	500	500
TOTAL PARKS & GROUNDS EXPENSES	197,939	184,224	176,500	243,400	238,400
TOTAL PARKS & GROUNDS	874,374	858,784	872,440	958,288	945,288

PUBLIC WORKS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
VEHICLE MAINTENANCE SALARIES					
5110 REGULAR WAGES	287,294	314,214	315,281	321,578	321,578
5120 OVERTIME	45,095	45,125	42,000	45,000	45,000
5140 SEASONAL	-	-	4,500	-	-
TOTAL VEHICLE MAINTENANCE SALARIES	332,388	359,338	361,781	366,578	366,578
VEHICLE MAINT EXPENDITURES					
5283 MAINT/REPAIRS VEHICLES	418	925	15,000	16,000	16,000
5285 MAINT REPAIRS	10,315	31,583	15,000	16,000	16,000
5287 MAINT/REPAIRS RADIOS	603	-	-	-	-
5293 UNIFORMS RENTAL	5,722	4,679	4,500	4,500	4,500
5294 CLOTHING ALLOWANCE	1,600	1,709	1,600	1,600	1,600
5295 OTHER SERVICES	5,515	16,856	10,000	10,000	10,000
5330 OPERATING SUPPLIES	6,030	5,888	5,000	6,000	6,000
5354 INVENTORY AUTO FUEL	6,970	(14,412)	-	-	-
5355 AUTOMOTIVE FUEL	3,175	2,917	10,000	5,000	5,000
5360 REPAIR PARTS EQUIPMENT	92,851	76,647	85,000	87,000	87,000
5361 OPERATING SUP POLICE	42,994	37,082	47,279	48,000	48,000
5362 OPERATING SUP FIRE	160,622	151,809	150,000	155,000	155,000
5363 DPW VEHICLES	157,198	144,720	141,000	141,000	141,000
5364 REPAIRS-WATER VEHICLES	-	(69)	-	-	-
5380 MINOR APPARATUS	10,755	9,998	1,000	5,000	5,000
5430 OTHER EQUIPMENT	2,451	3,076	7,750	7,800	7,800
5710 TRAVEL	6	-	-	-	-
5715 PROFESSIONAL DEVELOPMENT	256	300	2,000	2,000	2,000
5716 LICENSES & CONT EDUCATION	2,240	423	2,000	2,000	2,000
5730 DUES/MEMBERSHIPS	-	-	500	500	500
TOTAL VEHICLE MAINTENANCE EXPENSES	509,721	474,133	497,629	507,400	507,400
TOTAL VEHICLE MAINTENANCE	842,110	833,472	859,410	873,978	873,978

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
TRANSPORTATION SALARIES					
5110 REGULAR WAGES	-	-	-	135,000	135,000
TOTAL TRANSPORTATION SALARIES	-	-	-	135,000	135,000
TRANSPORTATION EXPENSES					
5282 OFFICE EQUIPMENT	-	-	-	-	-
5295 OTHER SERVICES	-	-	-	10,000	10,000
5310 OFFICE SUPPLIES	-	-	-	2,000	2,000
5504 TECHNOLOGY	-	-	-	1,500	1,500
5715 PROFESSIONAL DEVELOPMENT	-	-	-	1,000	1,000
5730 DUES/SUBSCRIPTIONS	-	-	-	400	400
TOTAL TRANSPORTATION EXPENSES	-	-	-	14,900	14,900
TRANSPORTATION REVENUES					
FROM RESERVES	-	-	-	(135,000)	(135,000)
TOTAL TRANSPORTATION REVENUES	-	-	-	(135,000)	(135,000)
TOTAL TRANSPORTATION	-	-	-	14,900	14,900

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
SNOW & ICE SALARIES					
5120 OVERTIME	272,109	438,026	198,000	198,000	198,000
TOTAL SNOW & ICE SALARIES	272,109	438,026	198,000	198,000	198,000
SNOW & ICE EXPENSES					
5374 SNOW/ICE MAINTENANCE	712,758	1,000,522	835,000	835,000	835,000
5375 ROAD SALT	328,379	542,463	212,000	212,000	212,000
5376 SAND	-	-	2,000	2,000	2,000
TOTAL SNOW & ICE EXPENSES	1,041,137	1,542,984	1,049,000	1,049,000	1,049,000
TOTAL SNOW & ICE	1,313,246	1,981,010	1,247,000	1,247,000	1,247,000

PUBLIC WORKS – WATER AND SEWER

	FTE FY2024	FTE FY2025	FTE FY2026	REQ FY2027	TMREC FY2027	TMREC FY2027
SEWER						
Deputy Director Water Resources & Planning	-	-	0.25	0.25	0.25	36,250
Deputy Director Operations**	-	-	0.25	0.25	0.25	36,250
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00	116,990
GIS Coordinator ***	0.20	0.20	0.20	0.20	0.20	24,196
Office Assistant III	1.00	1.00	1.00	1.00	1.00	72,338
Working Foreman	1.00	1.00	1.00	1.00	1.00	83,701
Maintenance Specialist	1.00	1.00	1.00	1.00	1.00	70,314
Solutions Manager	-	-	-	0.20	0.20	31,640
SEWER TOTAL	4.2	4.2	4.7	4.9	4.9	471,679

*Salary Allocated .75 to Water & .25 to Sewer

**Salary Allocated .5 to Water, .25 to Sewer and .25 to Solid Waste

***Salary Allocated .6 to IT, .2 to Water, and .2 to Sewer

	FTE FY2024	FTE FY2025	FTE FY2026	REQ FY2027	TMREC FY2027	TMREC FY2027
WATER						
Deputy Director Water Resources & Planning	1.0	1.0	1.0	0.75	0.75	108,750
Deputy Director Operations**	-	-	0.4	0.5	0.5	72,500
Water Dist & Waste Collection Supervisor	1.0	1.0	1.0	-	-	-
Director of Business Services	-	-	0.3	-	-	-
Capital Assets Projects Manager	-	-	-	1.0	1.0	125,000
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	122,981
GIS Coordinator ***	0.2	0.2	0.2	0.2	0.2	24,197
Laboratory Director	1.0	1.0	1.0	1.0	1.0	119,257
Chemist	1.0	1.0	1.0	1.0	1.0	108,368
Project Engineer	1.0	1.0	1.0	1.0	1.0	101,701
Water/Sewer Account Supervisor	1.0	1.0	1.0	1.0	1.0	78,117
Office Assistant III	2.0	1.0	1.0	1.0	1.0	74,146
WTP Operator	5.0	5.0	5.0	6.0	6.0	476,097
WTP Station Operator In Training	2.0	2.0	2.0	1.0	1.0	68,902
Licensed Maintenance/Grd Eq Op II	2.0	2.0	2.0	2.0	2.0	139,169
Maintenance Specialist	3.0	3.0	3.0	3.0	3.0	210,964
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	59,980
Solutions Manager***	-	-	-	0.28	0.28	31,640
Custodian	1.0	1.0	1.0	1.0	1.0	61,006
Customer Service & Communications Technician	-	-	-	1.5	1.5	97,500
WATER TOTAL	23.2	22.2	22.9	24.2	24.2	2,080,275

*Salary Allocated .75 to Water & .25 to Sewer

**Salary Allocated .5 to Water, .25 to Sewer and .25 to Solid Waste

***Salary Allocated .6 to IT, .2 to Water and .2 to Sewer

****Salary Allocated .44 to IT, .28 to Water and .28 to Sewer

PUBLIC WORKS – WATER AND SEWER

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
WATER ENTERPRISE FUND SALARIES					
5110 REGULAR WAGES	1,818,734	1,788,516	1,947,559	2,083,475	2,083,475
5120 OVERTIME	444,045	534,975	525,000	525,000	525,000
5130 PART-TIME	-	899	-	-	-
5140 SEASONAL	7,070	60,762	15,000	40,000	40,000
TOTAL WATER ENTERPRISE FUND SALARIES	2,269,849	2,385,151	2,487,559	2,648,475	2,648,475
WATER ENTERPRISE FUND EXPENSES					
5211 ELECTRICITY	1,015,166	1,346,097	1,800,000	1,800,000	1,800,000
5213 GAS	63,019	80,793	78,000	93,000	93,000
5220 TELEPHONE	33,684	35,380	50,000	50,000	50,000
5225 POSTAGE	12,454	12,253	17,032	17,000	17,000
5250 ADVERTISING	1,891	2,219	2,000	2,000	2,000
5268 PROFESSIONAL SERVICES	700	9,144	45,000	60,000	60,000
5270 PRINTING	11,927	11,646	12,650	15,000	15,000
5285 MAINTENANCE REPAIRS	239,174	291,690	371,910	420,000	420,000
5294 CLOTHING	6,910	6,573	7,000	8,000	8,000
5295 OTHER SERVICES	413,045	579,701	427,858	480,000	480,000
5310 OFFICE SUPPLIES	3,683	5,490	12,607	13,000	13,000
5323 CHEMICALS	707,048	641,073	900,000	900,000	900,000
5324 WATER LAB	134,464	127,832	160,000	165,000	165,000
5325 WATER PROTECTION	9,597	6,537	10,300	11,000	11,000
5330 OPERATING	24,355	45,247	35,000	36,000	36,000
5335 OIL	19,275	16,140	15,000	17,000	17,000
5350 OPERATING	37,310	113,067	183,855	185,000	185,000
5355 AUTO FUEL	40,484	38,025	30,000	30,000	30,000
5360 REPAIR PARTS	81	5,067	150,000	150,000	150,000
5364 REPAIR VEHICLES	25,731	19,086	52,530	53,000	53,000
5380 MINOR APPARTUS/ TOOLS	-	147	5,150	6,000	6,000
5395 OTHER COMMODITIES	43,876	45,042	42,024	43,000	43,000
5410 MACHINERY	2,120	1,311	21,012	21,400	21,400
5500 GIS	-	-	15,000	15,000	15,000
5504 TECHNOLOGY	-	500	-	-	-
5509 ADMINISTRATIVE COSTS	7,762	6,785	9,950	10,000	10,000
5703 INSURANCE DEDUCTIBLE	370	-	10,000	10,000	10,000
5710 TRAVEL	652	33	1,200	1,400	1,400
5715 PROFESSIONAL DEVELOPMENT	4,029	4,937	12,000	12,000	12,000
5716 LICENSES	8,169	821	1,000	2,000	2,000
5730 DUES AND MEMBERSHIPS	26,871	27,633	16,000	16,000	16,000
5950 OPEB	95,911	97,178	97,178	99,122	99,122
5985 INDIRECT COSTS	1,789,469	1,446,531	1,428,643	1,862,787	1,862,787
5990 RESERVE/OTHER FINANCING USES	300,000	150,000	-	-	-
TOTAL WATER ENTERPRISE FUND EXPENSES	5,079,227	5,173,977	6,019,900	6,603,709	6,603,709
WATER ENTERPRISE FUND DEBT SERVICE					
573202 BAN NONEXEMPT WATER	86,407	153,715	-	-	-
5742 WATER PRINCIPAL	2,576,799	2,587,435	3,252,379	3,592,681	3,592,681
57421 WATER INTEREST	874,478	1,094,315	1,667,414	1,852,461	1,852,461
TOTAL WATER ENTERPRISE FUND DEBT SERV	3,537,684	3,835,465	4,919,793	5,445,142	5,445,142
TOTAL WATER ENTERPRISE FUND	10,886,760	11,394,594	13,427,252	14,697,326	14,697,326

PUBLIC WORKS – WATER AND SEWER

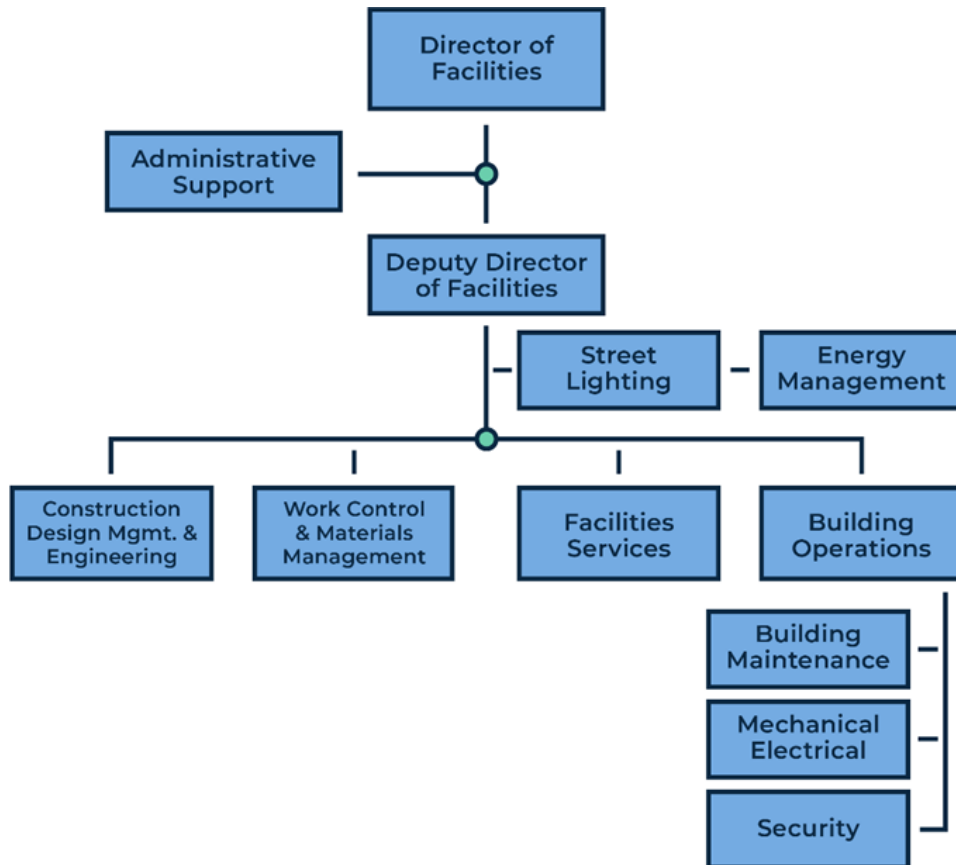
	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
SEWER ENTERPRISE FUND SALARIES					
5110 REGULAR WAGES	346,566	361,008	431,182	472,479	472,479
5120 OVERTIME	63,108	31,899	40,250	40,250	40,250
TOTAL SEWER ENTERPRISE FUND SALARIES	409,674	392,906	471,432	512,729	512,729
SEWER FUND ENTERPRISE EXPENSES					
5211 ELECTRICITY	144,623	87,228	250,000	250,000	250,000
5213 NATURAL GAS	781	518	1,000	1,000	1,000
5220 TELEPHONE	2,734	2,670	4,000	4,000	4,000
5225 POSTAGE	11,950	12,020	19,587	19,600	19,600
5268 PROFESSIONAL SERVICES	14,828	-	25,000	25,000	25,000
5270 PRINTING	3,702	3,538	6,900	6,900	6,900
5294 CLOTHING ALLOWANCE	950	600	2,000	2,400	2,400
5295 OTHER SERVICES	86,087	53,855	157,590	177,000	177,000
5323 CHEMICALS	-	-	11,025	11,025	11,025
5330 SUPPLIES/BUILDING	-	904	4,120	4,300	4,300
5335 FUEL OIL	4,474	-	10,000	6,000	6,000
5355 AUTOMOTIVE FUEL	-	-	30,000	20,000	20,000
5360 REPAIR PARTS/EQUIPMENT	-	1,538	25,750	26,000	26,000
5380 MINOR APPARATUS/TOOLS	-	-	618	700	700
5410 MACHINERY/EQUIPMENT	8,003	-	51,500	52,000	52,000
5500 G.I.S.	-	-	10,300	10,300	10,300
5600 GREATER LAWRENCE SANITARY	2,308,204	2,243,439	2,969,342	3,043,576	3,043,576
5703 INSURANCE DEDUCTIBLE	19,387	20,000	20,000	20,000	20,000
5760 JUDGEMENTS/SETTLEMENTS	52,792	-	-	-	-
5950 OPEB	25,073	25,408	26,342	26,869	26,869
5985 INDIRECT COSTS	515,608	550,369	626,637	643,969	643,969
5990 RESERVE/OTHER FINANCING USES	600,000	800,000	-	-	-
TOTAL SEWER FUND ENTERPRISE EXPENSES	3,799,196	3,802,086	4,251,712	4,350,639	4,350,639
SEWER ENTERPRISE FUND DEBT					
573203 BAN NONEXEMPT SEWER	48,998	88,974	-	-	-
5743 SEWER PRINCIPAL	1,171,500	871,550	982,800	951,600	951,600
57431 SEWER INTEREST	156,003	163,525	288,111	209,687	209,687
TOTAL SEWER FUND ENTERPRISE DEBT	1,376,501	1,124,049	1,270,911	1,161,287	1,161,287
TOTAL SEWER ENTERPRISE FUND	5,585,371	5,319,041	5,994,055	6,024,655	6,024,655

FACILITIES



Mission Statement

To provide a responsive, well-planned and cost effective maintenance operation and capital improvement program for all Town and School buildings, and building systems.



FACILITIES

The **Department of Facilities** oversees the facilities management, maintenance and construction responsibilities for Town and School buildings, parks and playgrounds, streetlights, traffic lights and the fuel depot. The department is also responsible for managing all major building-related capital projects and improvements.

Facilities Management procures and schedules major projects, participates in design and feasibility for future planning of potential construction projects, administers compliance programs for indoor air quality, fire protection, security, indoor integrated pest management, and the testing of building systems to comply with all applicable standards and regulations. Building audits and capital improvement projects are developed, procured, and executed by the Facilities Management team.

The **Administration Office** is responsible for long-range planning, monitoring of the annual budget and assists with the development of the department's annual Budget and Capital Improvement Program. The Office also manages all personnel records, payroll, and coordination of hiring processes for the Facilities Department. Responsibilities include the development and implementation of departmental policies and providing administrative support to all divisions.

