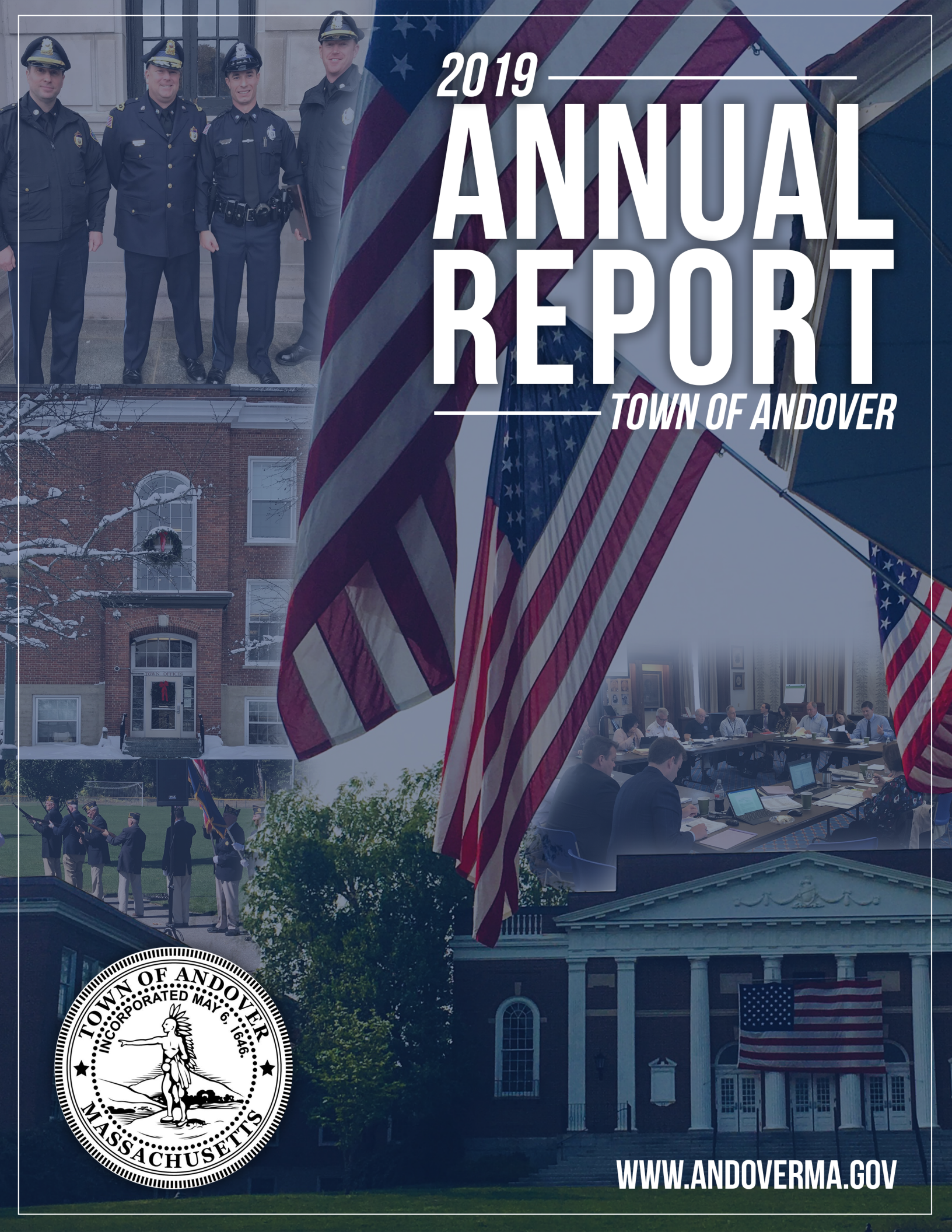


2019

# ANNUAL REPORT

*TOWN OF ANDOVER*



[WWW.ANDOVERMA.GOV](http://WWW.ANDOVERMA.GOV)



**Town of Andover**  
**2019 Annual Report**



Prepared by the Town Manager  
Pursuant to the Provisions of Chapter 40, Section 49 of the General Laws of the  
Commonwealth of Massachusetts and Article II, Section 4 of the General Bylaws  
of the Town of Andover



## TOWN OF ANDOVER

36 Bartlet Street  
Andover, MA 01810  
(978) 623-8200  
[www.andoverma.gov](http://www.andoverma.gov)

Dear Andover Residents:

As I write this letter, the Town, the country, and the world are slowly re-opening and learning how to do so while protecting ourselves and our community. Most of us have spent several months staying in our homes with our families to protect ourselves and the larger community from the spread of the coronavirus (COVID-19). The extraordinary nature of this time is reflected in the fact that our schools were closed for the last three months of the school year and our public meetings are being held online with each of us in our homes. Our town election and town meeting have been delayed, now occurring months later than originally planned and in new ways to reflect social distancing practices. This pandemic continues to challenge us as individuals, families, and as a community. I thank you for your patience, your understanding, and your resiliency as we continue to navigate these uncharted waters. I also thank all the Town of Andover employees who continue to provide essential services during this time. I am confident that just as we did after the Merrimack Valley Gas Disaster, Andover will come out of this as a stronger community.

Looking back on the past fifteen months, it has been an honor to serve as the Chair of the Andover Select Board and see a recurring theme – “historic.” The pandemic is certainly historic, but before that, the historic theme was reflected in public meetings and in the Town Manager’s budget messages over the last several years. We have been making history in Andover. One historic change is the renaming of the policymaking body of our town, known since 1855 as the Board of Selectmen. At the 2019 Annual Town Meeting, voters overwhelmingly approved changing the name of the Board of Selectmen to the Select Board. I’m proud of the community for embracing inclusivity and recognizing that this is not a ceremonial change, but a change deeply reflective of Andover’s sense of community.

Additionally, just this month Andover took another historic step in creating a new town department - Andover DIVERSE (Diversity, Inclusion, Values, Respect, Support and Education). This new department is a first step as part of a community wide process that invites change and encourages civil discourse so that we may work together towards equal treatment and acceptance of all. The Andover Select Board continues its commitment to stand against hatred. We stand together as one community, regardless of race, ethnicity, religion, gender, or orientation. And, as one community, we do not tolerate hate or violence. It is the Select Board’s responsibility to continue to speak out against discrimination, racism, xenophobia, and hatred and to foster a community that is anti-racist, where all voices are heard and respected. Together, we will turn the page to a new chapter in Andover’s history in which inclusion, acceptance, and equitable treatment of all is prioritized and integrated into the fabric of all we do as a community. I look forward to working with the entire community to foster this important and difficult work going forward.

Andover continues to be a community looking to our future. In July 2019, as part of the Select Board’s goal setting process, the Board voted to include goals and objectives around energy and sustainability. A major part of that goal was to hire a Sustainability Coordinator to serve as a dedicated resource to help lead the community’s sustainability portfolio. I know I join many in the community in appreciating how important this position is for the future of Andover.

Currently, we have two major building projects underway. Our Senior Center renovation and expansion will provide our seniors with the space they deserve. With expanded programming and a dynamic

Elder Services staff, I am confident our services to our seniors will be better than ever. Additionally, construction of the new Ballardvale fire station is underway, replacing a nearly 130-year-old station designed for horse drawn fire wagons with a modern facility that will meet our needs for decades to come.

There is also still much on the horizon that can change the shape of our town. The Historic Mill District is poised to unlock development that will expand our downtown in a thoughtful and meaningful way. I'm excited to see how our former Town Yard site is reimagined and woven into the fabric of Andover.

One of the most important responsibilities of the Select Board is the appointment of our Town Manager, Andover's chief executive officer. In my role as Chair of the Select Board, I led this process, culminating in the successful re-appointment of Andrew Flanagan as our Town Manager. The Town Manager's commitment to creatively addressing unfunded liabilities, his vision for the re-development of our Town Yard, his commitment to funding capital improvements, and his daily leadership of our town are just a few of the reasons the Select Board unanimously supported his reappointment. I look forward to what the next five years hold under Andrew Flanagan's leadership.

Andover continues to be a leader in addressing financial challenges and long-term liabilities, which are being faced by communities across the country. Andover received a Pickard Innovation Award from the Massachusetts Municipal Association for its innovation and creativity in inventing the Unfunded Liability Offset. This collaborative approach to addressing unfunded liabilities deepens the partnership between the Town and its employees. I am proud of Andover's work in creating this first of its kind financial strategy.

One issue the Select Board hears about often is discolored water. In 2019 the Board voted to expand the water main replacement program for two reasons. First and foremost, the expansion was needed to further accelerate replacement of unlined cast iron pipes which can cause the discoloration. Second, the expansion was needed to ensure that water mains were replaced prior to repaving roads impacted by the 2018 gas explosions. As a result, the accelerated replacement schedule will be completed in 15 years, rather than the 60 years previously scheduled. Further, even with this accelerated schedule, Andover's water rate is still among the lowest in the Merrimack Valley.

My position as the Select Board Chair has been impacted, like everything, by COVID-19. The position usually lasts for one year, but was extended an additional three months due to the delay of town meeting. I am honored to have been given this opportunity to lead our Board and community during this challenging time. There are more challenges to come and I look forward to Annie Gilbert's leadership as our next Chair of the Select Board. She will lead us well through the continuing impacts of the pandemic in our community.

In closing, I would like to express my deep appreciation for Andover's town employees and our many dedicated volunteers whose work makes Andover a special place. I am also grateful to our residents and community who have shown their strength and support as we continue to address COVID-19, racism, and their impacts in our community, the country and indeed the world. This strength and support for each other will bring us through the pandemic, provide the platform upon which to address racism and discrimination in our community, and prepare us for the challenges to come.

Sincerely,

*Laura M. Gregory*

Laura M. Gregory

Chair

Andover Select Board

# Welcome to the Annual Town Report

Fellow Andover Residents:

I am pleased to submit my annual letter to the community for the fifth time as Andover's Town Manager. The Annual Report provides me with the opportunity me to reflect on the past year and consider the organization's performance and its ability to adapt to the changing demands of our community. I continue to be proud of to the men and women who work for our organization. They remain focused on our mission and are dedicated to providing exceptional services while demonstrating creativity in developing effective solutions. I continue to appreciate and value the Select Board's leadership and the community's support as we work together to move Andover forward.



*Andrew Flanagan  
Town Manager*

The last two years have required the Town to be flexible and adaptive in responding to major emergencies. The Merrimack Valley Gas Disaster, the EEE positive cases, and the COVID-19 pandemic have challenged our organization in many ways. Despite having to respond to these crisis situations, we have maintained continuity of government operations and, in some cases, have made innovations that will shape how we manage our Town and serve the public moving forward.

Downtown has been transformed in recent months to become an even more energetic and beautiful center of the community. Hanging flower baskets and repainted street lights flank Main Street. And nearly two dozen restaurants have been permitted for, and supported in, offering outdoor dining on public land. Residents are pulling together to support our small businesses and are finding community with one another in doing so.

Addressing our unfunded liabilities, particularly our post-employment benefits, is a challenge for Andover and the entire public sector. While there is still much work to be done, we have taken significant steps to mitigate the future impact of these expenses. Most notably, we developed the Unfunded Liability Offset and negotiated it into agreements with most of the Town's collective bargaining units. The identification of an additional funding source generated from employee contributions represents major progress, and I am proud of the partnership forged with our employees that made this possible. This reflects our commitment to organizational development by building a trusting partnership with our employees. Our workforce is our greatest asset and their continued collaboration will be critical to our efforts to meeting our organizational goals.

Construction is underway on both the Ballardvale Fire Station and the Robb Center. These capital improvements are part of a strategic plan to accomplish town building projects within the levy limit. Integrating our comprehensive capital improvement program with our long-range financial planning has allowed us to make significant improvements to our public facilities and provided us with the resources to serve the core functions of government. I look forward to welcoming seniors back to the Robb Center, with expanded programming, additional space, and functionality that meets the needs of today's senior population.

Discolored water conditions have result from the age and demands of our distribution system. The principle cause of discolored water is the more than 100 miles of unlined, aged, cast iron water mains within our underground infrastructure. When I took office in 2015, these pipes were slated to be completely replaced over a period of 60 years. Shortly thereafter, we reduced that schedule by half, with full replacement in 30 years. Last year, capitalizing on the paving scheduled as part of Gas Restoration project, we reduced that schedule by half again, to 15 years. This summer, we have seen record pumping in our distribution system due to high temperatures and dry weather. However, and fortunately, reports of discolored water have not increased along with the major increases in usage. I am confident that this is attributable to the accelerated replacement schedule and the incremental success of the water main replacement program.

For the first time, the Select Board included Sustainability and green initiatives in its goals and objectives. Through an extensive search, we welcomed the Town's first Sustainability Coordinator in November of 2019. The results of adding this resource have been immediate and positive, with two currently pending Municipal Vulnerability Program (MVP) grants, and a successful award of a tree management grant from the Department of Conservation and Recreation. The Sustainability Coordinator has been instrumental of advancing the priorities of the Andover Green Advisory Board, including Community Choice Aggregation, which will be considered at the 2020 Annual Town Meeting.

Connecting and communicating with the public continues to be a major priority of my administration. Last summer, Andover launched our 311 capabilities along with Andover Central, a consolidated online customer service case management function. Andover is one of only seven communities in Massachusetts with a 311 service and one of only 90 nationwide. I look forward to continuing to develop new ways to engage and interact with our residents and businesses.

I appointed our Town Government Study Committee last year to conduct a comprehensive review of our Town's governance structure and form of government. I look forward to the recommendations of the Committee as they consider potential improvements to our government.

Regarding the Historic Mill District, we have facilitated the creation of a community-authored plan for redevelopment of the Old Town Yard. A Request for Proposals is complete and reflects input from hundreds of residents, town boards/committees, and professionals in the fields of traffic & circulation, architecture, infrastructure, sustainability, housing, retail construction, place-making, and more. This exciting and important project will enter a new phase once Town Meeting authorizes sale of the Old Town Yard.

Recently, I announced the creation of a new division that will focus on (a) wellness and recovery and (b) diversity, equity and inclusion. Andover Collaborative Support Services will provide a critical service to the community in developing programs that promote inclusivity and justice for all residents. I look forward to supporting programs that focus on anti-racism and that reflect broad community's input. In addition, we will continue building upon our successes in combating addiction through a focus on wellness and recovery. Since we launched Community Support Services, which successfully partnered with the Police Department in 2015, we have referred more individuals to recovery programs than any other police department or related program in Massachusetts (with the exception of the City of Boston). My focus over the next

year will be to ensure that this new division has the resources and organization-wide integration to be successful.

This past year I was honored to be reappointed to serve Andover for another five years as Town Manager. Andover is my home, and I look forward to continuing to lead such a capable and competent team that is extraordinarily focused on serving the community well. We have accomplished a lot over the last year and I look forward to capitalizing on our momentum and shared belief that together we will keep moving Andover forward.

To the community, I am grateful for your continued partnership and support. Thank you.

Sincerely,

A handwritten signature in blue ink, appearing to read "A. Flanagan", written in a cursive style.

Andrew P. Flanagan  
Town Manager

## Town of Andover Management Team

Town Manager	Andrew P. Flanagan
Deputy Town Manager	Michael A. Lindstrom
Director of Administrative Services	Patrick J. Lawlor
Chief Information Officer	Paul Puzzanghera
Community Development and Planning	
Director of Conservation	Robert Douglas
Director of Health	Thomas Carbone
Director of Planning	Paul Materazzo
Inspector of Buildings	Christopher Clemente
Community Services	Jemma Lambert
Director of Elder Services	Annmary Connor
Director of Recreation Services	Jessica Downing
Director of Veterans' Services	Mark Comeiro
Director of Youth Services	William Fahey
Facilities	Janet Nicosia
Finance and Budget Department	Donna Walsh
Town Accountant/Assistant Finance Director	Hayley Green
Chief Assessor	David Billard
Collector/Treasurer	Michael Morse
Purchasing Agent	Theresa Peznola
Fire Rescue	Chief Michael Mansfield
Human Resources	Candace Hall-Nourse
Memorial Hall Library	Barbara McNamara
Police	Chief Patrick Keefe
Public Works	Christopher Cronin
Superintendent of Schools	Sheldon Berman
Town Clerk & Chief Strategy Officer	Austin Simko
Town Counsel	Thomas J. Urbelis Esq.