Energy Management is managed in cooperation with the Director of Sustainability and Energy, and involves managing energy use, energy conservation, energy procurement and renewable energy development. These duties are accomplished by setting sustainable goals of energy efficiency, cost reduction and renewable energy generation. Facilities also promotes environmental responsibility and sustainability. Andover achieved its Green Community designation in 2010 and maintains it through continued commitment to reducing its use of energy throughout municipal functions, including buildings, vehicles, streetlights, and water and sewer systems and by continuing to investigate and implement new energy initiatives.

Street Lighting is managed by Facilities, including tracking the utility billing and maintenance of all Town owned streetlights in Andover. This includes roadway lights, antique style street lighting, parking lot and driveway lighting at all Town owned buildings and lots. Residents are able to report streetlight outages through an online reporting form which can be found on the Town of Andover website at the bottom of the [Street Lighting page](#).

Construction Design, Management and Engineering. The Construction Project Manager oversees major construction projects and specializes in building envelope, masonry, and structural projects. The Mechanical Engineer oversees major HVAC design projects, designs HVAC improvements and alterations for projects and retrofits, oversees air quality issues, hazardous building materials testing and management, and organizes the filing of historical plans. The Building Operations Manager plays an integral role in construction design as well, as they manage ongoing operations and maintenance of all Town and School buildings. Supplemental project management services are provided through part-time contracted project management professionals and Owner's Project Managers.

Work Control and Materials Management. This group maintains the computerized work order system and the central vehicle fuel depot, and conducts purchasing and inventory management functions. All Facilities construction and repair materials are procured by this group, including wholesale gasoline and diesel fuel for all Town vehicles. These roles also track costs and labor hours for the Facilities Department management and maintenance functions.

Facilities Services is responsible for providing all custodial services to Ballardvale Fire Station, Cormier Youth Center, Memorial Hall Library, Municipal Services Facility, Old Town Hall, Poms Pond, the Shawsheen Building, Public Safety Center, Recreation Park, Red Spring Road

FACILITIES

maintenance shop, The Robb Center, and Andover Town Offices building. Custodial cleaning supplies and equipment are procured by this division, and staff also support the facilities rentals function by providing custodial services during the rental of Town spaces.

Building Operations and Maintenance. The Building Operations Manager is responsible for oversight of the Building Maintenance, Mechanical, and Electrical divisions. These divisions are staffed by licensed, skilled tradespeople who provide services to all Town and School buildings in the fields of carpentry, electrical, HVAC, integrated security systems, locksmith, masonry, painting, plumbing, and roofing services, supporting all Town and School buildings. Management of contractor services for minor construction projects, annual contracted maintenance, inspections, and compliance also fall under these divisions. All work is tracked by utilizing a comprehensive work order system to provide detailed reporting to management.

The Building Maintenance Division maintains all roof systems, masonry, walls and ceilings, inspects and maintains all playground equipment, performs interior and exterior painting, and installs and maintains all locks, hardware, doors, and windows. This division maintains a variety of interior and exterior building related systems and components, including repairs to all paving and sidewalks on School property.

The Mechanical and Electrical Divisions fall under one budget account, which is listed as the Mechanical/Electrical Division. Below are summaries of their respective areas of responsibility.

- **The Mechanical Division** maintains, monitors, programs, upgrades and installs heating, ventilation, air conditioning (HVAC) and energy management systems. Plumbing installations and repairs, as well as boiler replacements and repairs also fall under the responsibility of the Mechanical Division.
- **The Electrical Division** oversees and maintains Town and School electrical systems and components, including building interior and exterior lighting, elevators, and generators. The Electrical division also maintains Town owned streetlights and traffic signals.

Security. The Security function is responsible for all Town and School security systems, including the integrated access control/closed circuit TV systems, perimeter security systems, keys and access cards. Working in cooperation with Andover Public Safety and Information Technology, this function develops and implements security improvements to Town and School buildings and public spaces.

FY2027 Objectives

Administration and Facilities Management

- Manage Schematic Design development for the Andover High School Improvement Project and develop cost estimates and scopes of work for Special Town Meeting authorization.
- Participate in the development of options for future use of the existing Shawsheen Preschool building as a Town asset.
- Continued management of the required updates to the Doherty Middle School to achieve full compliance with the Massachusetts Architectural Access Board (MAAB) agreement to address all ADA issues in the school over the next five years.
- Improve accessibility at Nason's Landing with construction of an accessible kayak launch.
- Construction management for Phase 1 of West Middle School security vestibule and administration improvements.
- Continued visioning and planning for improvements at The Park.
- Develop a plan for track repairs and turf replacement at Lovely Field.

FACILITIES

- Update and formalize the Facilities Operations and Maintenance Program manual.
- Select and implement a project management software solution.

Energy Management

- Identify energy saving projects through building assessments, utilizing all available utility rebates and incentives, as well as State and Federal grants, to maximize return on investment.
- Work collaboratively with the Director of Sustainability to research and implement new technologies in energy efficiency and sustainability, and the procurement of a competitive three-year supply contract for natural gas.
- Manage the procurement and construction of the Town's first municipal rooftop solar array, to be installed at Sanborn Elementary school.
- Implement renewable power generation through solar rooftop installations at Sanborn Elementary School and the Public Safety Center.

Street Lighting

- Work with National Grid to improve the reporting of utility work and repairs to lights on North Main Street.
- Collaborate with the Planning Division to include lighting upgrades as part of Route 133 future plans.
- Continue the installation of solar powered RRFB's in collaboration with Andover Public Safety and the Department of Public Works.

Construction Design, Management and Engineering

- Construction management for the replacement of the concrete sidewalks and granite curbing, along with repaving the rear entrance lot at the Public Safety Center.
- Manage construction of the West Fire Station renovations, including new windows, sitework and paving.
- Design and manage small construction projects such as offices, restrooms, outdoor spaces, playgrounds and site work. Verify compliance with the Americans with Disabilities Act (ADA).
- Adhere to State and Federal code requirements for lead and copper water testing and Asbestos Hazard Emergency Response Act (AHERA) monitoring and reporting.
- Support the development and construction of the Phase 2 Chandler Road project.
- Project oversight for the Penguin park ADA improvements and rubber resurfacing.
- Management for the design and construction of structural improvements and interior upgrades at Andover's historic Old Town Hall building.
- Construction management for Memorial Hall Library improvements including a partial roof replacement and the repairs to the wrought iron fence and granite pylons.

Work Control and Materials Management

- Continue the process of implementing a new Bar Code/QR Code system for inventory of parts for major systems equipment.
- Develop a database for major equipment parts, manuals, and schedules.

Facilities Services

- Provide efficient and highest-level custodial services to Town buildings.
- Support facilities rentals and town events with custodial support.
- Provide coverage and support for construction projects and contracted services.

FACILITIES

Building Operations

- Management of the Building Maintenance, Carpentry, Electrical, HVAC and Plumbing trades.
- Adhere to State and Federal code requirements for all building systems, including elevators, fire alarms, fire suppression systems, HVAC systems, boilers, etc.
- Design and perform in-house construction projects in compliance with building and accessibility codes.
- Continue the program of upgrading Building Management Hardware.

Security

- Implementation and oversight of the key management system for improved efficiency and security.
- Project management for the construction of the security vestibule and ADA improvements at Doherty Middle School.
- Map cameras in the security camera system.
- Manage implementation of security upgrades as identified in the recent security audit for Andover schools.

FACILITIES

	FY2024	FY2025	FY2026	FY2027	FY2027	FY2027
	FTE	FTE	FTE	REQ	TM REC	TM REC
FACILITIES						
<u>ADMINISTRATION</u>						
Director of Facilities	1.0	1.0	1.0	1.0	1.0	170,362
Deputy Director	1.0	1.0	1.0	1.0	1.0	133,385
Project Manager	1.0	1.0	1.0	1.0	1.0	134,079
Building Operations Manager	1.0	1.0	1.0	1.0	1.0	121,001
Materials Coordinator	1.0	1.0	1.0	1.0	1.0	107,630
Mechanical Engineer/Project Manager	1.0	1.0	1.0	1.0	1.0	108,833
Executive Assistant	1.0	1.0	-	-	-	-
Business Services Coordinator	-	-	1.0	1.0	1.0	101,803
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	76,684
	8.0	8.0	8.0	8.0	8.0	953,777
<u>FACILITIES SERVICES</u>						
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	88,057
Custodian	9.0	9.0	9.0	9.0	9.0	538,787
	10.0	10.0	10.0	10.0	10.0	626,844
<u>BUILDING MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	86,781
Carpenter	3.0	3.0	3.0	3.0	3.0	223,247
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	64,253
Weekend and Holidays Security Guard	0.5	0.5	0.5	0.5	0.5	29,518
	5.5	5.5	5.5	5.5	5.5	374,281
<u>MECHANICAL/ELECTRICAL</u>						
Working Foreman-HVAC	1.0	1.0	1.0	1.0	1.0	88,482
Working Foreman-Electrical	1.0	1.0	1.0	1.0	1.0	86,909
Electricians/HVAC Mechanic	2.0	2.0	2.0	2.0	2.0	158,337
Plumber	1.0	1.0	1.0	1.0	1.0	79,610
Security Systems Technician	1.0	1.0	1.0	1.0	1.0	79,998
Maintenance Mechanic-HVAC & Mechanical	1.0	1.0	2.0	2.0	2.0	156,109
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	80,653
Refrigeration Apprentice	1.0	1.0	-	-	-	-
	9.0	9.0	9.0	9.0	9.0	730,098
GRAND TOTAL	32.5	32.5	32.5	32.5	32.5	2,685,000

FACILITIES

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
FACILITIES ADMINISTRATION SALARIES					
5110 REGULAR WAGES	813,152	811,552	899,546	963,777	963,777
5120 OVERTIME	15,368	10,454	10,000	10,000	10,000
5130 PART TIME	-	62,109	-	-	-
TOTAL FACILITIES ADMINISTRATION SALARIES	828,520	884,115	909,546	973,777	973,777
FACILITIES ADMINISTRATION EXPENSES					
5220 TELEPHONE	18,094	18,012	18,500	18,500	18,500
5255 SOFTWARE SUPPORT	30,709	35,000	35,000	35,000	35,000
5270 PRINTING	745	214	400	400	400
5291 RENTALS EQUIPMENT	2,640	1,074	2,000	1,500	1,500
5294 CLOTHING ALLOWANCE	150	1,154	750	850	850
5295 OTHER SERVICES	3,887	9,001	5,000	4,500	4,500
5310 OFFICE SUPPLIES	3,684	2,970	5,000	4,500	4,500
5420 OFFICE EQUIPMENT	221	443	1,000	750	750
5710 TRAVEL	1,019	1,003	500	500	500
5715 PROFESSIONAL DEVELOPMENT	6,554	610	5,000	4,000	4,000
5716 LICENSES & CONT EDUCATION	1,126	5,762	6,000	6,000	6,000
5730 DUES/MEMBERSHIPS	545	390	500	500	500
TOTAL FACILITIES ADMINISTRATION EXPENSES	69,374	75,632	79,650	77,000	77,000
TOTAL FACILITIES ADMINISTRATION	897,894	959,747	989,196	1,050,777	1,050,777

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
FACILITIES SERVICES SALARIES					
5110 REGULAR WAGES	597,609	622,253	625,241	626,844	626,844
5120 OVERTIME	67,940	72,797	70,000	75,000	75,000
5130 PART TIME	-	-	26,663	26,663	26,663
5150 RENTAL OVERTIME	29,390	18,483	20,000	30,000	25,000
TOTAL FACILITIES SERVICES SALARIES	694,939	713,533	741,904	758,507	753,507
FACILITIES SERVICES EXPENSES					
5211 ELECTRICITY	213,812	228,584	230,000	230,000	230,000
5213 NATURAL GAS	87,242	89,625	97,000	104,000	104,000
5294 CLOTHING ALLOWANCE	5,969	5,583	7,100	7,100	7,100
5295 OTHER SERVICES	20	1,605	5,000	3,000	3,000
5310 OFFICE SUPPLIES	-	33	-	-	-
5330 OPERATING SUPPLIES	37,209	37,385	43,000	43,000	43,000
5355 AUTOMOTIVE FUEL	20,347	18,394	20,000	20,000	20,000
5410 MACHINERY / EQUIPMENT	8,240	9,907	15,000	12,000	12,000
5715 PROFESSIONAL DEVELOPMENT	1,000	-	500	500	500
TOTAL FACILITIES SERVICES EXPENSES	373,839	391,118	417,600	419,600	419,600
FACILITIES SERVICES REVENUES					
SALE OF SERVICE	(114,966)	(40,000)	-	(25,000)	(25,000)
TOTAL FACILITIES REVENUES	(114,966)	(40,000)	-	(25,000)	(25,000)
TOTAL FACILITIES SERVICES	953,812	1,064,651	1,159,504	1,153,107	1,148,107

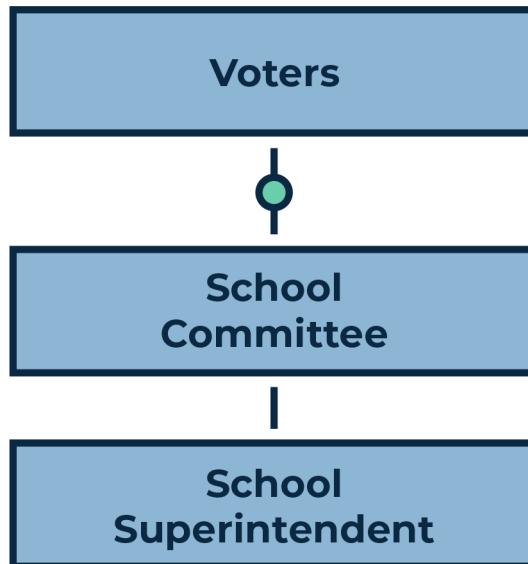
FACILITIES

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
TOWN BUILDING MAINTENANCE SALARIES					
5110 REGULAR WAGES	361,762	375,059	372,436	374,281	374,281
5120 OVERTIME	44,000	41,788	50,000	55,000	55,000
5130 PART TIME	25,127	27,598	28,000	29,518	29,518
TOTAL BUILDING MAINTENANCE SALARIES	430,889	444,445	450,436	458,799	458,799
BUILDING MAINTENANCE EXPENSES					
5288 MAINT/REPAIRS INVENTORY	33,995	37,972	40,000	45,000	45,000
5294 CLOTHING ALLOWANCE	2,894	2,886	5,500	3,600	3,600
5295 OTHER SERVICES	184,707	140,374	175,000	175,000	175,000
5330 OPERATING SUPPLIES	-	250	-	-	-
5340 REPAIRS PARTS BUILDINGS	2,320	-	-	-	-
5350 OPERATING SUPPLIES	113,532	83,566	82,500	90,000	90,000
5380 MINOR APPARATUS	4,095	5,410	5,500	5,500	5,500
5394 SUPPLIES/BOOKS/PERIODICALS	-	1,392	-	-	-
5410 MACHINERY / EQUIPMENT	-	1,465	1,500	1,500	1,500
5710 TRAVEL	4	34	500	500	500
5715 PROFESSIONAL DEVELOPMENT	714	389	1,000	1,000	1,000
5716 LICENSES & CONT EDUCATION	1,788	102	2,500	2,500	2,500
TOTAL BUILDING MAINTENANCE EXPENSES	344,050	273,839	314,000	324,600	324,600
TOTAL TOWN BUILDING MAINTENANCE	774,939	718,283	764,436	783,399	783,399

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
MECHANICAL/ELECTRICAL SALARIES					
5110 REGULAR WAGES	657,448	725,646	727,650	730,098	730,098
5120 OVERTIME	80,163	68,004	75,000	85,000	85,000
TOTAL MECHANICAL/ELECTRICAL SALARIES	737,611	793,650	802,650	815,098	815,098
MECHANICAL/ELECTRICAL EXPENSES					
5288 MAINT/REPAIRS INVENTORY	123,032	105,869	145,000	150,000	150,000
5291 RENTALS EQUIPMENT	2,333	-	2,000	2,000	2,000
5294 CLOTHING ALLOWANCE	6,541	4,748	5,400	5,400	5,400
5295 OTHER SERVICES	263,656	271,134	286,000	295,000	295,000
5350 OPERATING SUPPLIES	174,014	184,108	175,000	185,000	185,000
5360 REPAIR PARTS EQUIPMENT	-	87	-	-	-
5380 MINOR APPARATUS	9,792	9,199	10,000	12,000	12,000
5410 MACHINERY / EQUIPMENT	1,537	-	2,000	2,000	2,000
5710 TRAVEL	-	3	500	500	500
5715 PROFESSIONAL DEVELOPMENT	1,290	905	2,000	2,000	2,000
5716 LICENSES & CONT EDUCATION	4,922	2,067	4,500	5,000	5,000
TOTAL MECHANICAL/ELECTRICAL EXPENSES	587,117	578,119	632,400	658,900	658,900
TOTAL MECHANICAL/ELECTRICAL	1,324,728	1,371,770	1,435,050	1,473,998	1,473,998

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
STREET LIGHTING EXPENSES					
5211 ELECTRICITY	54,470	57,051	67,000	63,000	63,000
5289 STREET LIGHT MAINTENANCE	19,550	15,104	23,000	20,000	20,000
TOTAL STREET LIGHTING EXPENSES	74,021	72,156	90,000	83,000	83,000
TOTAL STREET LIGHTING	74,021	72,156	90,000	83,000	83,000

ANDOVER PUBLIC SCHOOLS



ANDOVER PUBLIC SCHOOLS

Andover Public Schools

Andover Public Schools serves approximately 5,400 students from preschool through high school. Our mission is to educate students to become resilient, engaged, lifelong learners and compassionate community members who think critically, collaborate effectively to solve problems, and contribute positively to a diverse and rapidly evolving society. The district includes one preschool, five elementary schools, three middle schools, and Andover High School. Across Andover Public Schools, students benefit from a wide range of opportunities that enrich their educational experience, including programs in the arts, STEM, athletics, humanities, and student leadership, as well as comprehensive services designed to support students with diverse learning needs.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
SCHOOL DEPARTMENT					
SCHOOL DEPARTMENT - PERSONNEL	80,665,808	82,558,260	85,419,073	89,324,417	89,324,417
SCHOOL DEPARTMENT - EXPENSES	18,583,451	19,594,448	22,085,687	22,211,772	22,211,772
SCHOOL DEPARTMENT TOTAL	99,249,259	102,152,708	107,504,760	111,536,189	111,536,189
TOTAL SCHOOL DEPARTMENT	99,249,259	102,152,708	107,504,760	111,536,189	111,536,189