## TOWN OF ANDOVER

# MISSION & VALUES STATEMENT

*Developed by the  
Board of Selectmen, Town Manager, and Town Department Heads  
Adopted by the Board of Selectmen 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 Board of Selectmen, as the chief policymakers 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 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

## **Elected Officials**

*As of December 31, 2019*

### **Select Board**

Laura Gregory, Chair  
Ann Gilbert, Vice Chair  
Daniel Koh, Clerk  
Christian Huntress  
Alexander Vispoli

### **School Committee**

Joel Blumstein, Chair  
Susan McCready  
Paul Murphy  
Shannon Scully  
Tracey Spruce

### **Town Moderator**

Sheila Doherty

### **Andover Housing Authority**

Calvin Deyermond, Chair\*  
Francis O'Connor  
Daniel Grams  
John O'Donohue  
Mary Wesson

*\*Appointed by the Executive Office of Housing and Community Development*

### **Greater Lawrence Technical School District School Committee**

Marilyn Fitzgerald, Andover  
Stephany Infante, Lawrence  
Leo Lamontagne, Lawrence  
Gary Mannion Jr., Lawrence  
Russell Bourassa, Methuen  
Barbara Grondine, Methuen  
Frank Rossi, North Andover

### **Trustees of Punchard Free School**

Melissa Danisch  
Cynthia Milne  
Dr. Eric Stubenhaus  
Steven Pekock  
Donald Schroeder

### **Cornell Fund Trustees**

Richard Bowen  
Kenneth Oزونian  
Calvin Perry

## Appointed Officials

<b>Town Manager</b>
Andrew P. Flanagan

<b>Andover Cultural Council</b>	<b>Andover Green Advisory Board</b>
Judith Farzan Rosemary Halloran Denise Johnson Leslie Malis Sally Matson Sangeeta Nair Sonia Novick Susan Smith Morgan von Prella Pecelli	Melanie Cutler Maria Bartlett Amy Latva-Kokko Anil Navkal Elizabeth Rasmussen Zona Sharfman Harry Voorhees
<b>Andover Housing Partnership Committee</b>	<b>Andover Retirement Board</b>
Vinod Bhandari Ann Cobleigh Kevin Cuff	James Cuticchia Hayley Green Thomas Hartwell Elena Kothman Gary Coon
<b>Audit Committee</b>	<b>Ballardvale Historic District Commission</b>
Steven Caron Robert Finneran Neil Senior Steven Sintros	Ronald Abraham Diane Derby Remi Machel Matthew Pimentel Joanna Reck Gary Rowe Sara Sobieski Nigrelli
<b>Board of Assessors</b>	<b>Board of Health</b>
Dennis Adams David Billard Lewis Trumbore	Dr. Gopala Dwarakanath Deborah Enegeess Pamela Linzer
<b>Board of Registrars</b>	<b>Commission on Disability</b>
Brian Major William Melahn Michael Sassin Austin Simko	Faisal Bashir Justin Coppola Jr. Justin Coppola Sr. Kathleen Dolan David Kahan Patricia Leelman Bernadette Lionetta Julie Pike Eileen Reilly Stephen Surette
<b>Conservation Commission</b>	<b>Council on Aging</b>
Thomas Brady Donald Cooper Alexandra Driscoll Floyd Greenwood Jon Honea Kevin Porter Ellen Townson	Marian Bicking Joan Fox Tana Goldberg Louise Hadad Jeff Kaplan Joan Kleger Paul MacKay

	<p>Kimberly Rainen Thomas Rando Judith Trerotola Fran Walker</p>
<b>Design Review Board</b>	<b>Economic Development Council</b>
<p>Eric Daum Craig Gibson Suzanne Korschun Paul Maue Anita Renton</p>	<p>Evan Belansky Amy Brearley Mark DeCourcy Marlene Hoyt Christopher Joel Michael Morris Jr. Geoffrey Piva</p>
<b>Finance Committee</b>	<b>Housing Trust Fund</b>
<p>Linn Anderson John Barry Jr. Andrew Betts Spiro Christopoulos Mary Ellen Logee Eugenie Moffitt Paul Monticciolo Paul Russo Blackwell Taylor</p>	<p>James Bonfanti Carolyn Hall Finlay Andrew Flanagan Linda O'Connell Susan Shepard</p>
<b>Memorial Hall Library Trustees</b>	<b>Patriotic Holiday Committee</b>
<p>Carolyn Fantini Karen Herman John Hess Laurence Lamagna Marilyn Santagati Anthony Straceski Mark Yanowitz</p>	<p>James Bedford Mark Comeiro Calvin Deyermond Michael Mansfield Brian Masterson R. Scott Parrish Calvin Perry Francis Rittershaus Stephen Wallingford</p>
<b>Permanent Town Building Advisory Committee</b>	<b>Planning Board</b>
<p>Daniel Casper Christopher Cronin Richard Feldman David Giangrande Ellen Keller Mark Johnson Michael Mansfield Janet Nicosia</p>	<p>Zachary Bergeron Vincent Chiozzi Jr. Ann Knowles Rocky Leavitt Neil Magenheim</p>
<b>Poet Laureate Committee</b>	<b>Preservation Commission</b>
<p>Peter Caruso Jane Dietzel-Cairns Karen Harris Janis Hill Susan Leno Barbara Longworth Leslie Malis Susan Smith James Sutton</p>	<p>James Batchelder Arnold Dyer Jr. Leslie Frost Craig Gibson Leo Greene Karen Herman Joanna Reck Mark Ratte</p>

<b>Revenue and Expenditure Task Force</b>	<b>Scholarship Committee</b>
Kevin Connors Melissa Danisch Dan Esdale Joseph Guilmartin Thomas Hartwell Paul MacKay Timothy Vaill	Kate Allard Diane Costagliola Phillip Giguere Carolyn Hanson Deb Lenzi Michael Morse Erik Smith Eric Stubenhaus
<b>Spring Grove Cemetery Trustees</b>	<b>TRIAD Council</b>
William Canane Sandra Dearborn Richard Morrissey Gail Ralston	Joseph Gifun John Howard Jr. Sreenivas Madras
<b>Towle Fund</b>	<b>Zoning Board of Appeals</b>
George Nugent Melissa Strout Gloria Wager	Denise Bordonaro Daniel Casper Kathy Faulk Ellen Keller Carol McDonough Michael Novaria Elizabeth Oltman Lisa Rechisky



*Elected and appointed positions in this report are as of 12/31/2019*

## Election Results for Annual Town Election

### March 26, 2019

Office/Candidates	Precincts									Total
Moderator	1	2	3	4	5	6	7/7A	8	9	
<i>Sheila Doherty</i>	340	291	369	233	284	204	271	297	261	2550
<i>Keith Saxon</i>	119	158	163	176	160	142	169	160	193	1440
<i>Blanks</i>	26	34	29	14	21	11	19	16	18	188
<i>Misc. Others</i>	0	1	1	1	1	0	2	0	2	8

Office/Candidates	Precincts									Total
Board of Selectmen	1	2	3	4	5	6	7/7A	8	9	
<i>Alex J. Vispoli</i>	250	258	315	228	208	195	249	257	270	2230
<i>Alexander C. Bromberg</i>	34	65	38	48	48	32	48	35	47	395
<i>Roland Y. Kim</i>	199	180	267	181	210	155	175	192	184	1743
<i>Daniel Arrigg Koh</i>	349	320	353	262	315	219	296	323	296	2733
<i>Blanks</i>	137	145	151	128	150	112	154	139	150	1266
<i>Misc. Others</i>	250	258	315	228	208	195	249	257	270	2230

Office/Candidates	Precincts									Total
School Committee	1	2	3	4	5	6	7/7A	8	9	
<i>Paul D. Murphy</i>	311	264	306	215	221	178	241	258	252	2246
<i>Shannon I. Scully</i>	338	289	369	267	284	203	281	310	289	2630
<i>Joseph P. Grieve</i>	70	87	82	77	83	65	85	78	72	699
<i>Shishan Wang</i>	120	156	181	161	190	141	151	145	163	1408
<i>Blanks</i>	131	170	183	126	154	124	162	151	171	1372
<i>Misc. Others</i>	0	2	3	2	0	3	2	4	1	17

Office/Candidates	Precincts									Total
Trustees of the Punchard Free School	1	2	3	4	5	6	7/7A	8	9	
<i>Steven Pekock</i>	352	336	411	290	316	256	317	305	326	2909
<i>Blanks</i>	133	146	147	132	146	100	141	165	146	1256
<i>Misc. Others</i>	0	2	4	2	4	1	3	3	2	21

Office/Candidates	Precincts									Total
Housing Authority	1	2	3	4	5	6	7/7A	8	9	
<i>John K. O'Donohue</i>	352	340	415	295	321	257	315	311	327	2933
<i>Blanks</i>	129	141	144	128	140	99	143	157	144	1225
<i>Misc. Others</i>	4	3	3	1	5	1	3	5	3	28

## Elected State and Federal Officials

### United States Senators

The Honorable Elizabeth D. Warren (D)  
2400 JFK Federal Bldg; 15 New Sudbury Street,  
Boston, MA 02203  
Boston (617) 565-3170; Fax (617) 722-1054; DC (202) 224-4543  
317 Hart Senate Building, Washington DC 20510  
Contact: [www.warren.senate.gov/contact.cfm](http://www.warren.senate.gov/contact.cfm)

The Honorable Edward J. Markey (D)  
925 JFK Federal Building, 15 New Sudbury Street,  
Boston, MA 02203  
Boston (617) 565-8519; DC (202) 224-2742  
255 Dirksen Senate Office Building, Washington, DC 20510  
Contact: [www.markey.senate.gov/contact.cfm](http://www.markey.senate.gov/contact.cfm)

### United States Representatives

The Honorable Lori Trahan - Elect (D)  
Third Congressional District (Precincts 2, 3, 4, 5, 6, 7, 9)  
126 John Street, Lowell, MA 01852  
(978) 459-0101  
161 Longworth House Office Building, Washington, DC 20515  
(202) 225-3411 Fax (202) 226-0771

The Honorable Seth Moulton (D)  
Sixth Congressional District (Precincts 1, 7A, 8)  
21 Front Street, Salem, MA 01970  
(978) 531-1669 Fax (978) 224-2270  
1408 Longworth House Office Building, Washington, DC 20515  
(202) 225-8020 Fax (202) 225-5915

### Massachusetts State Senator

Barry R. Finegold (D)  
Second Essex & Middlesex District  
State House, Room 109 E, Boston, MA 02133  
(617) 722-1612 Fax: (617) 722-1058  
Email: [Barry.Finegold@masenate.gov](mailto:Barry.Finegold@masenate.gov)

## Massachusetts State Representatives

Frank Moran (D)  
Seventeenth Essex  
(Precincts 2, 3, 4)  
State House, Room 134, Boston, MA 02133  
(617) 722-2400 Fax: (617) 626-0288  
Email: [Frank.Moran@mahouse.gov](mailto:Frank.Moran@mahouse.gov)

Tram T. Nguyen - Elect (D)  
Eighteenth Essex  
(Precincts 1, 5, 6, 7, 7A, 8, 9)  
State House, Room 443, Boston, MA 02133  
(617) 722-2460 Fax: (617) 626-0246  
Email: [Tram.Nyguen@mahouse.gov](mailto:Tram.Nyguen@mahouse.gov)

## Town Manager and Select Board

**Town Manager’s Office Staff**

Andrew P. Flanagan  
*Town Manager*

Michael A. Lindstrom  
*Deputy Town Manager*

Ann Ormond  
*Director of Business, Arts, and Cultural Development*

Kathryn L. Forina  
*Executive Assistant*

The Town Manager is the Chief Executive Officer, Chief Fiscal Officer, and Chief Personnel Officer of the Town of Andover. The Town Manager appoints and supervises all employees and is responsible for overseeing all services and operations of the Town of Andover. The Town Manager implements the policies established by the Select Board, provides overall administration to the Town’s Municipal organization and focuses on continuous improvement and customer focused services and programs.

**Andover Select Board**

Laura Gregory, Chair  
Ann Gilbert, Vice Chair  
Daniel Koh, Clerk  
Christian Huntress  
Alexander Vispoli

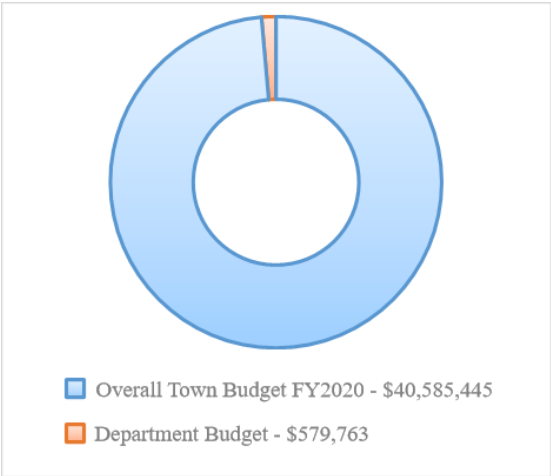
The Town Manager is also responsible for producing an annual budget and financial plan as well as a capital improvement program. The Town Manager’s office, in coordination with the Finance and Budget department, works with department and division heads as well as financial working groups to help determine the spending and financial plans for the coming year.

The Select Board is the Town’s policy-making body responsible for appointing the Town Manager, Town Accountant, Zoning Board of Appeals and the Board of Registrars.

Each year the Select Board, together with the Town Manager, establish goals and objectives for the coming year. These goals and objectives help determine the priorities for the Town’s departments. Town department heads are involved in the process of setting the goals and objectives and work with the Town Manager throughout the year in order to meet said goals and objectives.



*The Andover Select Board*



## Finance and Budget

### Finance Administration

The Finance and Budget Department is led by the Town’s Finance and Budget Director. The Finance and Budget Director oversees five divisions: **Finance Administration**, responsible for overseeing the operations of the Finance and Budget Department as well as the Town’s Financial planning and budget preparation; **Accounting**, which is responsible for providing financial reporting services for the Town, including processing payroll, accounts payable, auditing, and billing; the **Assessor’s Office**, which is responsible for the valuation of real estate and personal property in the Town; the **Collector/Treasurer’s Office**, which is responsible for the collection of all monies due the Town for real estate, personal property and excise taxes, departmental receipts, water and sewer charges, and any related receipts; and **Central Purchasing**, which oversees the Town’s procurement activities as well as insurance.

#### Finance Administration Staff

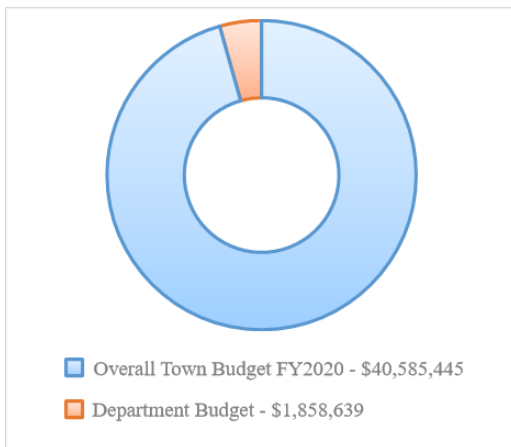
Donna M. Walsh  
*Finance and Budget Director*

Patrick J. Lawlor  
*Director of Administrative Services*

Christine M. Barraford  
*Executive Secretary*

The Town Manager’s Recommended Budget for FY2020 was released on February 1, 2019. During the months of February, March and April, meetings were held with the Select Board, Finance Committee, School Committee and department heads to prepare for the Annual Town Meeting.

Finance Administration is also responsible for overseeing the health insurance plan for the Town and School departments, oversees the funding of the OPEB (Other Post-employment Benefits) Trust, and provides financial analysis for collective bargaining agreements, programs, and other initiatives.



In 2019 the Town of Andover was recognized by the Government Finance Officers Association (GFOA) for Budget Preparation. The GFOA award is presented to communities that prepare a budget of the highest quality and follow best practices for government budgeting. Only 24 cities and towns in Massachusetts were recognized with this distinction in 2019.

**Accounting Staff**

Hayley Green  
*Town Accountant & Assistant Finance Director*

Jared Mullane  
*Assistant Town Accountant*

Lisa Marget  
*Payroll Administrator*

Colleen Currier  
*Accounts Payable Coordinator*

Priscilla Loring  
*Accounting Assistant*

**Accounting**

The Accounting Office is responsible for the maintenance of all financial records to ensure compliance with federal, state, and local laws and regulations and for oversight of all departmental appropriations. The Accounting Office is responsible for processing payroll, accounts payable, and water and sewer billing.