SECTION 5

Fixed and Unclassified Expenses

TECHNICAL SCHOOLS / SOLID WASTE

Greater Lawrence Technical School & Essex North Shore Agricultural and Technical School

This budget provides funding to cover the assessments from the Greater Lawrence Technical School and the Essex North Shore Agricultural and Technical School. The assessments are based on student enrollment.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
TECHNICAL SCHOOLS					
5295 OTHER SERVICES	1,253,767	1,257,526	1,392,135	1,178,781	1,178,781
TOTAL TECHNICAL SCHOOLS EXPENSES	1,253,767	1,257,526	1,392,135	1,178,781	1,178,781
TOTAL TECHNICAL SCHOOLS	1,253,767	1,257,526	1,392,135	1,178,781	1,178,781

Solid Waste

This budget provides funding to cover the collection and disposal of curbside solid waste and recycling and the composting program within the School Department. This budget also provides funds for staff responsible for managing the daily administration of the curbside collection program.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
SOLID WASTE SALARIES					
5110 REGULAR WAGES	194	71,699	100,941	111,511	111,511
5120 OVERTIME	6,736	8,810	9,396	30,000	10,000
TOTAL SOLID WASTE SALARIES	6,929	80,509	110,337	141,511	121,511
SOLID WASTE EXPENSES					
5277 SOLID WASTE DISPOSAL	-	-	1,125,685	1,188,036	1,188,036
5295 SOLID WASTE COLLECTION	2,719,079	3,072,415	2,792,278	2,048,050	2,048,050
5297 RECYCLING COLLECTION	1,004,990	1,062,527	240,000	868,447	868,447
5299 COMPOSTING PROGRAM	-	-	20,000	20,000	-
5328 RECYCLING DISPOSAL	-	-	15,000	315,000	315,000
5360 REPAIR PARTS EQUIPMENT	-	-	600	-	-
5730 DUES/MEMBERSHIPS	-	-	-	600	600
TOTAL SOLID WASTE EXPENSES	3,724,069	4,134,942	4,193,563	4,440,133	4,420,133
TOTAL SOLID WASTE	3,730,999	4,215,451	4,303,900	4,581,644	4,541,644

DEBT SERVICE INFORMATION

Debt Service Fund

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
NON EXEMPT LONG TERM PRINCIPAL					
5736 REDEMPTION	1,420,000	985,000	-	-	-
5737 PENSION OBLIGATION	4,027,500	4,065,000	4,112,500	4,170,000	4,170,000
5741 SCHOOL LOANS	1,880,900	2,103,500	2,465,900	2,334,700	2,334,700
5744 STREET LOANS	234,300	274,300	544,300	580,100	580,100
5745 MUN BLDGS LOANS	1,594,900	1,777,600	2,097,100	2,334,600	2,334,600
5746 PUBLIC SAFETY LOANS	200,500	245,000	225,000	330,000	330,000
5747 LAND ACQ LOANS	470,000	250,250	190,000	140,000	140,000
5749 OTHER MUNIC PURPOSE	141,739	262,429	513,134	453,854	453,854
TOTAL NON EXEMPT LONG TERM PRINCIPAL	9,969,839	9,963,079	10,147,934	10,343,254	10,343,254
EXEMPT LONG TERM PRINCIPAL					
5737 PENSION OBLIGATION	4,027,500	4,065,000	4,112,500	4,170,000	4,170,000
5741 SCHOOL LOANS	1,859,500	2,625,000	3,210,000	3,262,200	3,262,200
5746 PUBLIC SAFETY LOANS	23,400	18,400	18,400	18,400	18,400
TOTAL EXEMPT LONG TERM PRINCIPAL	5,910,400	6,708,400	7,340,900	7,450,600	7,450,600
TOTAL DEBT PRINCIPAL	15,880,239	16,671,479	17,488,834	17,793,854	17,793,854
NON EXEMPT LONG TERM INTEREST					
5732 INTEREST ON BANS	134,998	243,945	80,200	-	-
5736 REDEMPTION	13,783	-	-	-	-
5737 PENSION OBLIGATION	1,633,898	1,597,953	1,548,735	1,490,529	1,490,529
5739 BOND ISSUE EXPENSES	16,706	11,669	70,000	-	-
5741 SCHOOL LOANS	596,616	947,046	1,095,222	881,324	881,324
5744 STREET LOANS	59,160	82,193	330,710	258,512	258,512
5745 MUN BLDGS LOANS	1,115,141	1,213,694	1,494,355	1,336,335	1,336,335
5746 PUBLIC SAFETY LOANS	71,190	126,532	106,533	124,883	124,883
5747 LAND ACQ LOANS	145,272	104,686	94,831	87,956	87,956
5749 OTHER MUNIC PURPOSE	39,419	230,437	537,101	381,685	381,685
5972 TRANSFER TO CAPITAL	-	400,000	-	-	-
TOTAL NON EXEMPT LONG TERM INTEREST	3,826,185	4,958,155	5,357,687	4,561,224	4,561,224
EXEMPT LONG TERM INTEREST					
5737 PENSION OBLIGATION	1,633,898	1,597,953	1,548,735	1,490,529	1,490,529
5741 SCHOOL LOANS	3,816,653	4,778,699	3,999,616	5,262,307	5,262,306
5746 PUBLIC SAFETY LOANS	4,720	3,700	2,780	1,860	1,860
TOTAL EXEMPT LONG TERM INTEREST	5,455,271	6,380,352	5,551,131	6,754,696	6,754,695
TOTAL DEBT INTEREST	9,281,457	11,338,508	10,908,818	11,315,920	11,315,919
TOTAL DEBT SERVICE	25,161,696	28,009,987	28,397,652	29,109,774	29,109,773

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JULY 1, 2026										
PRINCIPAL & INTEREST										
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2027	2028	2029	2030	2031	TOTAL ALL YEARS	
EXEMPT DEBT										
SCHOOL										
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	162,000	5,838	5,694	5,544	5,394	5,241	32,791	
BANCROFT SCHOOL	ART 03, 2012	12/19/12	14,000,000	845,250	817,250	796,250	775,250	756,875	5,448,625	
BANCROFT SCHOOL	ART 03, 2012	3/6/14	13,055,000	826,313	806,813	787,313	767,000	745,875	6,036,603	
BANCROFT SCHOOL	ART 1, 2013	3/6/14	2,435,000	152,550	148,950	145,350	141,600	137,700	1,114,350	
BANCROFT SCHOOL	ART 3, 2010	6/19/15	100,000	6,413	6,263	6,113	5,963	5,813	52,188	
BANCROFT SCHOOL	ART 1, 2013	6/19/15	779,000	50,488	49,288	48,088	46,888	45,688	386,813	
BANCROFT SCHOOL	ART 3, 2010	12/15/16	967,000	66,700	64,950	63,450	61,950	60,325	515,725	
WEST EL/SHAWSHEEN PRE-SCHOOL	ART 15 2021	12/16/21	6,695,000	316,706	316,706	320,206	316,331	317,081	8,258,397	
WEST ELEMENTARY/SHAWSHEEN PRE-SCHOOL	ART 15, 2021	7/28/22	46,914,500	2,821,825	2,823,450	2,822,825	2,824,825	2,824,325	76,217,275	
WEST ELEMENTARY/SHAWSHEEN PRE-SCHOOL	ART 15, 2021	12/14/23	32,435,000	1,918,275	1,918,775	1,917,775	1,920,150	1,915,900	53,708,625	
TOTAL SCHOOL				8,524,507	8,471,738	8,426,888	8,380,450	8,324,797	196,645,968	
PENSION OBLIGATION BONDS										
TOTAL PENSION OBLIGATION BONDS			82,500,000	5,660,529	5,661,343	5,662,543	5,660,959	5,660,701	79,260,988	
				5,660,529	5,661,343	5,662,543	5,660,959	5,660,701	79,260,988	
PUBLIC SAFETY										
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	425,000	20,260	19,340	9,840	-	-	49,440	
TOTAL PUBLIC SAFETY CENTER				20,260	19,340	9,840	-	-	49,440	
TOTAL EXEMPT				14,205,295	14,152,420	14,099,271	14,041,409	13,985,498	275,956,354	
PUBLIC SERVICE ENTERPRISES										
WATER DEBT										
WATER SYSTEM	ART 20, 2008	10/15/06	1,000,000	51,000	-	-	-	-	51,000	
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	4,666,635	283,576	-	-	-	-	283,576	
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	634,717	38,371	38,370	38,371	-	-	115,112	
WATER SYSTEM	ART 20, 2003	12/1/07	1,472,000	74,331	71,444	-	-	-	145,775	
WATER SYSTEM	ART 34, 2005	12/1/07	1,000,000	53,094	51,031	-	-	-	104,125	
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	250,000	11,675	11,388	11,088	10,788	10,481	65,581	
WATER MAINS	ART 31, 2010	12/19/12	500,000	30,188	29,188	28,438	27,688	27,031	194,594	
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	500,000	31,781	31,031	30,281	29,500	28,688	232,156	
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	1,439,000	88,988	86,888	84,788	82,600	80,325	650,038	
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	1,000,000	63,563	62,063	60,563	59,000	57,375	464,313	
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	1,375,800	133,620	-	-	-	-	133,620	
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	1,308,000	102,425	99,025	96,475	93,925	91,375	658,325	
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	464,300	36,150	34,950	34,050	33,150	32,250	232,350	
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	276,800	23,350	22,550	17,025	16,575	16,125	126,525	
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	464,300	36,150	34,950	34,050	33,150	32,250	232,350	
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	93,500	6,025	5,825	5,675	5,525	5,375	38,725	
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	500,000	38,375	37,125	35,875	34,625	33,500	411,500	
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	1,500,000	115,125	111,375	107,625	103,875	100,500	1,234,500	
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	200,000	18,975	18,225	17,475	11,850	11,400	109,725	
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	90,000	6,675	6,425	6,175	5,925	5,700	46,800	
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	100,000	6,675	6,425	6,175	5,925	5,700	46,800	
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	500,000	35,531	34,281	33,031	31,906	30,906	416,547	
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	597,000	42,500	41,000	39,500	38,150	36,950	493,000	
WATER MAIN REPLACEMENT	ART 25, 2018	12/18/19	3,000,000	213,188	205,688	198,188	191,438	185,438	2,499,281	
WATER MAIN REPLACEMENT	ART 29, 2019	12/18/19	2,000,000	142,125	137,125	132,125	127,625	123,625	1,666,188	
WTP ELECTRICAL SUBSTATION REPLACEMENT	ART 27, 2018	12/17/20	1,306,400	92,525	89,275	86,025	82,775	80,175	1,141,125	
WATER MAIN REPLACEMENT (MCWT 0% INTEREST)	VARIOUS	12/16/21	4,791,300	133,607	133,807	134,008	134,210	134,412	3,401,402	
WTP ELECTRICAL SUBSTATION	ART 27 2018	12/16/21	3,500,000	259,875	251,125	242,375	233,625	224,875	3,357,375	
WATER MAIN REPLACEMENT	ART 26 2020	12/16/21	2,757,000	207,100	200,100	193,100	186,100	179,100	2,636,300	
WATER MAIN REPLACEMENT	ART 23 2021	12/16/21	3,000,000	222,750	215,250	207,750	200,250	192,750	2,877,750	
WTP GENERATOR	ART 23 2021	12/16/21	1,000,000	74,250	71,750	69,250	66,750	64,250	959,250	
WATER MAIN REPLACEMENT	ART 23, 2021	7/28/22	485,000	44,775	43,225	41,975	40,725	39,475	572,600	
WATER MAIN REPLACEMENT	ART 23, 2022	12/14/23	2,000,000	150,200	146,700	143,200	139,700	136,200	2,926,525	
FISH BROOK INTAKE REPLACEMENT	ART 23, 2021	12/14/23	100,000	9,025	8,775	8,525	8,275	8,025	125,425	
WATER TREATMENT PLANT GENERATOR	ART 23, 2021	12/14/23	380,000	35,300	34,300	33,300	32,300	31,300	468,900	
WATER MAIN REPLACEMENT	ART 23, 2022	12/14/23	1,000,000	75,175	73,425	71,675	69,925	68,175	1,453,975	
WATER MAIN/DISTRIBUTION IMPROVEMENTS	ART 23, 2021	12/14/23	1,000,000	90,250	87,750	85,250	82,750	80,250	1,254,250	
WATER TREATMENT PLANT/SCADA SYSTEM UPGRADE	ART 23, 2023	12/14/23	600,000	54,150	52,650	51,150	49,650	48,150	752,550	
WATER MAIN REPLACEMENT	ART 23, 2021	12/12/24	1,500,000	133,875	130,125	126,375	122,625	118,875	1,951,125	
WATER MAIN REPLACEMENT	ART 23, 2022	12/12/24	2,100,000	187,425	182,175	176,925	171,675	166,425	2,731,575	
WTP GENERATOR	ART 23, 2021	12/12/24	1,050,000	96,325	93,575	90,825	88,075	85,325	1,355,500	
FISHBROOK INTAKE REPLACEMENT	ART 23, 2021	12/12/24	26,500	5,875	5,625	5,375	5,125	-	22,000	
WATER TREATMENT PLANT/SCADA SYSTEM UPGRADE	ART 21, 2023	12/12/24	1,900,000	169,575	164,825	160,075	155,325	150,575	2,471,425	
WATER MAIN REPLACEMENT	ART 26, 2024	12/12/24	6,000,000	535,500	520,500	505,500	490,500	475,500	7,804,500	
ARGILLA RD WATER MAIN REPLACEMENT (MCWT)	ART 32, 2022/ART 1, 2023	2/6/25	5,502,135	273,823	270,706	267,588	264,470	261,352	6,675,004	
WATER MAIN REPLACEMENT	ART 8, 2025	12/18/25	6,000,000	643,608	550,500	535,500	520,500	505,500	8,659,608	
WOODHILL PUMPS & MOTOR CONTROL CENTERS	ART 8, 2025	12/18/25	582,400	65,826	54,250	52,750	51,250	49,750	833,826	
RAW WATER PUMPING STATION	ART 8, 2025	12/18/25	1,850,000	201,173	172,275	167,525	162,775	158,025	2,661,098	
TOTAL WATER				5,445,142	4,729,058	4,472,992	4,302,573	4,173,457	67,745,183	
SEWER DEBT										
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	1,000,000	51,000	-	-	-	-	51,000	
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	4,002,000	204,000	-	-	-	-	204,000	
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	1,225,000	63,713	61,238	-	-	-	124,950	
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	4,458,000	237,478	193,919	-	-	-	431,397	
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	500,000	26,547	25,516	-	-	-	52,063	
SEWER	ART 33, 2006	3/15/09	350,000	14,288	13,653	13,018	-	-	40,958	
SEWER SHAWSHEEN OUTFALL	ART 33, 2008	3/15/09	1,500,000	71,355	68,868	64,883	-	-	205,105	
SEWER - DASCOMB ROAD (Betterment)	ART 36, 2007	3/15/09	200,000	9,563	9,138	8,713	-	-	27,413	
SEWER KIRKLAND ROAD (Betterment)	ART 41, 2007	3/15/09	250,000	9,563	9,138	8,713	-	-	27,413	
SEWER SHAWSHEEN PUMP STATION	ART 64, 2007	3/15/09	200,000	9,563	9,138	8,713	-	-	27,413	
SEWER SHAWSHEEN OUTFALL	ART 33, 2008	2/24/11	300,000	18,131	17,531	16,931	16,331	15,656	84,563	
SEWER	ART 46, 2010	12/22/11	225,000	11,675	11,388	11,088	10,788	10,481	65,581	
SEWER MAINS	ART 51, 2001	2/24/11	200,000	12,088	11,688	11,288	10,875	10,438	56,375	
SHAWSHEEN PUMPING STATION	ART 64, 2007	12/19/12	200,000	12,075	11,675	11,375	10,875	10,413	77,838	
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	150,000	6,038	5,838	5,688	5,538	5,406	38,919	
SEWER MAIN CONSTRUCTION	ART 51, 2008	12/19/12	300,000	18,113	17,513	17,063	16,613	16,219	116,756	
SEWER MAIN CONSTRUCTION	ART 32, 2010	12/19/12	500,000	30,188	29,188	28,438	27,688	27,031	194,594	
SHAWSHEEN RIVER OUTFALL SEWER CONSTRUCTION	ART 33, 2008	12/14/23	180,000	17,250	16,750	16,250	15,750	15,250	218,050	
SHAWSHEEN RIVER INTERCEPTOR	ART 21, 2023	12/14/23	500,000	45,125	43,875	42,625	41,375	40,125	627,125	
SHAWSHEEN PUMPING STATION	ART 64, 2007	12/12/24	181,500	17,200	16,700	16,200	15,700	15,200	229,175	
SHAWSHEEN RIVER OUTFALL SEWER CONSTRUCTION	ART 33, 2008	12/12/24	1,250,000	114,175	110,925	107,675	104,425	101,175	1,615,600	
DALE STREET PUMPING STATION	ART 30, 2018	12/12/24	360,000	34,250						