**Assessor's Office Staff**

David Billard  
*Chief Assessor*

Patricia Sullivan  
*Senior Assessor*

Anne Berthold  
*Office Coordinator*

Jane Melia  
*Office Assistant*

Louis Logue  
*Property Lister*

**Assessor's Office**

The Assessor's Office is responsible for gathering and recording information related to property and ownership in the Town of Andover. This includes the valuation of residential, commercial, industrial, and personal property. The Assessor's Office prepares the annual property tax classification information, which assists the Select Board in setting the residential and commercial/ industrial and personal property tax rates.

The Assessor's Office works with the Board of Assessors on the abatement process as well as administering the tax exemptions available to Andover residents.

<b>Annual Property Valuations</b>		
<b>Property Type</b>	<b>FY2019 Value</b>	<b>FY2020 Value</b>
Single Family	\$5,631,065,600	\$5,928,243,700
Condo	\$571,908,800	\$634,339,600
Multi Family	\$442,697,500	\$499,783,500
Vacant Land	\$50,522,000	\$59,940,700
Other Residence	\$19,658,900	\$28,446,400
Commercial	\$583,641,217	\$603,835,939
Industrial	\$638,543,300	\$674,846,600
Mixed Use	\$132,517,700	\$50,733,800
Personal Property	\$250,782,409	\$318,839,379
<b>Total</b>	<b>\$8,321,337,426</b>	<b>\$8,799,009,618</b>

**Collector/Treasurer's Office Staff**

Michael Morse  
*Collector/Treasurer*

Peter Forcellese  
*Assistant Collector/Treasurer*

Anthony Collins  
*Office Administrator*

Lynn Spitalere  
*Office Assistant*

Jennifer Callahan  
*Office Assistant*

Tara Hurley  
*Office Assistant*

**Collector/Treasurer**

The Collector/Treasurer's Office is responsible for the collection of all monies due to the Town including: real estate taxes, personal property, motor vehicle excise taxes, departmental receipts, water and sewer charges and parking tickets. The Collector/Treasurer's Office is responsible for issuing payroll for Town and School employees, payments of vendors, and the reconciliation of checks and bank accounts.

The Collector Treasurer's Office issues debt required for authorized short-term and long-term borrowing and handles life insurance reporting and benefit administration.

**Central Purchasing**

The Central Purchasing Office is responsible for all Town and School procurement including the oversight of the bidding process to ensure compliance with Massachusetts General Laws and contract compliance. Central Purchasing also coordinates insurance and risk management for all Town and School departments (with the exception of health insurance), manages property and casualty claims and manages and administers pothole claims. In 2019, 54 bids were sent out and 52 contracts were awarded.

**Central Purchasing Office Staff**

Theresa Peznola  
*Purchasing Agent*

Janet Brewer  
*Purchasing Assistant*

## Town Counsel

Town Counsel provides the Town of Andover with legal services and representation. Town Counsel provides general legal counsel. Additionally, the Town engages special legal counsel for labor related services as well as special counsel for certain specialized legal services.

### Town Counsel

Thomas J. Urbelis, Esq.  
Town Counsel

In 2019 Town Counsel made numerous appearances before various State Courts. Formal legal opinions were researched and rendered to Town officials on a regular basis, and court challenges to decisions by the Town's boards and commissions were defended by Town Counsel. Town Counsel confers with the Town Manager and other Town officials on a daily basis. For 2 ½ hours each week on Tuesday mornings, Town Counsel provided legal services and consultation at the Town Offices for Town officials, employees and Board and Commission Members. These legal services and consultations were provided free of charge of the Town.

For the Annual Town Meeting and Special Town Meetings Town Counsel reviewed all warrant articles, drafted many of them, and provided legal counsel during Town Meeting. In addition to Town Meeting, Town Counsel attended meetings of Town Boards and Commissions which held hearings on various requests from applicants.

In 2019, Town Counsel Thomas Urbelis was selected for the Massachusetts Super Lawyers list, an honor reserved for those lawyers who exhibit excellence in practice. Super Lawyers Magazine selects attorneys using a patented multiphase selection process. Lawyers cannot nominate themselves and are prohibited from campaigning. Peer nominations and evaluations are combined with independent research. Each candidate is evaluated on 12 indicators of peer recognition and professional achievement. Only 5% of attorneys in Massachusetts receive this distinction.

### Court Cases

Town Counsel represented the Town of Andover in the following situations:

- Represented the Zoning Board of Appeals in a challenge to the Board's decision to allow parking for a business on Main Street. That decision was appealed to the Land Court and the case is pending.
- Represented the Police Chief in a District Court case brought by a resident who challenged the Chief's revocation of the resident's license to carry weapons. After a trial, the Court upheld the Chief's revocation of the license.

- Assisted in responding to open meeting complaints and public records appeals to the Attorney General's office and the Secretary of State's office.
- Represented the Town and Conservation Commission in a Superior Court lawsuit brought by a developer challenging the wetlands delineation for a project. The Superior Court judgment found in favor of the Commission's delineation and also dismissed the developer's claim for the return of payment to the Commission for expert peer review fees. The developer appealed to the Appeals Court and that appeal was dismissed.
- Represented the Town in an appeal to the Massachusetts Licensing Board of a fine regarding elevator inspections and the fine was rescinded.
- Coordinated the filing, with Special Counsel, of a lawsuit in Federal District Court against opioid manufacturers and distributors for monetary damages. The lawsuit is pending in Ohio as part of a Multi-District Litigation consolidating cases nationwide against the manufacturers and distributors.

#### Notable Legal Advice

- Participated in extensive negotiations with attorneys for Columbia Gas, the City of Lawrence and the Town of North Andover relating to the settlement of the Town's claims as a result of the gas explosions in 2018. Town Counsel drafted the settlement documents which resulted in the Town receiving approximately nineteen million dollars in damages.
- Represented the Conservation Commission in an appeal by a developer to the Select Board of the Conservation Commission's selection of a peer reviewer who performed a review of the developer's expert's delineation of wetlands. The Board upheld the Commission's selection. That was the first time any developer had ever filed such an appeal to the Select Board.
- Provided advice to the Spring Grove Cemetery Trustees on a land swap proposed by an abutting property owner.
- Provided advice on a Request for Proposals and Land Disposition Agreement for the sale of the current Town Yard on Lewis Street.
- Provided legal advice to the Electronic Voting at Town Meeting Committee.
- Provided advice on the Town's acquisition of an easement for access at the Heffron Right of Way to allow for access to the Merrimack River by emergency responders and residents.

- Drafted a policy which the Select Board adopted with regard to citizen speak times at Select Board Meetings.
- Provided advice to the Select Board with regard to a recent Court case regarding secret audio recordings.
- Provided advice to the Town Zoning Bylaw Review Committee regarding proposed revisions to the Town's Zoning Bylaw which regulates signs.
- Provided advice on a private warrant article which would have resulted in the elimination of 20 units of affordable housing. The private article was eventually withdrawn.
- Provided advice on the termination of the Notice of Activity and Use Limitation on the Town Yard.
- Provided advice on a swap of land on Tewksbury Street under the control of the Select Board to the Conservation Commission in exchange for the land having the leaf composting facility and dog park on High Plain Road under the control of the Conservation Commission.
- Provided advice to the Memorial Hall Library on procedures to follow regarding presentations at the Library.
- Negotiated and drafted a Tax Increment Financing Agreement with Vicor.
- Provided advice on a Select Board policy and rules and regulations regarding small cell wireless technology.
- Provided legal support through the drafting of contracts, deeds, easements, land use restrictions, releases and agreements.
- Provided advice to the Council on Aging regarding their Bylaws.
- Provided advice to the Police Chief regarding a dangerous dog hearing at which the Chief was the Hearing Officer.
- Drafted licenses for temporary space for the Senior Center during enhancement renovations.
- Provided advice regarding a bid protest filed with the Attorney General's Office.

*Special Counsel*

The Town engaged outside counsel for labor related legal matters. Special Labor Counsel represented the Town of Andover and the Select Board regarding a lawsuit challenging health insurance premiums for retirees. Special Labor Counsel also advised the Town Manager on personnel matters including labor arbitration and assisted with the negotiation and drafting of collective bargaining agreements.

## Town Clerk's Office

The mission of the Town Clerk's Office is to uphold the integrity of the Town's democratic process, to preserve public records, and to provide innovative, efficient, high quality service to Andover's residents and to all who interact with Andover's municipal government.

**Town Clerk's Office Staff**

Austin Simko  
*Town Clerk & Chief Strategy officer*

C. Dawne Warren  
*Assistant Town Clerk*

Susan Pimentel  
*Office Assistant*

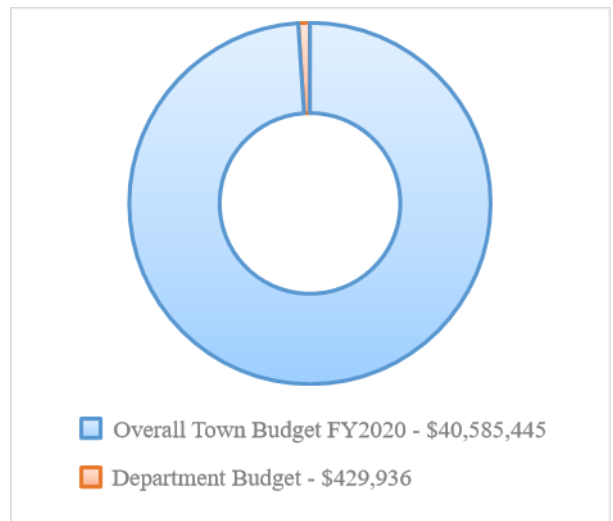
Jamie Doherty  
*Records Specialist*

The Town Clerk's Office administered the Annual Town Election on March 26, 2019. Further, the Town Clerk's Office coordinated three Town Meetings: the Annual Town Meeting on April 29 & 30, 2019, a Special Town Meeting on April 30, 2019, and a Special Town Meeting on June 19, 2019.

The Town's vital records from 1985 have been scanned and are now issued through a scanning program that continues to provide great efficiencies in serving the public. The staff continues to work with the State Office of Vital Records and Statistics to implement the Vital Information Partnership (VIP) System, a State-wide data base of vital records.

### Town Census

In January, the Town Census was mailed to 12,500 households. The Town's population at the completion of the Census was 32,087.



### Precincts and Voters

Overall the office processed a total of 1,501 new voter registrations in 2019. The year ended with 24,444 registered voters (20,611 Active and 3,833 Inactive) in Andover's nine precincts and one remaining sub-precinct as follows:

Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5
2,105	3,036	2,694	2,818	2,967
Precinct 6	Precinct 7	Precinct 7A	Precinct 8	Precinct 9
2,817	2,098	619	2,621	2,699

<b>Elections/Town Meetings</b>			
<b>Election/Meeting</b>	<b>Date</b>	<b>Number of Voters</b>	<b>% of all Voters</b>
Annual Town Election	March 26, 2019	4,186	17.5%
Annual Town Meeting	April 29, 2019	556*	2.3%
Special Town Meeting	April 30, 2019	405	1.6%
Special Town Meeting	June 19, 2019	156	0.7%

\*First Night Attendance

<i>Type of Revenue</i>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Marriage Licenses	\$3,200	\$3,400	\$3,400
Certified Copies	\$23,205	\$25,251	\$24,067
Miscellaneous Licenses	\$16,175	\$15,475	\$16,485
Liquor Licenses	\$166,475	\$154,190	\$170,700
Business Certificate Filings	\$5,310	\$4,790	\$5,535
Miscellaneous Income	\$1,782	\$1,249	\$1,552
Dog Licenses	\$33,332	\$23,437	\$32,407
Non-Criminal Violations	\$1,375	\$2,675	\$1,825
<b>Total</b>	<b>\$250,854</b>	<b>\$230,467</b>	<b>\$255,971</b>

<i>Type of Recording</i>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Births	232	253	259
Marriages	122	135	132
Deaths	270	274	253
Dog Licenses	2295	2237	2152
Business Certificates (New)	107	86	117
Business Certificates (Renewals)	70	73	65
New Voter Registrations	1410	2306	1501

## Information Technology

### Information Technology Staff

Paul Puzanghera  
*Chief Information Officer*

Joe Piazza  
*Platform Architect*

Jim Casey  
*Customer Service and Operations Manager*

Mike Kirk  
*Solutions Architect*

Karla Kohl  
*Solution Leader*

Patricia Fitzpatrick  
*Office Administrator*

Dennis Wynne  
*Network Administrator II*

Lesley Hewett  
*System Administrator, Public Safety*

Eliud Feliz  
*Technical Specialist I*

Joe Hadley  
*Technical Specialist I*

Joe Huskey  
*Technical Specialist I*

Ann Gubellini  
*Technical Specialist II*

Chris Primes  
*Technical Specialist II*

Mark Snowdon  
*Technical Specialist II*

Bonnie Hajjar  
*Asset Coordinator*

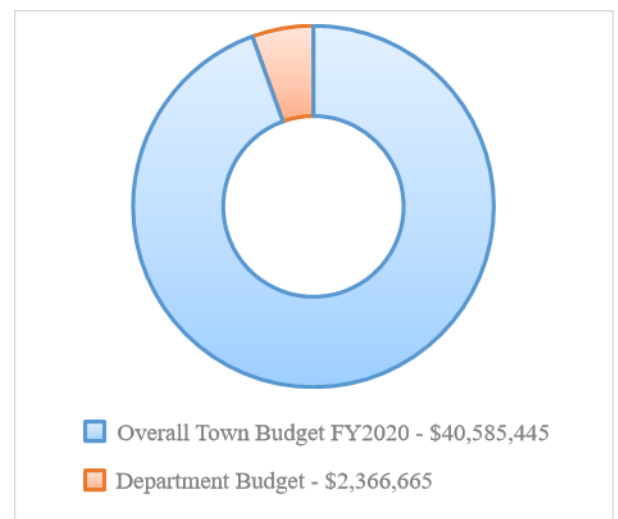
Roger Bachand  
*Technical Specialist I  
Device Repair*

MaryJane Burwell  
*Application Specialist*

The Department of Information 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 Information Officer (CIO) who reports to the Town Manager and the Superintendent of Schools.

### Customer Service and Operations Team

- Delivered our annual of refresh of town and school computers, including new state of the art music and graphics labs.
- Continued to supply devices and support for Andover 1:1 learning initiative, ensuring that all students have access to a device at all times during the school day.
- Upgraded (575) Chromebooks for students at the schools to provide touchscreen functionality.
- Replaced and deployed 30+ new Epson 697 projectors at Andover High School, deploying interactive capabilities for the classroom.
- Supplied technical support for all standardized ELL, Math, and Science testing.
- Supplied physical devices and support for MCAS testing, and orchestrated a shuttle program to physically deliver Chromebooks to all middle schools and AHS during the MCAS testing cycle.
- In process of preparing and refreshing the Science labs with (60) new Windows devices at Andover High School.
- Provided the middle schools and high school with new Chromebooks



scholarship devices (100) and (62) respectively.

- Physically supported the relocation of all IT equipment from Elder Services at the Bartlett Street location to three separate locations around Andover.
- Supported the opening of the new DPW/Facilities building at 5 Campanelli, relocating and installing all IT related equipment.



*A newly equipped graphics lab*

- Made donations of 250 MacBook Pro devices, as well as 125 iPads to other school districts.
- Launched and coached AHS new eSports initiative. Students reached statewide playoffs during inaugural year.

### ***Platform Team***

- Installed and configured infrastructure for new alerting system at remaining 22 buildings
- Configured Infrastructure for 5 Campanelli Drive
- Configured synchronization between on premise user directory, student information system and Google to eliminate manual effort
- Configured automatic account onboarding and offboarding process fed by staff and student systems of record
- Installed and configured new internet circuit from a secondary provider to provide failover and redundancy
- Worked with MHL to eliminate legacy physical servers and network and transitioned to all virtual.
- Worked with Public Safety to eliminate legacy network
- Transitioned Public Safety state reporting to new infrastructure
- Began O365 integration
- Remediated numerous PHISHING scams and cyber threats, and proactively monitored multinational security threats