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ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2027	2028	2029	2030	2031	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT									
SCHOOL DEBT									
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	865,000	41,818	39,873	-	-	-	81,690
SCHOOL ROOF	ART 17, 2007	3/15/09	1,480,000	74,225	50,738	-	-	-	124,963
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	465,000	18,168	17,323	-	-	-	35,490
SCHOOL REMODELING	ART 28, 2007	2/24/11	300,000	17,475	16,875	16,275	15,856	-	66,281
SCHOOL REPAIRS	ART 27, 2008	2/24/11	810,000	46,600	45,000	43,400	41,750	-	176,750
SCHOOL REPAIRS	ART 56, 2009	2/24/11	850,000	52,206	50,406	48,606	41,750	-	192,969
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	2,000,000	120,875	116,875	112,875	108,750	104,375	563,750
SCHOOL REMODELING	ART 16, 2011	12/22/11	925,000	52,538	51,244	49,894	48,544	47,166	295,116
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	655,000	35,025	34,163	33,263	32,363	31,444	196,744
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	525,000	29,188	28,469	27,719	26,969	26,203	163,953
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	650,000	36,263	35,063	33,863	32,625	31,313	169,125
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	1,000,000	69,550	66,950	-	-	-	136,500
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	530,000	30,188	29,188	28,438	27,688	27,031	194,594
BANCROFT SCHOOL	ART 1, 2013	3/6/14	927,000	57,206	55,856	54,506	53,100	51,638	417,881
SCHOOL REPAIRS	ART 36, 2013	3/6/14	900,000	57,206	55,856	54,506	53,100	51,638	417,881
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	2,400,000	152,550	148,950	145,350	141,600	137,700	1,114,350
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	1,250,000	87,300	84,900	82,500	-	-	254,700
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	432,500	38,250	-	-	-	-	38,250
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	475,000	45,900	-	-	-	-	45,900
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	475,000	45,900	-	-	-	-	45,900
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	1,700,000	114,975	111,575	109,025	106,475	103,925	1,182,850
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	12/15/17	449,000	47,325	40,600	-	-	-	87,925
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	360,000	36,925	35,525	-	-	-	72,450
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	300,000	23,025	22,275	21,525	20,775	20,100	246,900
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	11/15/18	275,000	28,125	26,875	25,625	-	-	80,625
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	370,000	39,375	37,625	35,875	-	-	112,875
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	722,000	65,450	62,950	55,575	53,325	51,300	431,700
SCHOOL IMPROVEMNTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	319,000	34,950	33,450	31,950	30,600	-	130,950
MAJOR SCHOOL PROJECTS	ART 28, 2019	12/17/20	600,000	53,000	51,000	49,000	47,000	45,400	456,200
MAJOR SCHOOL PROJECTS	ART 22/2020	12/16/21	1,978,000	153,425	148,175	142,925	137,675	132,425	1,851,675
MAJOR SCHOOL PROJECTS	ART 38/2019	12/16/21	180,000	24,350	23,350	22,350	21,350	20,350	113,175
MAJOR SCHOOL PROJECTS	ART 23/2021	12/16/21	1,850,000	139,975	135,225	130,475	125,725	120,975	1,760,875
WEST MIDDLE SCHOOL BUILDING IMPROVEMENTS	ART 22/2022	12/14/23	250,000	24,925	24,175	23,425	22,675	21,925	298,850
DOHERTY MIDDLE SCHOOL DESIGN & CONSTRUCTION	ART 18/2022	12/14/23	5,110,000	460,275	447,525	434,775	422,025	409,275	6,396,675
HIGH SCHOOL HEATER & BOILER	ART 19/2023	12/14/23	150,000	15,900	15,400	14,900	14,400	13,900	173,425
BANCROFT TURF FIELD	ART 19/2023	12/14/23	600,000	64,200	62,200	60,200	58,200	56,200	679,400
WEST MIDDLE SCHOOL EXTERIOR MASONRY	ART 19/2023	12/14/23	150,000	15,900	15,400	14,900	14,400	13,900	173,425
HIGH SCHOOL FIELD HOUSE ROOF	ART 19/2023	12/14/23	100,000	13,750	13,250	12,750	12,250	11,750	96,000
SOUTH ELEMENTARY MASONRY CLEANING	ART 19/2023	12/14/23	107,500	13,750	13,250	12,750	12,250	11,750	96,000
DOHERTY MIDDLE SCHOOL WINDOW REPLACEMENTS	ART 19/2023	12/14/23	350,000	33,950	32,950	31,950	30,950	29,950	424,275
HS MEDIA CENTER CARPET REPLACEMENT	ART 23, 2021	12/12/24	200,000	17,850	17,350	16,850	16,350	15,850	260,150
DOHERTY MIDDLE LIBRARY AC	ART 23, 2021	12/12/24	300,000	26,775	26,025	25,275	24,525	23,775	390,225
SANBORN LOT AND ROAD	ART 23, 2021	12/12/24	200,000	23,025	22,275	21,525	20,775	20,025	228,000
WEST MIDDLE ASBESTOS REMOVAL	ART 23, 2021	12/12/24	75,000	8,075	7,825	7,575	7,325	7,075	91,200
WOODHILL/HIGH PLAIN PLAYGROUND	ART 23, 2021	12/12/24	200,000	23,025	22,275	21,525	20,775	20,025	228,000
DOHERTY MIDDLE SCHOOL IMPROVEMENTS	ART 18, 2022	12/12/24	2,890,000	258,525	251,275	244,025	236,775	229,525	3,756,775
MAJOR SCHOOL PROJECTS - PARKING LOT	ART 21, 2022	12/12/24	550,000	67,525	65,275	63,025	60,775	58,525	636,125
MAJOR SCHOOL PROJECTS - PARKING LOT	ART 21, 2022	12/12/24	150,000	20,875	15,250	14,750	14,250	13,750	172,125
MAJOR SCHOOL PROJECTS	ART 21, 2022	12/12/24	350,000	33,850	32,850	31,850	30,850	29,850	444,925
DOHERTY MIDDLE SCHOOL AIR HANDLERS	ART 24, 2024	12/12/24	400,000	35,700	34,700	33,700	32,700	31,700	520,300
DOHERTY MIDDLE SCHOOL DOORS	ART 24, 2024	12/12/24	100,000	8,925	8,675	8,425	8,175	7,925	130,075
SOUTH ELEMENTARY MASONRY	ART 24, 2024	12/12/24	150,000	16,000	15,500	15,000	14,500	14,000	184,775
WEST MIDDLE SCHOOL KITCHEN	ART 24, 2024	12/12/24	300,000	26,775	26,025	25,275	24,525	23,775	390,225
WOODHILL/HIGH PLAIN SCHOOL	ART 24, 2024	12/12/24	200,000	23,225	22,475	21,725	20,975	20,225	237,100
WOODHILL/HIGH PLAIN SCHOOL	ART 24, 2024	12/12/24	150,000	16,000	15,500	15,000	14,500	14,000	184,775
TOTAL SCHOOL				3,118,129	2,863,776	2,521,819	2,297,119	2,097,281	27,453,811

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ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2027	2028	2029	2030	2031	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT									
STREET									
STORM DRAINS	ART 50, 2008	3/15/09	100,000	4,725	4,515	4,305	-	-	13,545
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	100,000	5,825	5,625	5,425	5,219	-	22,094
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	400,000	23,519	22,719	21,919	21,094	5,219	94,469
BRIDGE REPAIR	ART 24, 2011	12/22/11	100,000	5,838	5,694	5,544	5,394	5,241	32,791
PARKING LOT	ART 25, 2011	12/22/11	85,000	5,069	-	-	-	-	5,069
DRAINAGE	ART 33, 2011	12/22/11	200,000	11,675	11,388	11,088	10,788	10,481	65,581
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	280,000	17,288	11,688	11,288	10,875	10,438	61,575
BRIDGE REPAIR	ART 32, 2008	12/19/12	200,000	12,075	11,675	11,375	11,075	10,813	77,838
STORM DRAINAGE	ART 33, 2011	12/19/12	100,000	6,038	5,838	5,688	5,538	5,406	38,919
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	1,100,000	66,588	29,188	28,438	27,688	27,031	230,994
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	285,400	21,318	-	-	-	-	21,318
ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	300,000	33,750	32,250	30,750	-	-	96,750
MINOR STORM DRAIN REPAIRS	ART 48, 2018	12/17/20	100,000	12,050	11,550	11,050	10,550	10,150	55,350
MINOR STORM DRAIN REPAIRS	ART 22,2020	7/28/22	100,000	13,250	12,750	12,250	11,750	11,250	82,250
TOWN BRIDGE REPAIR	ART 40 2019	12/14/23	100,000	13,700	13,200	12,700	12,200	6,825	99,425
PARKING & HARDSCAPE IMPROVEMENTS	ART 41 2019	12/14/23	400,000	45,750	44,250	42,750	36,375	35,125	440,750
TOWN BRIDGE MAINTENANCE	ART 40, 2019	12/12/24	400,000	35,700	34,700	33,700	32,700	31,700	520,300
SIDEWALK PROGRAM	ART 22, 2020	12/12/24	300,000	37,325	36,075	34,825	33,575	32,325	345,125
SIDEWALK PROGRAM	ART 22, 2020	12/12/24	650,000	71,675	69,425	67,175	64,925	62,675	784,300
SIDEWALK PROGRAM	ART 23, 2021	12/12/24	500,000	60,600	58,600	56,600	54,600	52,600	580,000
SIDEWALK PROGRAM	ART 23, 2021	12/12/24	450,000	48,450	46,950	45,450	43,950	42,450	547,200
HISTORIC MILL DISTRICT CIRCULATION	ART 23, 2021	12/12/24	150,000	16,150	15,650	15,150	14,650	14,150	182,400
SIDEWALK PROGRAM	ART 21, 2022	12/12/24	850,000	94,700	91,700	88,700	85,700	77,825	1,025,200
MINOR STORM DRAIN REPAIRS	ART 24, 2024	12/12/24	650,000	60,625	58,875	57,125	55,375	53,625	835,150
TOWN BRIDGE MAINTENANCE	ART 24, 2024	12/12/24	200,000	23,225	22,475	21,725	20,975	20,225	237,100
TOTAL STREET				746,906	656,778	635,018	574,994	525,553	6,495,491

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GENERAL FUND NON-EXEMPT									
MUNICIPAL FACILITIES									
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	255,000	9,245	8,815	-	-	-	18,060
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	290,000	14,228	8,600	8,200	-	-	31,028
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	75,000	3,628	3,365	1,743	-	-	8,735
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	650,000	40,150	33,750	32,550	31,313	-	137,763
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	163,000	5,838	5,694	5,544	5,394	5,241	32,791
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	500,000	29,188	28,469	27,719	26,969	26,203	163,953
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	100,000	5,838	5,694	5,544	5,394	5,241	32,791
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	325,000	20,275	-	-	-	-	20,275
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	200,000	10,700	10,300	-	-	-	21,000
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	200,000	10,400	-	-	-	-	10,400
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	400,000	26,750	25,750	-	-	-	52,500
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	125,000	5,350	5,150	-	-	-	10,500
YOUTH CENTER	ART 3, 2011 STM	3/6/14	2,000,000	127,125	124,125	121,125	118,000	114,750	928,625
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	300,000	21,825	21,225	20,625	-	-	63,675
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	387,600	33,252	-	-	-	-	33,252
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	1,153,400	88,500	85,875	83,625	81,375	78,938	494,625
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	333,000	28,560	-	-	-	-	28,560
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	315,250	31,500	25,375	-	-	-	56,875
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	12/15/17	108,650	10,400	5,075	-	-	-	15,475
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	8,888,000	476,600	471,925	474,425	476,625	473,600	10,432,392
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	288,300	26,375	25,375	-	-	-	51,750
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	270,800	26,375	25,375	-	-	-	51,750
SAFETY & COMMUNICATIONS UPGRADE PHASE II	ART 46, 2017	11/15/18	300,000	32,250	30,750	-	-	-	63,000
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	5,000,000	302,375	301,000	299,375	297,500	301,000	6,600,850
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3,000,000	177,050	178,425	174,675	175,800	177,100	4,053,650
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	775,000	66,750	64,250	61,750	59,250	57,000	468,000
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	173,000	16,875	16,125	15,375	-	-	48,375
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	226,575	14,950	14,450	13,950	13,450	13,000	149,600
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017	11/15/18	78,425	5,375	5,125	-	-	-	10,500
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	145,000	16,625	15,875	10,250	-	-	42,750
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	500,000	28,025	27,275	26,525	25,850	25,250	601,094
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	120,000	11,650	11,150	10,650	10,200	-	43,650
PUBLIC WORKS VEHICLES	ART 32, 2018	12/18/19	420,000	46,600	44,600	42,600	40,800	-	174,600
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/18/19	2,000,000	102,025	99,525	101,900	104,325	101,925	2,442,394
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/18/19	1,000,000	51,031	49,781	53,406	52,056	50,856	1,218,303
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/18/19	200,000	23,300	22,300	21,300	20,400	-	87,300
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1,247,000	57,338	60,713	58,963	62,088	60,488	1,435,588
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	2,753,000	130,256	126,756	128,131	129,256	130,981	3,220,222
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	680,000	35,000	34,000	33,000	32,000	31,200	786,475
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	320,000	17,144	16,644	16,144	15,644	15,244	375,460
MAJOR TOWN BUILDING PROJECTS	ART 36 2019	12/17/20	81,600	11,150	5,775	5,525	5,275	5,075	32,800
TOWN & SCHOOL ENERGY INITIATIVES	ART 37 2019	12/17/20	210,000	24,100	23,100	22,100	21,100	20,300	110,700
PUBLIC WORKS VEHICLES	ART 22, 2020	12/17/20	580,000	71,400	63,525	60,775	58,025	55,825	309,550
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1 2019 STM	12/16/21	1,000,000	49,088	47,838	46,588	50,213	48,713	1,214,650
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24 2019	12/16/21	500,000	22,256	26,631	25,881	25,131	24,381	613,247
TOWN & SCHOOL ENERGY INITIATIVES	ART 23 2021	12/16/21	200,000	25,300	24,300	23,300	22,300	21,300	136,900
LIBRARY MAKERSPACE RENOVATION	ART 23 2021	12/16/21	225,000	30,425	24,300	23,300	22,300	21,300	142,025
TOWN & SCHOOL ENERGY INITIATIVES	ART 22, 2020	7/28/22	50,000	6,625	6,375	6,125	5,875	5,625	41,125
BALLARDALE FIRE STATION PARKING LOT	ART 21 2022	12/14/23	375,000	44,750	43,250	41,750	35,375	34,125	403,250
TOWN OFFICES RENOVATIONS	ART 21 2022	12/14/23	200,000	18,050	17,550	17,050	16,550	16,050	250,850
PUBLIC SAFETY CENTER/EPOXY REPLACEMENT	ART 21 2022	12/14/23	75,000	12,500	12,000	11,500	11,000	5,625	63,125
TOWN PARKS & PLAYGROUND IMPROVEMENTS	ART 21 2022	12/14/23	250,000	29,850	28,850	27,850	26,850	25,850	266,775
MAJOR TOWN PROJECTS	ART 22 2020	12/14/23	225,000	23,675	22,925	22,175	16,550	16,050	266,975
IT INFRASTRUCTURE	ART 19 2023	12/14/23	102,500	13,750	13,250	12,750	12,250	11,750	96,000
TOWN PARKS & PLAYGROUND IMPROVEMENTS	ART 19 2023	12/14/23	380,000	40,125	38,875	37,625	36,375	35,125	424,625
MEMORIAL HALL LIBRARY CABINETS & FLOORS	ART 19 2023	12/14/23	150,000	20,625	19,875	19,125	18,375	17,625	144,000
OLD TOWN HALL RENOVATIONS	ART 19 2023	12/14/23	200,000	18,050	17,550	17,050	16,550	16,050	250,850
TOWN OFFICES RENOVATIONS	ART 19 2023	12/14/23	50,000	6,875	6,375	6,125	5,875	5,625	48,000
WEST FIRE STATION BUILDING	ART 19 2023	12/14/23	200,000	18,050	17,550	17,050	16,550	16,050	250,850
WEST FIRE STATION WALKWAYS & LANDSCAPING	ART 19 2023	12/14/23	75,000	8,025	7,775	7,525	7,275	7,025	84,925
MEMORIAL HALL LIBRARY CARPETS	ART 19 2023	12/14/23	100,000	13,650	13,150	12,650	7,275	7,025	101,050
WEST FIRE STATION EPOXY REPLACEMENT	ART 19 2023	12/14/23	75,000	12,500	12,000	11,500	6,125	5,875	64,125
MEMORIAL HALL LIBRARY LED LIGHTING	ART 19 2023	12/14/23	120,000	14,400	13,900	8,525	8,275	8,025	135,925
MAJOR TOWN PROJECTS	ART 22, 2020	12/12/24	500,000	44,625	43,375	42,125	40,875	39,625	650,375
TOWN & SCHOOL ENERGY INITIATIVES	ART 22, 2020	12/12/24	150,000	16,100	15,600	15,100	14,600	14,100	183,375
TOWN & SCHOOL ENERGY INITIATIVES	ART 23, 2021	12/12/24	330,000	33,350	32,350	31,350	30,350	29,350	412,725
MAJOR TOWN BUILDING PROJECTS	ART 23, 2021	12/12/24	305,000	26,775	26,025	25,275	24,525	23,775	390,225
PUBLIC WORKS VEHICLES	ART 21, 2022	12/12/24	400,000	61,625	59,375	57,125	54,875	52,625	425,125
TOWN PARKS & PLAYGROUND IMPROVEMENTS	ART 21, 2022	12/12/24	300,000	37,325	36,075	34,825	33,575	32,325	345,125
BALLARDALE FIRE LOT	ART 21, 2022	12/12/24	125,000	15,150	14,650	14,150	13,650	13,150	144,700
LIBRARY CUPOLA	ART 21, 2022	12/12/24	600,000	53,550	52,050	50,550	49,050	47,550	780,450
PUBLIC SAFETY DISPATCH/AC	ART 21, 2022	12/12/24	75,000	12,800	7,425	7,175	6,925	6,675	81,125
IT INFRASTRUCTURE	ART 24, 2024	12/12/24	350,000	49,525	47,775	46,025	44,275	42,525	382,900
PUBLIC WORKS VEHICLES	ART 24, 2024	12/12/24	560,000	82,950	75,075	72,325	69,575	66,825	606,825
TOWN & SCHOOL SECURITY PROJECTS	ART 24, 2024	12/12/24	130,000	29,375	28,125	26,875	25,625	-	110,000
TOWN PARKS & PLAYGROUND IMPROVEMENTS	ART 24, 2024	12/12/24	250,000	30,100	29,100	28,100	27,100	21,225	295,600
MAJOR TOWN PROJECT DEMOLITION	ART 24, 2024	12/12/24	75,000	8,075	7,825	7,575	7,325	7,075	91,200
MAJOR TOWN PROJECT YOUTH CENTER PATIO	ART 24, 2024	12/12/24	75,000	8,075	7,825	7,575	7,325	7,075	91,200
MAJOR TOWN PROJECT BUILDING ACCESS	ART 24, 2024	12/12/24	350,000	33,850	32,850	31,850	30,850	29,850	444,925
MAJOR TOWN PROJECT OFFICE RENOVATION	ART 24, 2024	12/12/24	50,000	7,075	6,825	6,575	6,325	6,075	54,700
MAJOR TOWN PROJECT TOWN OFFICES BATHROOM	ART 24, 2024	12/12/24	150,000	16,000	15,500	15,000	14,500	14,000	184,775
TOWN & SCHOOL ENERGY INITIATIVES	ART 24, 2024	12/12/24	115,000	14,300	13,800	8,425	8,175	7,925	140,575
TOTAL MUNICIPAL FACILITIES				3,302,562	3,097,274	2,861,186	2,744,906	2,560,409	45,786,831

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2026									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2027	2028	2029	2030	2031	TOTAL ALL YEARS
PENSION OBLIGATION BONDS NON-EXEMPT	ART 7 2021	12/16/21	82,500,000	5,660,529	5,661,343	5,662,543	5,660,959	5,660,701	79,260,988
TOTAL PENSION OBLIGATION BONDS				5,660,529	5,661,343	5,662,543	5,660,959	5,660,701	79,260,988
PUBLIC SAFETY									
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	270,000	32,250	30,750	-	-	-	63,000
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	1,100,000	84,425	81,675	78,925	76,175	73,700	905,300
FIRE APPARATUS REPLACEMENT	ART 22, 2020	12/17/20	700,000	59,625	57,375	55,125	52,875	51,075	513,225
FIRE RESCUE VEHICLES			975,000	89,250	86,750	84,250	81,750	79,250	1,213,750
RADIO BOX REPEATER	ART 24, 2024	12/12/24	130,000	29,375	28,125	26,875	25,625	-	110,000
THERMAL IMAGING CAMERA	ART 24, 2024	12/12/24	45,000	11,500	11,000	10,500	5,125	-	38,125
TOTAL PUBLIC SAFETY				306,425	295,675	255,675	241,550	204,025	2,843,400
LAND ACQUISITION									
LAND ACQUISITION	ART 12, 2001	2/24/11	100,000	5,825	5,625	5,425	5,219	-	22,094
LAND ACQUISITION FOSTERS POND	ART 55, 2010	2/24/11	220,000	12,088	11,688	11,288	10,875	10,438	56,375
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	2/24/11	290,000	17,694	17,094	16,494	10,875	10,438	72,594
LAND ACQUISITION CHANDLER RD	ART 33, 2013	3/6/14	775,000	49,950	48,750	47,550	41,300	40,163	340,938
CHANDLER ROAD LAND ACQUISITION	ART 35 2021	12/16/21	3,000,000	142,400	143,775	140,025	141,150	142,025	3,700,838
TOTAL LAND ACQUISITION				227,956	226,931	220,781	209,419	203,063	4,192,838
LANDFILL									
LANDFILL	ART 44, 1999	12/22/11	300,000	17,513	17,081	16,631	16,181	15,722	98,372
LANDFILL	ART 44, 1999	12/22/11	300,000	17,513	17,081	16,631	16,181	15,722	98,372
LANDFILL	ART 44, 1999	12/22/11	100,000	5,838	5,694	5,544	5,394	5,241	32,791
LANDFILL	ART 44, 1999	12/22/11	100,000	5,838	5,694	5,544	5,394	5,241	32,791
LANDFILL	ART 44, 1999	3/6/14	200,000	12,713	12,413	12,113	11,800	11,475	92,863
LANDFILL (MCWT)	ART 31, 2008	2/11/16	675,000	41,327	41,386	41,445	41,507	41,569	416,069
LEDGE ROAD LANDFILL CLOSURE	ART 31, 2008			240,600	234,600	228,600	222,600	216,600	4,102,200
LEDGE ROAD LANDFILL CLOSURE	ART 31, 2008	12/12/24		295,700	288,200	280,700	273,200	265,700	5,204,175
LEDGE ROAD LANDFILL CLOSURE	ART 25, 2023	12/12/24		198,500	193,500	188,500	183,500	178,500	3,531,500
TOTAL LANDFILL				835,539	815,648	795,708	775,757	755,769	13,609,132
TOTAL GENERAL FUND NON-EXEMPT				14,904,478	14,235,775	13,534,454	13,060,304	12,531,651	185,556,248
GRAND TOTAL				35,716,202	33,954,326	32,644,273	31,824,824	31,098,300	535,858,745

GENERAL INSURANCE

General Insurance

The General Insurance budget provides for the Property, Casualty and Workers' Compensation insurance coverage needs of the Town of Andover, including the Andover Public Schools. The Insurance Coordinator within the Finance Department handles all automobile, property and liability claims that impact town departments and employees. The Insurance Coordinator is responsible for submitting third party claims to insurance companies to recoup the cost of damages to the Town's property whenever there is sufficient information available to do so.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
GENERAL INSURANCE					
5202 COMPREHENSIVE INSURANCE	709,641	785,750	774,315	797,544	797,544
5711 WORKERS COMPENSATION	570,858	599,339	655,360	813,031	813,031
TOTAL GENERAL INSURANCE	1,280,499	1,385,089	1,429,675	1,610,575	1,610,575

UNEMPLOYMENT COMPENSATION FUND

Unemployment Compensation Fund

This appropriation reimburses the unemployment compensation fund established by the Town in accordance with M.G.L. Chapter 40, Section 5E to provide for compensation costs assessed by the State Division of Unemployment Assistance. Payments are made to Department of Unemployment Assistance based upon actual claims costs.

Fiscal Year	Beginning Balance	Appropriations	Earnings	Expenditures	Closing Balance
2025	\$ 650,297	\$ 172,303	\$ 31,531	\$ 235,832	\$ 618,299
2024	\$ 657,785	\$ 168,100	\$ 35,418	\$ 211,006	\$ 650,297
2023	\$ 632,729	\$ 164,000	\$ 25,056	\$ 164,000	\$ 657,785
2022	\$ 540,921	\$ 160,000	\$ 1,710	\$ 69,902	\$ 632,729
2021	\$ 380,837	\$ 160,000	\$ 714	\$ 630	\$ 540,921
2020	\$ 374,563	\$ 160,000	\$ 6,274	\$ 160,000	\$ 380,837
2019	\$ 357,190	\$ 160,000	\$ 4,084	\$ 146,711	\$ 374,563
2018	\$ 286,342	\$ 160,000	\$ 3,145	\$ 92,297	\$ 357,190
2017	\$ 275,494	\$ 160,000	\$ 1,532	\$ 150,684	\$ 286,342
2016	\$ 265,422	\$ 158,000	\$ 758	\$ 148,686	\$ 275,494
2015	\$ 59,446	\$ 395,000	\$ 262	\$ 189,286	\$ 265,422

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
UNEMPLOYMENT COMPENSATION EXPENSES					
5712 UNEMPLOYMENT COMPENSATION	134,341	172,303	126,610	129,775	129,775
5975 TRANSFER TO TRUST FUND	24,574	-	-	-	-
TOTAL UNEMPLOYMENT COMPENSATION	158,915	172,303	126,610	129,775	129,775

HEALTH INSURANCE

Health Insurance Fund

The Town has established a health insurance trust fund in accordance with M.G.L. Chapter 32B, Section 3A to pay for health insurance claims and premiums. This budget covers health insurance costs for active and retired town and school employees.

On January 9, 2012 the Select Board accepted the new Municipal Health Insurance Reform Act (Chapter 69 of the Acts of 2011). This act allowed to the Town to adjust its health insurance plan design to match a benchmark plan within the GIC. An agreement between the Town and its collective bargaining units for FY13 saved the Town approximately \$1 million in increased premiums with the plan rates being reduced by 6%. The new plan design, which included higher deductibles and co-pays, offset by a modest reimbursement arrangement, and aided by good claims history, afforded the Town and subscribers a 0% increase, saving another \$1 million+ in premium avoidance costs. An additional \$1 million in premium cost avoidance was leveraged for FY15 by issuing a RFP that caused the incumbent carrier MIIA BC/BS to reduce its renewal rate from an initial +9.8% to just +2%. The budgetary increases in the health insurance appropriations during this period were largely due to new FTEs being added to the school budget.

On July 1, 2015 the Town became self-funded for health insurance. A deductible plan was implemented along with a 50% HRA reimbursement resulting on a 0% rate increase. On January 9, 2016 the Select Board voted, for the second time, to change health insurance benefits under MGL C32B Sections 21 and 22, as added by Chapter 69 of the Acts of 2011. This generated estimated savings of over \$1,400,000 and for the second year in a row resulted in a 0% rate increase. In April 2016, the Andover Select Board voted to systematically increase the health insurance premium contribution split for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to OPEB Trust Fund, which is estimated at \$769,703 for FY19. Beginning in FY18, all new employees began to pay 30% towards the cost of their health insurance.

The Town Manager's recommended FY2027 appropriation for employee and retiree health insurance is \$30,967,473. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2026.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
HEALTH INSURANCE EXPENSES					
5206 INSURANCE HEALTH	19,737,524	21,269,550	27,649,530	30,967,473	30,967,473
5975 TRANSFER TO TRUST FUND	4,097,570	3,866,386	-	-	-
TOTAL HEALTH INSURANCE	23,835,094	25,135,936	27,649,530	30,967,473	30,967,473

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Other Post Employment Benefits (OPEB)

Other Post Employment Benefits (OPEB) refers to retiree benefits other than pensions, which primarily includes health insurance, but also includes benefits such as dental, vision, life, long-term disability and long-term care benefits, if and when offered. In 2004 the Government Accounting Standards Board (GASB) issued Statement 43 “Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans” and Statement 45 “Accounting and Financial Reporting by Employers for Postemployment Benefit Plans Other Than Pensions.” These statements were then replaced by Statement No. 74 “Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans” and Statement No. 75 “Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, which replaced Statement No. 45” in 2015. These actions mandated that all U.S. governmental entities publicly disclose their OPEB costs and liabilities. The Town of Andover has conducted actuarial valuations and updates every year since 2009. The net OPEB Liability as of June 30, 2025 is \$93,445,831.

The Town of Andover has been working to manage its OPEB liabilities since 2010, when the Annual Town Meeting was asked to accept the provisions of Chapter 479 of the Acts of 2008 which allows municipalities to establish a special trust fund to hold funds towards the purpose of reducing their unfunded OPEB liability. Since that time the Town has been actively addressing its OPEB liability on two fronts though a combination of pre-funding and cost containment. This two-pronged approach has proven effective in reducing the Town’s long-term OPEB liability.

In April 2015 the Andover Select Board established an OPEB Committee to study and report on the complex issue of OPEB and to make recommendations relative to managing the liability. The Committee issued its report dated March 31, 2016. As a result of this report, in April, 2016 the Andover Select Board voted to systematically increase the premium contribution split for health insurance for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to the OPEB Trust Fund.

For FY2027, the Town Manager is recommending a total appropriation of \$2,286,775 from the following sources: \$2,160,784 from general fund, and \$99,122 from water rates and \$26,869 from sewer rates. The appropriation is a 9.5 % increase from the FY2026 budget.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
OTHER POSTEMPLOYMENT BENEFITS					
5950 FIXED CHARGES	1,812,834	1,874,364	1,964,349	2,160,784	2,160,784
TOTAL OTHER POSTEMPLOYMENT BENEFITS	1,812,834	1,874,364	1,964,349	2,160,784	2,160,784

RETIREMENT FUND / COMPENSATION FUND / RESERVE FUND

Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission (PERAC) based upon the Andover Retirement Board's approved funding schedule. A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers, who retire under the Massachusetts Teachers' Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Select Board, and a member appointed by the other four Board members. The Andover Retirement Board updates its actuarial valuation every two years, at which time a new funding schedule is established.

In June of 2021, Annual Town Meeting and voters at the ballot box approved the Town's pension obligation bond plan, which fundamentally changes the funding strategy for the Town's pension liability. The longstanding funding schedule that required annual and compounding increases has been replaced with a debt schedule that is largely fixed through 2040. In December of 2021, the Town moved forward with a pension obligation bond issuance that yielded an interest cost of 2.367%. The issuance was the last step of a two-year planning and community engagement process that will result in approximately \$142 million in savings through 2040. The anticipated savings are a result of the difference between the prior funding schedule and the new debt schedule that will service the pension obligation bond. The pension system is currently 97.89% funded as a result of the plan and the Town's commitment to managing the liability moving forward. The net unfunded pension liability currently totals \$6,016,332. The Retirement Board has approved a funding schedule that is projected to fully fund this liability by 2029. Thereafter, only the annual required contribution will be payable each year.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
RETIREMENT EXPENSES					
5721 PENSION CONTRIBUTION	7,124,844	7,481,086	7,855,142	8,300,526	8,300,526
TOTAL RETIREMENT	7,124,844	7,481,086	7,855,142	8,300,526	8,300,526

Compensation Fund

The Compensation Fund, established by town bylaw, is a reserve for salary adjustments, and union and non-union wage settlements that may occur during the year. Any transfer from this fund requires the approval of the Select Board.

	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2027 DEPT REQ	2027 TM REC
COMPENSATION FUND					
5199 COMPENSATION PLAN	-	-	1,135,000	300,000	300,000
TOTAL COMP FUND	-	-	1,135,000	300,000	300,000

Reserve Fund

The Reserve Fund, authorized by state statute, provides town operations with funding for extraordinary or unforeseen expenditures occurring during the year. Transfer from this account requires the approval of the Finance Committee.

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 DEPT REQ	FY 2027 TM REC
RESERVE FUND EXPENSES					
5700 RESERVE FUND	100,000	318,677	200,000	200,000	200,000
RESERVE FUND	100,000	318,677	200,000	200,000	200,000



SECTION 6

Long Range Financial Plan

LONG RANGE FINANCIAL PLAN

Long Range Financial Plan												
	FY2026	% Change	FY2027	% Change	FY2028	% Change	FY2029	% Change	FY2030	% Change	FY2031	% Change
	\$		\$		\$		\$		\$		\$	
REVENUE												
Property Taxes	181,930,594	3.79%	189,047,801	3.91%	195,512,276	3.42%	202,225,277	3.42%	209,197,362	3.45%	216,439,572	3.46%
1.12% Increase	4,588,265	3.79%	4,726,195	3.91%	4,887,807	3.42%	5,055,632	3.42%	5,229,934	3.45%	5,410,989	3.46%
New Growth	300,057	13.22%	1,738,286	323.33%	161,612	1.171%	1,916,433	11.711%	1,914,422	14.969%	2,112,890	10.400%
Unused Excess Levy Capacity	(1,238,067)	(92.041%)	(907,500)	(73.168%)	(315,188)	(25.500%)	(923,067)	(75.880%)	(319,144)	(25.500%)	(339,422)	(25.500%)
Exempt Revenue	10,171,670	(319,997)	11,428,229	12.359%	11,375,354	(0.46%)	11,322,205	(0.47%)	11,264,343	(0.51%)	11,208,432	(0.50%)
Total Property Taxes	197,981,404.19	3.24%	206,633,005	4.37%	213,285,443	3.22%	220,196,500	3.24%	227,372,771	3.26%	234,832,461	3.28%
State Aid	18,125,232	4.95%	18,615,044	2.70%	18,922,673	1.65%	19,390,309	2.47%	19,665,298	1.39%	20,047,787	1.84%
Local Revenues	13,183,523	10.16%	13,896,089	5.40%	14,066,574	1.23%	14,214,243	1.05%	14,363,443	1.05%	14,514,197	1.05%
Free Cash for CIP & Articles	3,885,000	89.83%	5,807,000	50.25%	3,000,000	(48.34%)	3,435,000	14.50%	4,082,750	18.86%	3,220,750	(21.11%)
Other Funds	250,000	150.00%	250,000	0.00%	50,000	(80.00%)	50,000	0.00%	50,000	0.00%	50,000	0.00%
Total Other Revenues	35,423,755	4,051,172	38,558,133	8.88%	31,444,278	-8.86%	36,889,552	2.64%	38,161,491	3.17%	37,852,734	-0.86%
Total REVENUE	233,405,159	10,256,347	245,201,138	4.60%	244,729,724	-0.20%	257,186,052	5.05%	265,534,263	3.25%	272,685,196	2.69%
EXPENSES												
Capital and Debt Service												
Non-Exempt Debt Service	15,505,622	642,676	14,904,478	(3.88%)	15,368,783	3.12%	15,460,966	0.60%	15,600,680	0.90%	15,489,181	(0.65%)
Exempt Debt Service	12,892,030	(150,890)	14,205,295	1,313,265	14,152,420	(0.37%)	14,099,271	(0.72%)	14,041,409	(0.38%)	13,985,498	(0.40%)
Cash Capital	2,603,528	(20,472)	3,237,200	24.34%	3,233,240	(0.12%)	3,256,300	0.71%	3,320,120	2.00%	3,310,000	(0.30%)
Capital Officers	(200,000)	(200,000)	(300,000)	(50.00%)	(300,000)	0.00%	(300,000)	0.00%	(300,000)	0.00%	(300,000)	0.00%
Total Capital and Debt Service	30,801,180	271,314	32,046,973	3.94%	32,454,443	1.27%	32,516,537	0.19%	32,662,209	0.45%	32,578,741	(0.26%)
Obligations												
Andover Contributory Retirement	7,615,614	460,367	8,060,998	5.85%	8,519,662	5.69%	9,001,368	5.69%	9,501,091	5.65%	10,016,647	5.44%
Health Insurance	2,722,766	11,059%	30,630,709	1,105%	33,074,631	7.98%	35,985,936	8.79%	37,501,091	4.20%	39,742,515	5.98%
Other Post Employment Benefits	1,984,349	89,985	2,160,784	9.00%	2,264,718	4.81%	2,373,859	4.81%	2,488,480	4.82%	2,629,710	5.68%
Insurance/Workers' Comp	1,247,777	(81,922)	1,428,676	14.50%	1,500,110	5.00%	1,575,115	4.81%	1,653,871	5.00%	1,736,565	5.00%
Unemployment Compensation	117,747	(38,555)	120,912	2.69%	123,935	2.50%	127,033	2.50%	130,209	2.50%	133,465	2.50%
Solid Waste	4,303,900	163,768	4,541,644	5.52%	4,818,031	6.99%	5,072,414	5.28%	5,340,499	5.28%	5,633,028	5.29%
Total Obligations	42,621,446	3,316,428	46,943,724	8.44%	49,322,278	10.14%	53,535,727	8.43%	56,438,508	5.41%	59,452,929	5.44%
Expenses - Other												
State Assessments	893,743	29,056	821,010	(8.14%)	841,535	2.50%	862,574	2.50%	884,138	2.50%	906,241	2.50%
Technical School Assessments	1,392,134	40,547	1,178,781	(15.33%)	1,214,144	3.00%	1,250,568	3.00%	1,288,086	3.00%	1,326,728	3.00%
Overly Reserve & Adjustments	984,899	64,899	700,000	(29.45%)	800,000	14.29%	800,000	0.00%	800,000	0.00%	800,000	0.00%
Warrant Articles - Taxation	914,000	(138,033)	921,500	2.53%	932,500	1.20%	943,500	1.20%	954,500	1.20%	965,500	1.20%
Warrant Articles - Free Cash	3,865,000	1,830,000	5,807,000	50.25%	3,000,000	(48.34%)	3,435,000	14.50%	4,082,750	18.86%	3,220,750	(21.11%)
Total Expenses - Other	8,029,776	1,826,469	9,029,291	12.44%	9,856,679	9.18%	10,249,142	4.18%	10,638,974	3.78%	11,028,720	3.63%
Expenses - Town Operations												
Town Budget	45,903,129	1,228,551	47,165,465	2.75%	48,580,429	3.00%	50,037,842	3.00%	51,538,977	3.00%	53,085,146	3.00%
Transfers	800,000	223,128	1,177,823	47.23%	1,202,823	2.12%	1,227,823	2.08%	1,252,823	2.04%	1,277,823	2.00%
Offers	(1,347,510)	(1,347,510)	(1,739,701)	(28.36%)	(2,039,701)	(16.66%)	(2,095,793)	(2.75%)	(2,151,885)	(2.70%)	(2,207,977)	(2.56%)
Total Town Budget	45,355,622	1,006,116	46,603,587	2.27%	47,743,551	2.35%	49,169,872	2.99%	50,638,973	2.99%	52,155,000	2.99%
Expenses - School Operations												
School Budget	107,504,760	3,885,714	111,536,189	3.75%	115,439,955	3.50%	119,480,354	3.50%	123,662,166	3.50%	127,990,342	3.50%
Offers and Transfers	(907,625)	(50,000)	(957,625)	(5.22%)	(1,007,625)	(5.22%)	(1,057,625)	(5.00%)	(1,107,625)	(4.73%)	(1,157,625)	(4.50%)
Total School Budget	106,597,135	3,835,714	110,578,564	3.73%	114,432,330	3.49%	118,422,729	3.49%	122,554,541	3.49%	126,832,717	3.53%
TOTAL APPROPRIATIONS	233,405,159	10,256,347	245,201,138	4.60%	244,729,724	-0.20%	257,186,052	5.05%	265,534,263	3.25%	272,685,196	2.69%
Balance	0	0	0	0	(2,063,200)	(2,063,200)	(3,507,954)	(3,507,954)	(4,955,708)	(4,955,708)	(6,404,462)	(6,404,462)