### **Information Technology Staff, *continued...***

Sue Doolin  
*Application Specialist*

Jeffrey Cary  
*GIS Specialist*

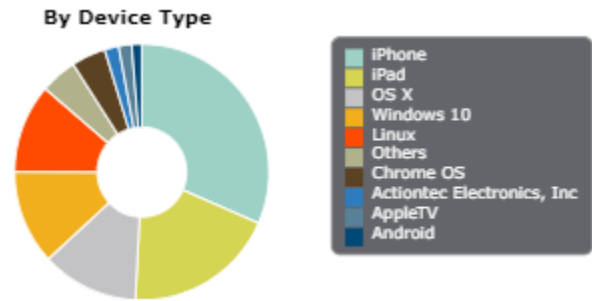
Don Miller  
*Project Manager*

Laura Hall  
*Application Specialist*

George Leeds  
*Application Specialist*

Eric Levy  
*Application Specialist*

- Worked with Solutions team to identify and upgrade legacy applications
- Improved user experience on AndoverNet-Guest wireless network
- Designed network and infrastructure for new Ballardvale Fire Station
- Designed and implemented cable distribution system at 5 Campanelli Drive
- Decomissioned Center at Punchard network infrastructure
- Deployed new switches, reconfigured network routing, deployed wireless infrastructure, configured VoIP network, decomissioned legacy data closets,and completed new wiring project for Public Safety
- Deployed new VoIP reporting software
- Restructured Active Directory
- Restructured Security and Distribution groups
- Completed wiring terminations at South, Sanborn, Doherty, West Middle
- Managed and Monitor on average 5000-6000 wireless devices daily
- Setup satelite locations for Senior center with zero noticable downtime
- Evaluated network storage infrastructure for upgrades
- Single sign on (SSO) integration with School cloud applications
- Designed and configured a dynamic systems intgration diagram
- Designed and deployed remote authentication (ADFS) farm eliminating the need to maintain separate sign ons in third party applicaitons
- Configured and deployed safety strobe lights to AHS locations
- Finalized and deployed Lobby Guard visaitor identification systems to all schools
- Actively monitored internet bandwidth and performance
- Upgraded Antivirus server



- Restructured login rules and GSuite Policies for Managed Bring Your Own Devices

### ***Solutions Team***

- Implemented new on-line Citizen Response system, Andover Central, for citizen questions and service requests, and activated town wide 311 phone system for citizen response
- Assisted Town Clerk and Health departments in annual license renewals for 2020.
- Started implementation project for next generation View Point Cloud on-line permitting solution for eight departments consisting of Inspectional Services, Health, Town Clerk, Fire Rescue, Zoning, Planning, Conservation and DPW. Loaded existing business rules into the new system as the first step in this project.
- Storm water Inspections to meet the requirements of the EPA Municipal Storm water Permit. Monitoring Catch Basin Cleaning, Outfall Inspections using GIS Mobile applications
- Andover Business Directory using GIS Story Maps. Interactive Web Map Viewer displaying Businesses in Andover
- Working with Sustainability Coordinator to use GIS Mapping to perform analysis on Tree Canopy and Land Use Changes
- Project Developments Story Map to showcase large important projects. New Municipal and Private projects are added to this on-going
- Updated Plow Routes for both Street Plows and Sidewalk Plows as well as Town maintained parking lots and facilities and updated Salt Treatment route maps
- Assisted Forest Management Plan with Conservation and AVIS properties to help manage invasive species. Using Mapping to identify areas of need.
- Worked with Municipal Services to create a mobile data collection application that surveys the Town's trash and recycling program. Summer interns used the application to perform the survey



*The newly launched Andover High School eSports team reached statewide playoffs in its first year*

- Used GIS Software to map Security cameras in Town Facilities. This mapping facilitates accessing the video feeds.
- Mapped Intercoms as well as other security features such as strobe lights in school buildings. This mapping will be used to enhance safety protocols within the schools
- GIS Online web maps of the paving status of roads
- Implemented Time Clock Plus for Facilities and Recreation
- Implemented Time Entry Import process for TCP
- Automated Boston Mutual Life Insurance process for Collector's Office
- Implemented Tyler Content Manager (TCM) and integrated Tyler Cashiering with TCM
- Automated Substitute Teacher process into Time Entry for School Payroll
- Merged FSA (Flexible Spending Accounts) Contribution files
- Upgraded Munis to version 11.3
- Standardization of reporting attendance for all school students.
- Implemented Onboarding for all Town and School new employees, allowing for online completion of paperwork, improved tracking and compliance, and automatic electronic storage.
- Automated the creation of all Town and School hires, reclassification, and transfer within MUNIS, saving time and creating consistency in data entry and business rules.
- All aspects of the student lifecycle are now handled programmatically including creation and deactivation of accounts as well as automated rostering into every educational system.
- Single Sign On for for students within Aspen and for staff within the Frontline Absence Management System, the Professional Growth System, Educator Evaluation System, and Aspen - Student Information System
- Implementation of DocuSign for Town and School Departments and the workflow for Town and School Payroll and Account Payable Warrants.
- Moved away from Registration Gateway - Implemented a new Online Student Registration and Back to School Form System called Family Connection. This system seamlessly integrates with Aspen making it user friendly for families and prospective families.
- Implemented a new Educator Evaluation System

## Community Services

**Community Services Staff**

Jemma Lambert  
*Director of Community Services*

The Department of Community Services was formed in July 2016 by merging the Divisions of Recreation, Youth Services, Elder Services and Veterans Services into one public-facing Department whose primary focus is improving the quality of life for all who call Andover home.

Each of the Department’s four divisions provides a range of services and programs intended to ensure all Andover residents, regardless of age, income or ability have access to a full range of direct services and programs including but not limited to:

- Seasonal recreation, summer camps and organized sports programming
- Critical elder services such as home delivered meals, congregate meals, crisis case management
- Veterans benefits, family support and celebrations
- Youth development and leadership
- After school child care
- Accessible transportation
- Disease management and continued learning
- Cultural celebrations
- Advocacy and outreach

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, Veterans memorials and our many green spaces and playgrounds.

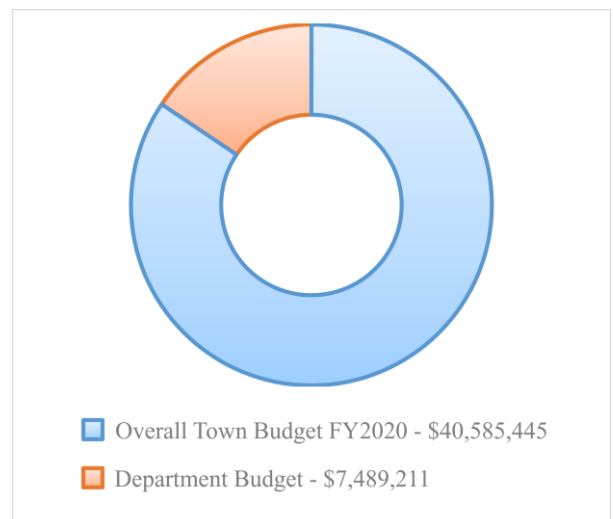
### Volunteers

The Department of Community Services could not do what it does without that selfless contributions of its volunteers. In 2019:



### 2019 Highlights

- Town Meeting approval of funds to complete the renovation of Andover’s Senior Center
- Completion of the design of the new Senior Center



## ***Elder Services Division***

The Division of Elder Services provides a range of services and activities intended 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, safety and wellness of elders including but not limited to: accessible transportation, home delivered and congregate meals, case management and information and referral services, Adult Day Care as well as services and programs designed to keep elders healthy and thriving in the community such as disease management, exercise and strength training, continued learning and cultural celebrations intended to support robust community building.

### **Elder Services Staff**

Annmary Connor  
*Director of Elder Services*

Kristine Havemeyer  
*Outreach Coordinator*

Shawna McCloskey  
*Case Manager*

Kathleen Byrne  
*Program Coordinator*

Christine Marshall  
*Office Assistant*

Francisco Melendez  
*Food Service Coordinator*

Sue Starbird  
*Food Services Worker*

#### *Social Day Care Assistants*

Katherine Perakis  
Mary McGettrick

#### *Food Service Workers*

Ed Blinn  
Tina Solari

#### *Drivers*

Caren Connor  
George Perakis  
George Thomson  
Kelly Cameron

Sharon Thomson  
*Community Outreach Nurse*

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.

The ongoing challenge for staff and volunteers is to be responsive to the needs and interests of older adults and their families and to design and implement appropriate programs in the most efficient manner possible for this growing population. Building relationships in the community, sharing expertise, resources, and support with other community groups whenever possible is also key to the success of the Division. We invite you to join us as we continue to enhance and expand this vital and essential community resource.

### **2019 Accomplishments**

- Town Meeting approval of funds necessary to complete the renovation of Andover's Senior Center
- Completion of the design of the new Senior Center
- Full execution of the Division's transition plan to

- multiple in-town locations in preparation for scheduled renovations
- Selection of Andover's new Director of Elder Services
- Award of new, grant funded handicapped accessible 14 passenger van

### **Volunteers**

Andover Elder Services could not meet mission without the contributions of its volunteers.