The Town is required to present a balanced budget to Town Meeting. Future years will be balanced as revenue and expenditure estimates are refined throughout the budget process.



SECTION 7

Property Tax Information

PROPERTY TAX INFORMATION

What is Proposition 2 ½?

The **Property Tax Levy** is the total amount a community raises in real and personal property taxes. The levy is calculated by taking the total amount that the town is authorized to spend during the fiscal year (the sum of all appropriation votes of Town Meeting plus any state or county assessments or other bills the town must pay not requiring Town Meeting approval) and subtracting anticipated state and local revenues.

The **Levy Limit** is a restriction placed on the Tax Levy by a state law known as **Proposition 2½**. The town's Levy Limit is automatically increased 2½% each year. In addition, a community is allowed to increase its levy limit to reflect growth of its tax base due to development.

Proposition 2½ limits the total a town is allowed to raise from property taxes. It is important to understand that the Levy Limit gets the 2½% increase. The Town's total revenues, the budgets, the tax rate, and the individual's property tax bill can all increase by different percentages in the same fiscal year and still be within Proposition 2½.

A community does not have to tax up to its levy limit, but it cannot exceed its levy limit unless voters approve an override or exclusion. Andover has been in full compliance with Proposition 2½ since its enactment. For many years, Andover did not tax up to its levy limit. The budgets adopted by Town Meeting required property tax levies which were lower than the maximum allowed under the law. In recent years Andover's property tax levy has been very close to its levy limit.

If Town Meeting votes to spend more than the Town can expect to collect in revenues, Proposition 2½ provides local options for increasing the Levy Limit by passing, by majority vote in an election, an override, capital outlay exclusion, or debt exclusion. **The Levy Limit can be increased only by popular vote in a referendum, not by Town Meeting.** The State enforces Proposition 2½ by not allowing a Town to set its tax rate until it can prove that it has a balanced budget.

By passing an **Override** a community can assess a specific amount of property taxes in addition to its Levy Limit. The ballot question can specify the use of these additional revenues for the first year. An override results in a permanent increase in the Levy Limit. It is intended for funding ongoing programs.

By passing a **Debt Exclusion** a community can assess additional taxes to pay the debt service (principal and interest costs) for a specific capital project. The additional amount is added to the Levy Limit for the life of the debt only. Each year that a payment must be made for that project, the Levy Limit is first calculated as usual and then the extra amount from the debt exclusion is added. Unlike overrides, exclusions do not become part of the base used to calculate future years' levy limits.

By passing a **Capital Outlay Expenditure Exclusion** a community can assess additional taxes to pay for a specific project or major equipment purchase. The additional amount to pay for the project is added to the Levy Limit only for the year in which the project is undertaken. The amounts excluded for these one-time expenditures do not become part of the base. Capital outlay exclusions can only be used for expenditures which could be bonded.

The Override Process

Increasing taxes to pay for additional services, projects, or purchases is a two-step process. A referendum is necessary to increase the Levy Limit so that the Town can collect the additional taxes. Town Meeting must vote to authorize the spending of any Town funds. A 4/5 vote of the Select Board is required to place an override or exclusion question on the ballot. When scheduling an election, time must be allowed for legal notice requirements, printing of ballots, voter registration and absentee voting. State law establishes specific requirements regarding the wording of ballot questions.

PROPERTY TAX INFORMATION

Property Tax Limit History

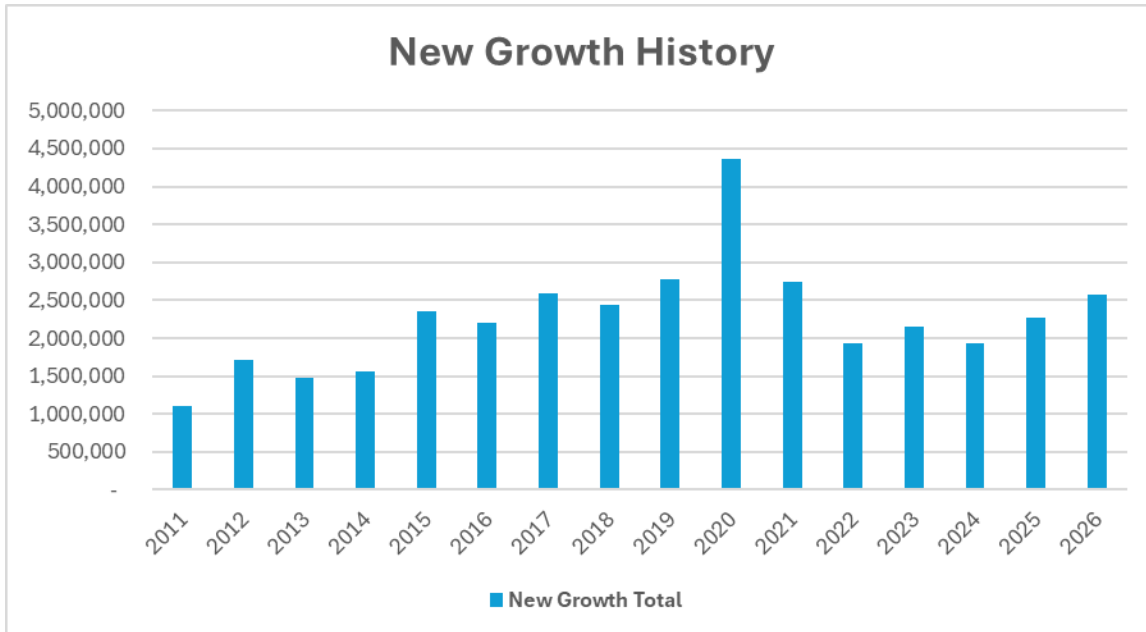
Fiscal Year	Prop 2 1/2 Tax Levy Limit	Excess Tax Levy Capacity	Actual Tax Levy Within Prop 2 1/2	Additional Taxes Debt Exclusion	Total Tax Levy	% Increase Total Tax Levy
*2027	189,047,801	307,500	188,740,301	11,428,229	200,168,530	3.4%
2026	188,410,281	300,000	188,110,281	10,171,670	198,281,951	3.4%
2025	181,930,594	590,591	181,340,003	10,491,667	191,831,670	5.0%
2024	175,279,716	1,579,173	173,700,543	8,987,064	182,687,607	4.5%
2023	169,123,819	839,830	168,283,987	6,494,267	174,778,254	5.6%
2022	162,894,022	434,719	162,459,303	3,000,574	165,459,877	3.7%
2021	157,043,310	1,084,772	155,958,538	3,530,110	159,488,648	5.2%
2020	150,531,621	2,702,735	147,828,886	3,782,989	151,611,875	4.3%
2019	142,600,950	1,133,564	141,467,386	3,902,896	145,370,282	4.3%
2018	136,417,581	1,105,873	135,311,707	4,040,852	139,352,559	4.8%
2017	130,709,371	1,323,435	129,385,935	3,597,424	132,983,359	4.1%
2016	124,996,152	1,603,771	123,392,381	4,304,490	127,696,871	4.5%
2015	119,797,140	2,001,783	117,795,354	4,438,406	122,233,760	4.0%
2014	114,580,069	352,631	114,227,432	3,278,583	117,506,015	5.0%
2013	110,260,241	715,811	109,544,429	2,349,085	111,893,514	2.8%
2012	106,128,017	201,319	105,926,697	2,947,458	108,874,155	4.0%
2011	101,868,863	70,925	101,797,938	2,860,362	104,658,300	3.3%

*Projection - based on budget and warrant article recommendations for the 2026 Annual Town Meeting

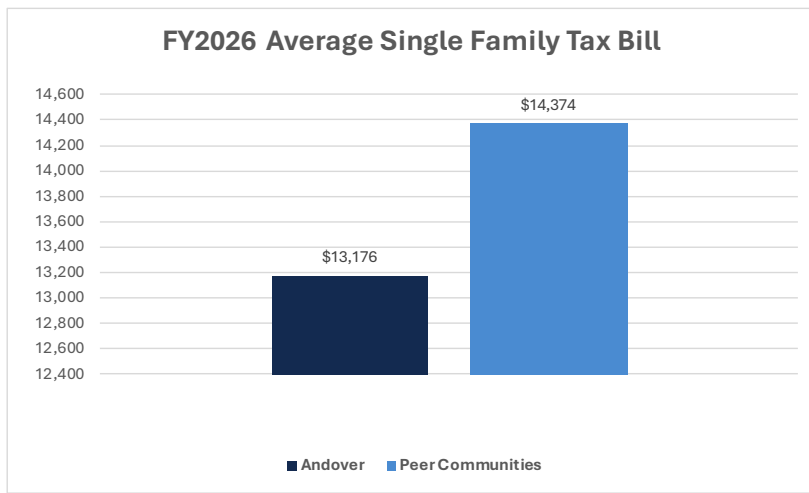
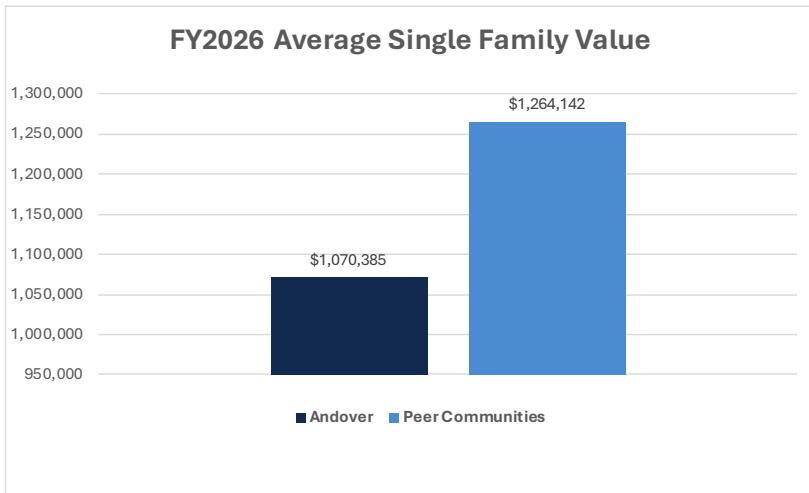
PROPERTY TAX INFORMATION

Tax Growth from New Construction Activities

Fiscal Year	Residential/Open Space	Commercial/Industrial	Personal Property	New Growth Total	New Growth Town Meeting Estimate
2026	839,583	533,007	1,196,352	2,568,942	1,931,422
2025	395,085	287,682	1,586,118	2,268,885	1,931,422
2024	332,966	898,326	696,512	1,927,804	1,931,422
2023	618,520	317,023	1,221,901	2,157,444	1,931,422
2022	716,694	649,410	558,524	1,924,628	1,931,422
2021	490,212	142,881	2,115,305	2,748,398	1,931,422
2020	1,322,590	648,436	2,394,621	4,365,647	2,471,589
2019	1,470,670	371,791	930,468	2,772,929	2,229,752
2018	1,132,911	478,376	829,189	2,440,476	2,039,798
2017	682,379	59,777	1,846,160	2,588,316	1,800,000
2016	852,206	353,649	998,228	2,204,083	1,800,000
2015	692,776	122,768	1,536,599	2,352,143	1,500,000
2014	593,070	107,515	863,155	1,563,740	1,500,000
2013	714,513	14,767	749,742	1,479,022	1,300,000
2012	470,623	71,686	1,170,123	1,712,432	1,097,538
2011	305,829	57,071	734,640	1,097,539	1,000,000

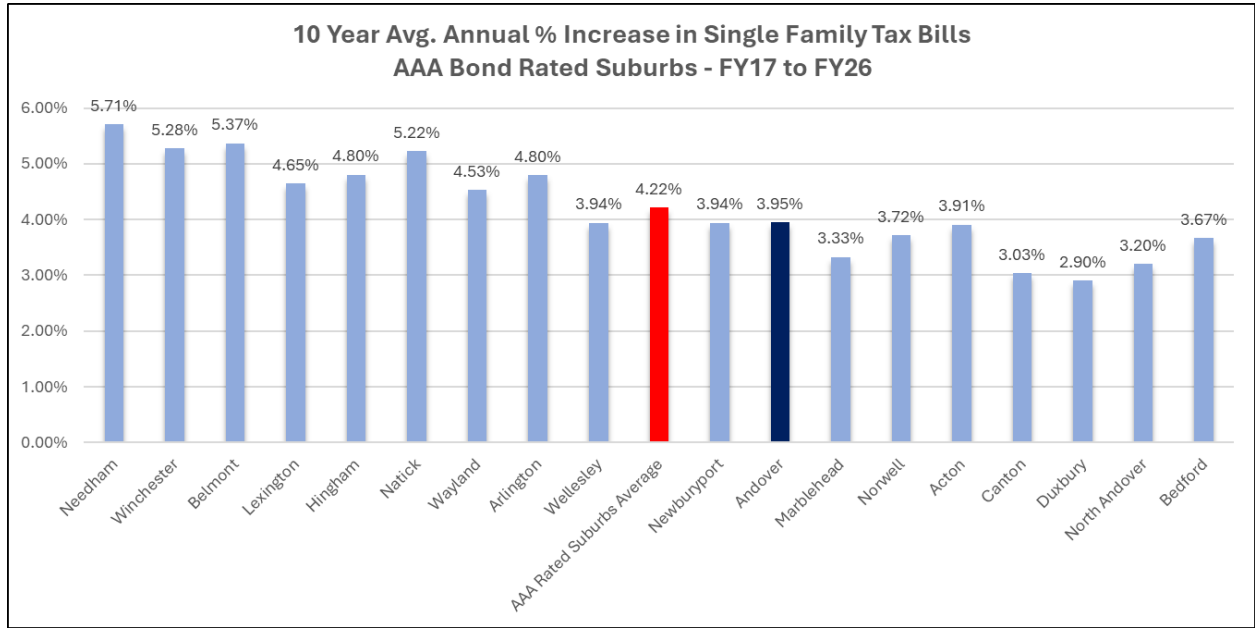


PROPERTY TAX INFORMATION



FY2026 Valuation Breakdown - Single Family Homes		
Valuation Range (\$)	Number of Parcels	Percent of Total (Count)
0 to 300,000	3	0.0%
300,001 to 400,000	14	0.2%
400,001 to 500,000	43	0.5%
500,001 to 600,000	196	2.2%
600,001 to 700,000	518	5.9%
700,001 to 800,000	978	11.2%
800,001 to 900,000	1,435	16.4%
900,001 to 1,000,000	1,525	17.4%
1,000,001 to 1,100,000	1,084	12.4%
1,100,001 to 1,200,000	741	8.5%
1,200,001 to 1,300,000	600	6.8%
1,300,001 to 1,400,000	429	4.9%
1,400,001 to 1,500,000	304	3.5%
1,500,001 to 2,000,000	634	7.2%
2,000,000 and up	259	3.0%
<i>Total</i>	8,763	100.0%

PROPERTY TAX INFORMATION



	Average Single Family Tax Bill - FY2017	Average Single Family Tax Bill - FY2026	10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$9,170	\$13,176	\$4,006	\$423	43.69%	3.95%
AAA Rated Suburbs Average	\$9,827	\$14,374	\$4,548	\$493	45.57%	4.22%

Municipality	Average Single Family Tax Bill - FY2017	Average Single Family Tax Bill - FY2026	10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Acton	\$10,696	\$15,220	\$4,524	\$484	42.30%	3.91%
Andover	\$9,170	\$13,176	\$4,006	\$423	43.69%	3.95%
Arlington	\$7,803	\$11,947	\$4,144	\$445	53.11%	4.80%
Bedford	\$9,508	\$12,985	\$3,477	\$388	36.57%	3.67%
Belmont	\$11,950	\$19,579	\$7,629	\$792	63.84%	5.37%
Canton	\$6,447	\$8,468	\$2,021	\$218	31.35%	3.03%
Duxbury	\$9,925	\$12,963	\$3,038	\$322	30.61%	2.90%
Hingham	\$9,187	\$14,313	\$5,126	\$531	55.80%	4.80%
Lexington	\$13,506	\$20,394	\$6,888	\$744	51.00%	4.65%
Marblehead	\$8,307	\$11,055	\$2,748	\$308	33.08%	3.33%
Natick	\$7,144	\$11,413	\$4,269	\$455	59.76%	5.22%
Needham	\$10,034	\$16,690	\$6,656	\$710	66.33%	5.71%
Newburyport	\$7,267	\$10,249	\$2,982	\$328	41.03%	3.94%
North Andover	\$7,290	\$9,531	\$2,241	\$256	30.74%	3.20%
Norwell	\$9,838	\$13,675	\$3,837	\$418	39.00%	3.72%
Wayland	\$12,529	\$18,259	\$5,730	\$653	45.73%	4.53%
Wellesley	\$14,333	\$20,551	\$6,218	\$658	43.38%	3.94%
Winchester	\$11,946	\$18,272	\$6,326	\$732	52.95%	5.28%



SECTION 8

FY 2027 Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2027 CAPITAL IMPROVEMENT PROGRAM (CIP)

Town Manager's Recommendations and Funding Summary

The Town's Department Heads submitted CIP requests totaling \$59,637,900 for FY2027. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY2027 CIP of \$50,758,394 from the following funding sources:

General Fund Revenue	\$3,237,200
Free Cash	\$5,807,000
General Fund Non-Exempt Borrowing	\$13,238,000
Cemetery Funds	\$100,000
Special Dedicated Funds	\$2,041,194
Water & Sewer Enterprise Funds	<u>\$26,335,000</u>
 Town Manager's Total CIP Recommendation for FY2027	 <u>\$50,758,394</u>

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2026 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

ANF-1	Participatory Capital Budgeting	\$50,000
CDP-1	Mary French Boardwalk Restoration	\$30,000
CDP-2	Invasive Species Management & Education	\$44,200
CDP-3	Merrimack River Cleanup	\$30,000
DPW-6	Storm Water Management	\$100,000
DPW-8	Minor Storm Drainage Improvements	\$200,000
DPW-10	Spring Grove Cemetery Maintenance	\$20,000
FAC-1	Town Projects-Buildings	\$575,000
FAC-2	Town Projects-Mechanical & Electrical	\$485,000
FIR-2	Cordless Battery-Operated Rescue Tools	\$63,000
SCH-1	School Wide Maintenance Program	\$1,095,000
SCH-2	School Projects by Building	\$545,000
Total from General Fund Revenue		\$3,237,200

From Free Cash:

It is recommended that the following projects be funded with Free Cash:

DPW-2	Minor Sidewalk Repairs	\$250,000
DPW-7a	Public Works Vehicles – Small	\$172,000
FAC-3	Town & School Security	\$200,000
FAC-4	Town Vehicles	\$230,000
FAC-5b	Town Parks & Playgrounds	\$1,000,000
FAC-7	Town & School Energy Initiatives	\$125,000
FIR-1	Fire Rescue Vehicles	\$2,200,000
IT-1	Annual Staff Device Refresh	\$300,000
IT-2	Annual Student Device Refresh	\$178,000

CAPITAL IMPROVEMENT PROGRAM

IT-3	IT Infrastructure	\$582,000
POL-1	Police Vehicle Replacement	\$225,000
POL-2	Police Cruisers/MC Computers	\$145,000
TM-1	Purchase of Trash & Recycling Toters	\$200,000
Total from Free Cash		\$5,807,000

From General Fund Non-Exempt Borrowing:

It is recommended that the following capital projects be funded through General Fund Borrowing:

DPW-4	Town Sidewalk Program	\$5,000,000
DPW-7b	Public Works Vehicles - Large	\$578,000
FAC-5a	Town Parks & Playground	\$4,375,000
FAC-6	Major Town Projects	\$1,475,000
SCH-5	Major School Projects	\$1,810,000
Total from General Fund Borrowing		\$13,238,000

From Cemetery Funds

It is recommended that the following capital programs be funded through Cemetery Funds:

DPW-5	Spring Grove Cemetery Master Plan	\$100,000
Total from Cemetery Funds		\$100,000

From Special Dedicated Funds:

It is recommended that the following capital programs be funded through Special Dedicated Funds:

DPW-1	Major Annual Road Maintenance (Ch 90)	\$2,041,194
Total from Special Dedicated Funds		\$2,041,194

From Water and Sewer Enterprise Funds:

It is recommended that the following capital projects be funded through Water and Sewer Enterprise Funds:

DPW-13	Water Main Replacement/Improvements Project	\$12,000,000
DPW-20	Sanitary Sewer Collection System Improvements	\$250,000
DPW-21	Shawsheen River Sewer Interceptor Improvements	\$750,000
DPW-23	Wood Hill Pumps and Motor Control Centers	\$5,850,000
DPW-26	Inflow/Infiltration (I/I) Removal Program	\$250,000
DPW-28	Shawsheen Pumping Station	\$5,000,000
DPW-30	Bancroft Pumping Station Roof Replacement	\$85,000
DPW-31	WTP – Ozone Generators	\$2,000,000
DPW-35	WTP – Milfoil Removal	\$150,000
Total from Water & Sewer Enterprise Funds		\$26,335,000

CIP Total for FY27	<u><u>\$50,758,394</u></u>
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SECTION 9

Budget Process, Requirements, and Fund Information

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET PROCESS

The Town of Andover operates under state statutes, the Town Charter (Chapter 571 of the Acts of 1956, as amended), and locally adopted by-laws. The Charter establishes a Select Board/Town Manager/Open Town Meeting form of government. The five-member Select Board are per the Andover Charter "...the makers of policy of the Town government, except as otherwise directed by Statutes or by the Town Charter" (Section 1 – Select Board). The Town Manager serves as the chief executive officer of town government (Section 10 – Powers and Duties).

Preliminary Revenue and Expenditure Projections are prepared for the next fiscal year by the end of October, and are included in the Town Manager's Recommended Capital Improvement Program (CIP). The preliminary projections may be discussed and refined in planning sessions with members of the Select Board, School Committee and Finance Committee. The projections assist in establishing forthcoming budget instructions and preparation guidelines.

The Charter requires that all boards, officers and committees annually submit in writing to the Town Manager a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices for the next fiscal year (Section 15 – Estimate of Expenditures). In late November the Chief Administrative & Financial Officer distributes budget instructions, guidelines and worksheets to all departments on behalf of the Town Manager. All department/division heads prepare their budget requests for the next fiscal year starting July 1, and submit them to the Chief Administrative & Financial Officer and Town Manager by the end of December. During the month of January, the Town Manager and Chief Administrative & Financial Officer meet with each department/division head to review and discuss their respective budget requests.

The Charter requires the Town Manager to submit his recommended budget to the Select Board and Finance Committee on or before a date established by Town By-law (Section 15 - Estimate of Expenditures). Town By-law, Article IV, Section 6, stipulates that the annual budget shall be submitted to those bodies on or before the first Friday of February of each year. After submitting his recommended budget to the Select Board and Finance Committee, the Town Manager presents it at a public meeting shortly thereafter.

During the months of February and March the Select Board and Finance Committee conduct a series of joint public meetings to review, discuss, and vote on all recommended department/division budgets. Meeting notices are posted at least 48 hours in advance and the agendas are posted on the Town website at www.andoverma.gov. The budget hearings are open to the public and are broadcast live on local access television. The Finance Committee's responsibilities are described in Town By-laws Article III, Section 3 (Composition; term of office; powers and duties). The Town Meeting voters are advised on all financial matters by the nine member Finance Committee, the members of which are appointed by the Town Moderator, who is elected for a one-year term.

Budget Appropriation and Amendment

The legislative body of the Town is an open Town Meeting. All registered voters are entitled to attend and vote on any matter that comes before Town Meeting. Town Meeting has the authority to appropriate funds for the operating budgets and capital projects, except for specific types of expenditures where state statutes or regulations do not require appropriation. Any amendments to appropriations require Town Meeting vote at either a regular or special town meeting (Massachusetts General Laws, Chapter 40, Section 5). The procedures for a town meeting are specified in Town By-laws Article II. The Town Meeting warrant (items to be voted on) is posted on the Town website, and is published in the local newspaper at least 14 days before the day of the town meeting. The Finance Committee mails its report of warrant recommendations to all households at least 10 days prior to scheduled date of Town Meeting.

At Town Meeting, reports and recommendations are presented by the Select Board, Finance Committee, Planning Board, School Committee and other sponsoring parties. Town Meeting votes and appropriates the budget and all other financial articles presented at a town meeting.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET SCHEDULE

October – November	Revenue and Expenditure Projections and the 5-Year Capital Improvement Program (CIP) are prepared and distributed to the Select Board, Finance Committee, and School Committee.	
November	Annual operating budget instructions, guidelines and worksheets are distributed to all departments.	
December	Town departments submit budget requests to the Town Manager.	School principals submit budget requests to the Superintendent of Schools.
January	Town Manager reviews budget requests and submits his recommended budget to the Select Board and the Finance Committee.	School Superintendent reviews budget requests and submits her recommended budget to the Town Manager and School Committee.
February – March	Select Board and Finance Committee review Town Manager’s Recommended Budget and CIP, and conduct public budget hearings.	School Committee, Finance Committee and Select Board review Superintendent’s Recommended Budget, and conduct public budget hearings.
March – April	Select Board and Finance Committee vote on all annual budget and capital requests	School Committee, Finance Committee and Select Board vote on school budget and capital requests.
Ten days before first Town Meeting business session	Finance Committee report, including the town meeting warrant, is mailed to all Andover households ten days prior to the start of Town Meeting.	

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

An Act Establishing A Select Board-Town Manager Plan For The Town Of Andover [*Chapter 571 of the Acts of 1956, as accepted in 1958, and revised in 1974*]

§ 15. Estimate of Expenditures.

All boards, officers and committees, of the town shall annually, at the request of the town manager, submit to him in writing a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices during the next fiscal year. On or before a date established by a Town By-Law [First Friday in February*], the town manager shall submit to each member of the finance committee and of the Select Board a copy of his annual budget, which shall contain a careful, detailed estimate of the probable expenditures of the town for the ensuing fiscal year, including a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the town, and showing specifically the amount necessary to be provided for each office, department and activity, together with a statement of the expenditures for the same purposes in the two preceding years and an estimate of expenditures for the current year. He shall also submit a statement showing all revenues received by the town in the two preceding years, together with an estimate of the receipts of the current year and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year. He shall also report to said committee and to the Select Board the probable amount required to be levied and raised by taxation to defray all of the proposed expenditures and liabilities of the town, together with an estimate of the tax rate necessary therefor.

Town of Andover General By-laws

§ 6. Estimate of expenditures.

The Town Manager, in accordance with Section 15 of the Town Charter (Chapter 571 of the Acts of 1956), as amended by the votes of Town Meeting acting on Article 1 of the Special Town Meeting of March 26, 1973, and Article 1, Question 1, of the Annual Town Meeting of March 1, 1974, shall submit his annual budget on or before

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

the first Friday of February of each year. [Amended 4-16-1997 ATM, Art. 53]

FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

1. All current operating expenditures will be paid for with current operating revenues. The purpose of this policy is to maintain a financially sound operating position for the town by promoting Andover's ability to 1) balance its budget on a current basis, 2) maintain reserves for emergencies, and 3) have sufficient liquidity to pay bills on time to avoid short-term borrowing costs. The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues or rolling over short-term debt.
2. The combined balance of Free Cash and Stabilization Fund should be maintained at 3%-7% of general fund operating revenues.
 - a. The Town will endeavor to maintain a certified Free Cash balance equal to 3% - 7% of general fund. The Free Cash balance is an important indicator of whether a town is living within its means. A declining balance means that the town is spending more on an annual basis than it is collecting in revenues. Andover's goal is to maintain its Free Cash balance at 3% - 7% as a reserve which can be tapped in case of emergency and to provide enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. Together with the Stabilization Fund the 3-7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating. Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, emergency or other unanticipated expenditures, non-recurring capital expenditures and uneven cash flow. A constant decline or a low level of Free Cash indicates a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, or utilizing reserves for purposes not planned. A sudden decline in free cash may be temporary or related to planned purposes.
 - b. The Town will endeavor to maintain a Stabilization Fund. Funds held in Stabilization may be appropriated for one-time capital expenses only. The Town may appropriate monies into the Stabilization Fund over two or more years for a specific planned capital project in order to avoid borrowing costs.
3. Free Cash in excess of goal should be used for non-recurring or emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases. This goal, combined with Policy 2, will provide a strategy to avoid creating future operating deficits by over reliance on Free Cash to subsidize the operating budget. The policy should allow, once a reasonable level of Free Cash is attained, for a contingency reserve (either appropriated or unappropriated) to be used for expenditures of a non-recurring nature, capital and equipment purchases, or unexpected, nonrecurring small increases in public service costs.

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
2016	\$ 4,843,241	2.9%	\$ 3,793,000	\$ 1,050,241
2017	\$ 5,062,537	2.9%	\$ 1,825,000	\$ 3,237,537
2018	\$ 8,912,647	4.9%	\$ 2,714,000	\$ 6,198,647
2019	\$ 8,807,910	4.9%	\$ 3,610,000	\$ 5,197,910
2020	\$ 9,563,348	5.2%	\$ 3,428,870	\$ 6,134,478
2021	\$ 9,360,482	4.84%	\$ 3,628,652	\$ 5,731,830
2022	\$ 8,224,998	4.18%	\$ 3,414,292	\$ 4,810,706
2023	\$ 10,079,412	4.97%	\$ 2,903,172	\$ 7,176,240
2024	\$ 14,919,306	6.38%	\$ 2,926,792	\$ 11,992,514
2025	\$ 18,978,730	7.69%	\$ 5,548,784	\$ 13,429,946

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

4. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget. Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.
5. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund. This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in the community.
6. Fees and user charges should be reviewed annually in relation to the costs of providing the service. As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.
7. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.

B. FISCAL POLICIES - WATER & SEWER

1. Rates and fees for water and sewer funds should be set at a level to provide for self-supporting operations. The water and sewer funds should be reviewed annually to project revenues and expenditures for the next fiscal year, estimates of current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project the impact on water or sewer rates. Any water or sewer costs not supported by user revenues or betterments would place a requirement on the General Fund for financial support.
2. Betterments will be assessed for water and sewer extensions. In line with Policy 1, water and sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for water and sewer.
3. Water and sewer main replacements should be scheduled so as to avoid major increases in water and sewer rates. The current water and sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Depreciation is not funded, therefore, a carefully designed replacement plan is necessary to ensure a rate structure adequate to pay all costs including proposed new long-term debt.
4. Water and sewer debt service should not exceed 40% of water and sewer operating revenues. Water and sewer capital plan should attempt to invest in the town's water and sewer system at a rate that does not place dramatic increases on the ratepayer. One method for accomplishing this objective is to relate debt service to operating revenues at the 1994 fiscal year base level. This practice would allow increased investment in the Town's enterprises but in proportion to revenue increases.

C. CAPITAL PLANNING POLICIES

1. General

CAPITAL PROJECT/ITEM: An expenditure of \$15,000 or more with a useful life greater than one year for one of the following purposes:

- Acquisition of land;
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.;
- Acquisition of large capital items including vehicles, technology, communication equipment, etc;
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs;
- Planning, feasibility, engineering or design studies related to a capital project.

CRITERIA FOR SETTING PRIORITIES:

- **Highest priority** – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- **Second highest priority** – Projects/items without which an existing or critically needed service cannot be

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

properly delivered in terms of quality or dependability.

- Third highest priority – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the community.

FUNDING SOURCES:

- Borrowing – Projects/items of \$25,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support Borrowing are:
 - General Fund – Within Proposition 2½;
 - Sewer Enterprise Fund and Water Enterprise Fund;
 - General Fund – With Debt Exclusion Vote.
 - Pay-As-You-Go (PAYGO) – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
 - Capital Project Fund supported by General Fund Revenues;
 - Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
 - General Fund Capital Outlay Exclusion;
 - Free Cash warrant articles.
 - Departmental Operating Budget – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
 - General Fund
 - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
 - Departmental revolving receipts
2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended. Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
 3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
 - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
 - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.
 - c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
 - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
 4. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

D. DEBT MANAGEMENT POLICIES

1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self-supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.
4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

FUND DESCRIPTIONS

Governmental Funds

Most Town functions are financed through governmental funds. There are four types of governmental funds maintained by the Town: The General Fund, Enterprise Funds, Special Revenue Funds, and the Capital Project Funds.

General Fund: The General Fund is the major operating fund of the Town government, and it accounts for the majority of Town operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the Town's departments and the school system are funded in whole or in part by the General Fund.

Enterprise Funds: The Town maintains two Enterprise Funds: the Sewer Enterprise Fund and the Water Enterprise Fund. Enterprise funds operate primarily by revenue charged for services. Revenue collected for these services are dedicated to the specific purpose of the enterprise operation and cannot be diverted to other unrelated uses.

Special Revenue Funds: The Town maintains several Special Revenue Funds which are used to account for revenues that are legally restricted to being spent for a specific purpose. These revenues must be accounted for separately from the General Fund. Special Revenue funds include:

- **Revolving Funds:** Revolving funds allow the Town to raise revenues from a specific service and use those revenues to support the service without appropriation.
- **Receipts Reserved for Appropriation:** These receipts are special revenues that are restricted to specific use, but also require annual appropriation by Town Meeting.
- **School Grants:** The grants account for education programs under grants received from the state or federal government.
- **Other Intergovernmental Funds:** These funds account for several grants or monies received by the Town from the state or federal government including community policing grants, Chapter 90 highway funds, state election grants, state library aid, and community service programs.
- **Other Special Revenue Funds:** These funds account for miscellaneous special revenues often involving private donations for a specific purpose or departmental gifts.

Capital Project Funds: Capital Projects Funds are used to account for monies expended for the acquisition or construction of major facilities or equipment. The Town's Capital Projects Funds are funded primarily by the receipt of bond proceeds resulting from the Town's issuance of bonds for specific projects.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FIDUCIARY FUNDS

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity, or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

- **Expendable Trusts:** Expendable Trusts are used to account for monies received by the Town in a trustee capacity where both the principal and the earnings of a fund may be expended.
- **Non-expendable Trusts:** These trusts are used to account for funds where the principal must, by law or covenant, remain intact. Income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust.
- **Agency Funds:** Agency Funds are used to account for funds that are custodial in nature, collected and expended on behalf of other units of government, such as sales taxes and other fees collected on behalf of and transmitted to state government.

BASIS OF ACCOUNTING

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. “Measurable” means the amount of the transaction can be determined, and “available” means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. The Town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

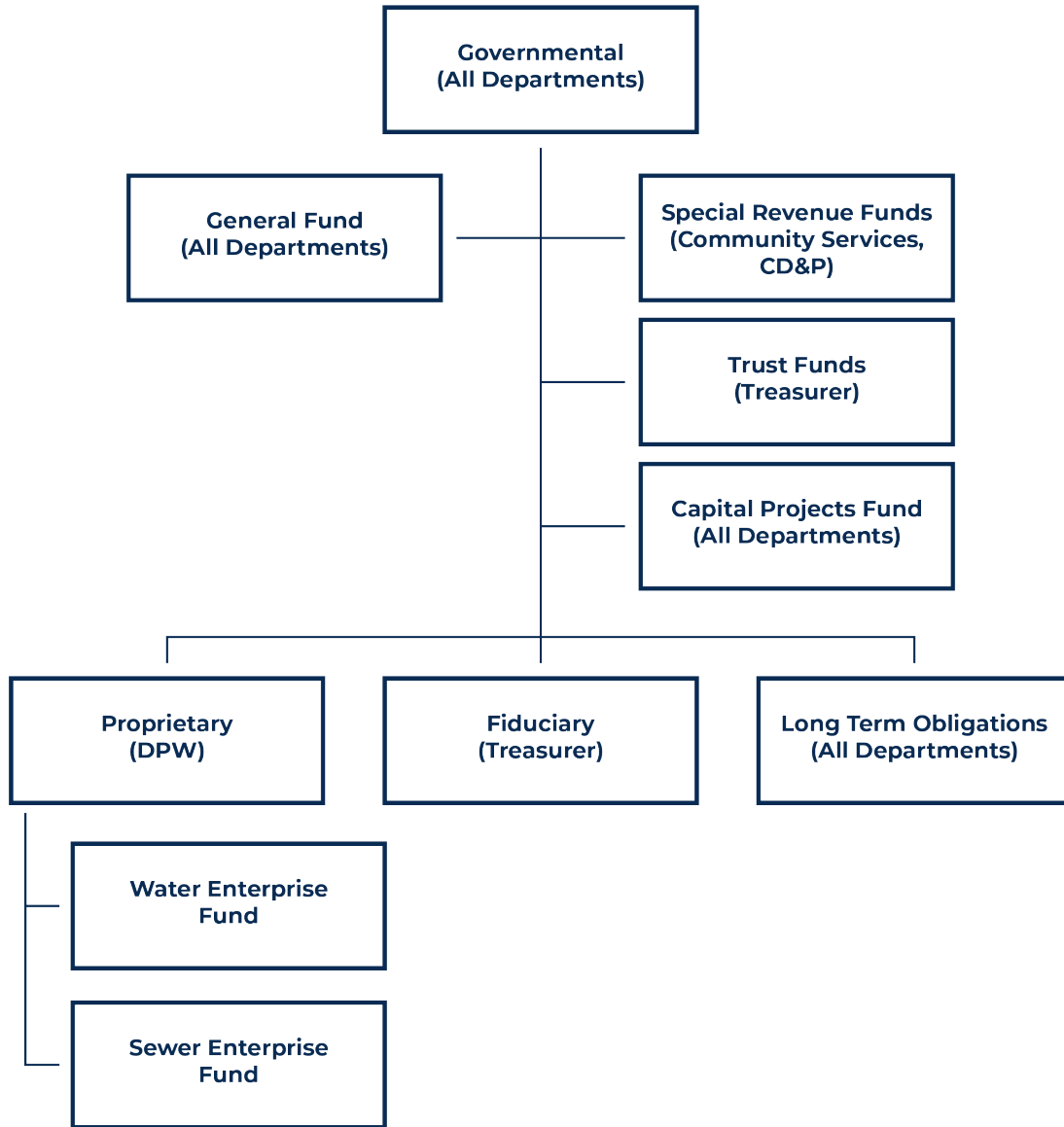
BASIS OF BUDGETING

An annual budget is adopted by Town Meeting for the Town’s General Fund. Town Meeting approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town’s General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principles (GAAP). The major differences between the budgetary basis and GAAP accounting basis are:

1. Budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP). The property tax levy is recorded as a receivable when levied but then is fully reserved until collected.
2. Encumbrances are treated as expenditures in the year the commitment is made. Certain appropriations, voted by Town Meeting apart from the main budget articles, are referred to as “Special Articles” and under state law are a continuing authorization until the purposes for which the appropriation was initially made have been certified as completed. Special Articles are treated as budgetary expenditures in the year of authorization or the ensuing fiscal year as specified in the vote.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND RELATIONSHIP





SECTION 10

Credit Rating Information

Research Update:

Andover, MA Series 2025 GO Bonds Assigned 'AAA' Rating; Existing GO Debt Affirmed; Outlook Stable

November 14, 2025

Overview

- S&P Global Ratings assigned its 'AAA' long-term rating to the Town of [Andover](#), Mass.' \$40.3 million series 2025 general obligation (GO) bonds.
- At the same time, we affirmed our 'AAA' rating on the town's existing GO debt.
- The outlook is stable.

Rationale

Security

The town's full-faith-and-credit pledge, subject to Proposition 2 1/2 limitations, secures the bonds and debt outstanding. We rate the limited-tax GO bonds on par with our view of Andover's general creditworthiness because the ad valorem tax is not from a measurably narrower property tax base and there are no limitations on the fungibility of resources, supporting our view of the town's overall ability and willingness to pay debt service.

Bond proceeds will be used to permanently finance existing bond anticipation notes (BANs) and finance various general capital, water/sewer, and school projects.

Credit highlights

The rating reflects Andover's above-average economic base with strong incomes, a comprehensive and forward-looking management framework, and consistently balanced financial results within a predictable revenue environment. Although the town's available reserves compared with the budget remain somewhat below those of peers despite nominal fund balance growth, and Andover's net debt burden is somewhat elevated given previous issuances to fund its pension obligation and major school projects, we believe liabilities are relatively affordable and thoughtfully supported by management.

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Andover, MA Series 2025 GO Bonds Assigned 'AAA' Rating; Existing GO Debt Affirmed; Outlook Stable

The town is an affluent residential community about 20 miles north of Boston, providing residents with access to high-income employment throughout the greater Boston regional economy. Housing is still in high demand, resulting in increasing home values and town approval for mixed-use redevelopment and multifamily developments to meet the demand. We anticipate the town's economic base and stronger incomes will continue providing credit uplift given overall stability and opportunities for growth.

The town has maintained consistent positive financial operations over the past three years, which it attributes to conservative and prudent budgeting. We understand positive performance in fiscal 2024 was due primarily to revenue exceeding the budget, including investment income, motor-vehicle-excise taxes, building permits, and other local receipts. The town experienced savings in several areas of the budget including general government, education, and public safety. It estimates to have ended fiscal 2025 with another general fund surplus of about \$7 million also due to similar factors as fiscal 2024.

For fiscal 2026, the town adopted a \$251.5 million budget, which represents a 4.3% increase over the prior year and with no fund balance appropriation. We understand most of the increases are geared toward public works, health insurance, and education. Management reports budget-to-actual results are tracking the budget favorably so far in fiscal 2026. Going forward, the town does not expect negative financial operations and there are no plans to reduce reserve levels.

Although Andover's \$427 million net direct debt burden results in elevated debt per-capita metrics compared with those of 'AAA' peers, this includes \$142 million of remaining pension obligation bonds (POBs) that would otherwise be captured in our pension liability per-capita metric. However, debt service costs only comprise about 10% of the general fund and we believe they will remain manageable in the budget. Going forward, the town plans to issue about \$20 million-\$30 million in additional debt for water related projects.

Andover's pension plan funding level improved significantly following the 2021 POB issuance; the Andover Contribution Retirement System is now about 94% funded, with a \$24 million net pension liability as of June 30, 2024. This also results in a relatively low pension liability on a per-capita basis. At the same time, we believe the town's approximately \$87 million net other postemployment benefit liability will remain a long-term budgetary consideration.

Credit fundamentals supporting the 'AAA' GO rating include:

- Andover's substantially higher income metrics compared with those of Essex County and U.S. levels, which offset the county's average economic output metrics. The town's wealthy economic base provides rating stability despite elevated debt metrics.
- A forward-looking and comprehensive management environment. Budgeting assumptions are supported by multiyear financial and capital planning that is incorporated into the annual budget process. The formalized reserve, investment, and debt management policies also guide operations.
- Positive financial trends over the past few years with another general fund surplus estimated for fiscal 2025, which will further increase available fund balance levels. While the town budgets a portion of the fund balance (known as free cash) annually for pay-as-you-go capital, we anticipate balanced results will likely sustain reserves near current levels.
- Affordable fixed costs from debt and retirement liabilities despite higher debt per-capita metrics; however, since the town issued debt to fund its pension obligation, the debt metric incorporates the liability that would otherwise be calculated in our net pension liability per-capita metric.

Andover, MA Series 2025 GO Bonds Assigned 'AAA' Rating; Existing GO Debt Affirmed; Outlook Stable

- For more information on our institutional framework assessment for Massachusetts municipalities, see "[Institutional Framework Assessment: Massachusetts Local Governments](#)," Sept. 9, 2024.

Environmental, social, and governance

We analyzed Andover's environmental, social, and governance risks relative to the town's economy, management, financial measures, and debt and liability profile, and determined that all are neutral in our credit analysis. Despite its location along the Merrimack River, Andover does not experience material flooding.

Rating above the sovereign

Andover's GO bonds are eligible to be rated above the sovereign based on our criteria "[Ratings Above The Sovereign--Corporate And Government Ratings: Methodology And Assumptions](#)," Nov. 19, 2013, because we think the town can maintain better credit characteristics than the nation in a stress scenario. Property taxes are the primary general fund revenue source, comprising 75% of general fund revenue, and the town also has independent taxing authority and treasury management from the federal government.

Outlook

The stable outlook reflects our opinion that growth in Andover's already-robust tax base will result in continuous healthy financial performance, thereby sustaining reserves around current levels despite the town's regular practice of using a portion toward pay-as-you-go capital.

Downside scenario

We could consider a negative rating action if Andover's financial performance materially weakens, leading to significant and sustained draws on reserves, or if it issues significant debt that materially weakens debt metrics.

Andover, Massachusetts--credit summary

Institutional framework (IF)	2
Individual credit profile (ICP)	1.70
Economy	1.0
Financial performance	2
Reserves and liquidity	2
Management	1.00
Debt and liabilities	2.50

Andover, Massachusetts--key credit metrics

	Most recent	2024	2023	2022
Economy				
Real GDP per capita % of U.S.	--	--	88	89
County PCPI % of U.S.	--	--	119	120
Market value (\$000s)	--	12,150,783	10,940,571	9,658,565
Market value per capita (\$)	--	329,504	295,947	260,311

Andover, Massachusetts--key credit metrics

	Most recent	2024	2023	2022
Top 10 taxpayers % of taxable value	--	7.0	6.6	6.3
County unemployment rate (%)	--	4.1	3.5	3.7
Local median household EBI % of U.S.	--	183	203	203
Local per capita EBI % of U.S.	--	176	194	200
Local population	--	36,876	36,968	37,104
Financial performance				
Operating fund revenues (\$000s)	--	240,152	226,801	208,438
Operating fund expenditures (\$000s)	--	226,569	212,580	201,196
Net transfers and other adjustments (\$000s)	--	(7,052)	(8,296)	(6,325)
Operating result (\$000s)	--	6,531	5,925	917
Operating result % of revenues	--	2.7	2.6	0.4
Operating result three-year average %	--	1.9	0.5	0.3
Reserves and liquidity				
Available reserves % of operating revenues	--	14.0	12.1	10.5
Available reserves (\$000s)	--	33,518	27,413	21,889
Debt and liabilities				
Debt service cost % of revenues	--	8.6	7.9	4.2
Net direct debt per capita (\$)	11,764	9,883	8,845	7,857
Net direct debt (\$000s)	433,811	364,448	326,974	291,543
Direct debt 10-year amortization (%)	48	51	--	--
Pension and OPEB cost % of revenues	--	5.0	5.0	79.0
NPLs per capita (\$)	--	663	1,114	--
Combined NPLs (\$000s)	--	24,454	41,200	--

Financial data may reflect analytical adjustments and are sourced from issuer audit reports or other annual disclosures. Economic data is generally sourced from S&P Global Market Intelligence, the Bureau of Labor Statistics, Claritas, and issuer audits and other disclosures. Local population is sourced from Claritas. Claritas estimates are point in time and not meant to show year-over-year trends. GCP--Gross county product. PCPI--Per capita personal income. EBI--Effective buying income. OPEB--Other postemployment benefits. NPLs--Net pension liabilities.

Ratings List

New Issue Ratings

US\$40.28 mil GO mun purp loan bnds ser 2025 due 10/01/2055

Long Term Rating AAA/Stable

Ratings Affirmed

Local Government

Andover, MA Limited Tax General Operating Pledge AAA/Stable

The ratings appearing below the new issues represent an aggregation of debt issues (ASID) associated with related maturities. The maturities similarly reflect our opinion about the creditworthiness of the U.S. Public Finance obligor's legal pledge for payment of the financial obligation. Nevertheless, these maturities may have

Andover, MA Series 2025 GO Bonds Assigned 'AAA' Rating; Existing GO Debt Affirmed; Outlook Stable

different credit ratings than the rating presented next to the ASID depending on whether or not additional legal pledge(s) support the specific maturity's payment obligation, such as credit enhancement, as a result of defeasance, or other factors.

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at <https://disclosure.spglobal.com/ratings/en/regulatory/ratings-criteria> for further information. A description of each of S&P Global Ratings' rating categories is contained in "S&P Global Ratings Definitions" at <https://disclosure.spglobal.com/ratings/en/regulatory/article/-/view/sourceId/504352>. Complete ratings information is available to RatingsDirect subscribers at www.capitaliq.com. All ratings referenced herein can be found on S&P Global Ratings' public website at www.spglobal.com/ratings.

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SECTION 11

Glossary of Terms

Appropriation:	A sum of money devoted to a specific purpose, typically approved by a vote of Town Meeting.
Assessment/Offsets:	The amount the State automatically deducts from Local Aid to cover town- shared expenses.
Balanced Budget:	The Town defines a balanced budget as a budget in which receipts are greater than or (equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.
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).
Capital (Includes Debt Service):	The Town’s capital improvements program policies call for the allocation of approximately 5.72% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from periodic transportation bond authorizations and apportioned to communities for roadway projects based on a formula under the provision of MGL Ch. 90 §34.
Collective Bargaining:	The process of negotiating workers’ wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.
Debt Exclusion:	A debt exclusion vote allows a town to raise tax revenue in addition to that generated under the Proposition 2½ levy. This additional tax revenue pay for debt (principal and interest) borrowed for a specific purpose.
Debt Limit:	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 sec. 10, debt limits are set at 5 percent of equalized valuation (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.

Enterprise Funds:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½, 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.
Enterprise Fund Debt:	Debt service that is funded from Water & Sewer rates.
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year.
Exempt Debt:	Debt service that is funded through a debt exclusion vote. A debt exclusion is 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 2 ½.
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, fiscal year 2027 runs from July 1, 2026 through June 30, 2027.
Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Free Cash:	A revenue source that results from the calculation, as of July 1, of a community’s remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. After the books are closed for the year, potential available fund balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. Department of Revenue guidelines state that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.

GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
General Fund	The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.
GIS (Geographic Information System)	A computerized mapping system and analytical tool that allows a community to access information on a parcel or area on a community-wide basis. It allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, and floodplains, as well as other data.
Levy Ceiling:	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
Levy Limit:	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 ½ 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).
Local Receipts:	This amount represents the amount of local taxes (excluding property taxes) and fees from all departmental operations retained directly by the town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licensees, fines and State reimbursements.
Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and increases by 2.5% each year.

New Growth:	New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
Non-Appropriated Expenses:	Expenses which are contained on the cherry sheet from the state and charged to the Town. Other non-appropriated expenses include: parking fine registry surcharge, and mosquito control district. Overlay reserve is also included in non-appropriated expenses.
Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
Overlay Reserve:	Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures.
School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.
Tax Title:	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Other- wise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstand- ing on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
Warrant Articles:	Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.