This past year 224 residents volunteered 40,071 hours for a total value of \$698,753 or the equivalent of 14.3 FTEs.

### **Grants/donations**

The Division of Elder Services benefitted from \$201,803 in grants and donations in 2019. These dollars help to support a range of services and initiatives across the Division including but not limited to: accessible transportation, dementia care, wellness programming and volunteer recognition.



*TRIAD is a connection between Andover seniors and the Andover Police Department*

#### **Veterans' Services Staff**

Mark Comeiro  
*Director of Veterans' Services*

#### ***Veterans' Services***

Andover Veterans' Services honors our Veterans for their service and is committed to providing assistance to those seeking access to benefits, entitlements and services they need in order to thrive in our community. In addition, the Division works hard to commemorate our Veterans through a variety of community events, memorials and celebrations.

The Veterans' Services Office ensures for the coordination of applications for both state and federal financial, medical and administrative benefits to Andover's 3,300 Veterans and their families.

#### **State Benefits**

This past year the Office of Veterans' Services responded to numerous public assistance requests from Veterans for fuel, food, housing, burials, medical needs and other needs culminating in over \$70,000 disbursed to Veterans and their dependents in FY2019. This

public assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115.

### **Federal Benefits**

Obtaining federal benefits for local Veterans is a priority which includes service connected disability claim processing. Andover residents receive over \$250,000 in tax-free federal Veterans' benefit dollars annually – chiefly through service-connected disabilities and widows' pensions.

### **Public Events**

The Veterans' Office planned and coordinated Patriotic Ceremonies in observance of Memorial Day, Flag Day, September 11<sup>th</sup>, Veteran's Day, the Annual Veteran Recognition Luncheon, Annual Veteran Holiday Breakfast, 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.



*Volunteers assist in the laying of 300 wreaths in Spring Grove Cemetery as part of Wreaths Across America*

### **2019 Accomplishments**

- The Town of Andover was honored to be recognized as a Purple Heart Community in 2019. A special ceremony in October was held at the Collins Center to recognize our community's combat Veterans wounded in battle who had been awarded the Purple Heart for their sacrifice.
- The Veterans' Office is especially proud of its highly acclaimed decade long series of books "Heroes Among Us." Through the dedication and support of the volunteer efforts of Robert Domingue and his staff, one hundred and fifty Andover Veterans over the past ten years allowed us the privilege of sharing their very personal stories of service to this great country of ours in "Heroes Among Us" Books I-X. Those Veterans were reunited and honored at the 2019 Veterans Day Ceremonies at Ballardvale Green.
- The Veterans' Office partnered with Wreaths Across America in December 2019 and thanks to a hearty group of volunteers laid over three hundred wreaths at the graves of Veterans in Spring Grove Cemetery.

- A multi-year initiative for the Director of Veterans' Services has been to improve office recordkeeping, specifically Veteran's records. As such, efforts to align the Veterans Office records with the ten Town cemeteries is complete and Town Veteran records have increased to over 10,300 reflecting over 3,800 veterans buried in our Town cemeteries.
- 37 Andover Veterans died during 2019. These veterans served from WWII through the Vietnam War. The Director of Veteran Services also serves as the Town's Graves Registration and Burial Officer.

**Recreation**

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 Division of Recreation manages a wide variety of community programming intended to support youth and family social and recreational needs including:

- Youth classes, leagues and seasonal programming
- EEC Licensed after school program
  - Youth Enrichment Programs
  - Adult classes, leagues
  - Adult Enrichment Programs
  - Community events, workshops, trips and celebrations
  - Management of Recreation Park
  - Management of Poms Pond
  - Playground programming

**Recreation Staff**

Jessica Downing  
*Recreation Director*

Christopher Dempsey  
*Recreation Coordinator*

Kourtney Crampton  
*Program Assistant*

Sophie Stahley  
*Finance Coordinator*

Jennifer Lawlor  
*Office Assistant*

**2019 Highlights**

The Division of Recreation works actively with a number of municipal and community-based partners to improve the quality of life for all Andover residents. In 2019:

- In partnership with Andover Public Schools, expanded Kid Care after school program to include two additional Elementary School sites at High Plain & South School.
- In collaboration with the Andover Housing Authority opened the Family to Family after school program at Memorial Circle location.
- Partnered with the Conservation Department to run community hikes and nature based events.



*Participants in "Teeny Tennis" pose with their coaches community for homebound residents of the Merrimack Valley during the holiday season.*

- Was awarded a Beach Wheelchair donation from Smile Mass Foundation for Poms Pond.
- Collaborated with the Wish Project to conduct our Mitten Tree drive. Collected and donated over 300 winter apparel items to families in the Merrimack Valley area.
- Partnered with the Merrimack Valley Visiting Nurses Association to run our annual Elder Basket Program: collected 28 gift basket donations from the

### **Statistics**

The Division of Recreation continues to experience increases in participation and course offerings specifically;

- Total participants - 5,742
- Total registrations - 11,110
- Total program offerings - 471

### **Volunteers**

The Division could not do what it does without the assistance of our dedicated team of volunteers. In 2019:

- Total Volunteers - 290
- Total volunteer hours - 3,128
- Value - \$79,545.

### **Grants/Donations**

- Summer Concert Series Sponsorships: \$3,200
- Bike Rodeo Sponsors: \$2,850
- Softball Tournament Sponsor: \$1,305
- Mitten Tree: Over 300 winter apparel items donated
- Elder Baskets: 28 gift baskets donated



*Bouquet creations was one of the adult recreation classes in 2019*

## *Andover Youth Services*



*AYS program participants pose with AYS staff in the Cormier Center lobby*

maintain a program that has the ability to be flexible and encourage all youth to use their creativity, spontaneity and energy in positive ways.

Following the youth development model, Andover Youth Services provides an all-inclusive recreational, educational, social and support program for Andover's 11-18 year-old age group. AYS implements over 350 individual programs and events engaging thousands of participants and facility users. AYS creates experiences that allow young people to:

- Build new relationships
- Develop an identity
- Exercise independence
- Engage in physical activity through appropriate challenges

All of these elements help to build a foundation that contributes to a young person's positive development, builds a valuable connection to the community outside of school and constructively engages adolescents in meaningful activities.

Advocacy and support for young people are the most essential elements of the AYS organization. The AYS staff spends countless hours with individuals or small groups working on a variety of critical youth development issues. AYS serves as a bridge between a

Andover Youth services aims to provide young people useful experiences to promote healthy growth and development. It is our goal to build a network of affordable, accessible, safe, and challenging youth programs that appeal and respond to the diverse interests of young adolescents and their families.

Our vision for a better community starts with the education and empowerment of youth. Andover's young people face many challenges and the mission of Andover Youth Services (AYS) is to develop and

### *Youth Services Staff*

Bill Fahey  
*Director*

Glenn Wilson  
*Assistant Director*

Tony Lombardi  
*Program Coordinator*

Neal Callahan  
*Program Coordinator*

Jackie Stackhouse  
*Program and Outreach Coordinator*

young person’s needs and the services and programs that can help them navigate the pressures of adolescence and become a well-rounded individual.

**2019 Highlights**

**AYS Family Reunion** – AYS celebrated its 25<sup>th</sup> year of youth development programming with a visit from Andover’s own, Jay Leno, and an evening event recognizing 25 years of building supportive, creative, youth-driven programs that are a beacon of hope in our community.

**Who Run the World** – A young women’s empowerment, networking, and creative support event that allowed participants an opportunity to learn from some amazing women about their professions, ask questions about the steps they took to get to where they are today and learn tangible skills in their respective fields.

**Andover STEM Fair** – AYS collaborated with AHS Robotics Club members to offer the first Andover STEM Fair featuring AHS clubs, area colleges, local STEM opportunities and industry professionals. Students led soldering workshops and robotics demonstrations in this fun and educational event.

**Virginia Service Trip** - AYS partnered with Philips Medical to offer support in their efforts volunteering with RAM (Remote Area Medical) Volunteer Corps Clinic in Wise, Virginia. The group of high school and college students helped offer programs and activities for young people during the clinic while the parents received free medical care.

**Statistics**

	2017	2018	2019
Total Program Registrants	8,785	12,268	11,882
Total Drop-Ins	570	4,847	7,703
Total Event Participants	5,055	8,135	10,897
Total Class Registrants	1,125	4,506	4,971
Total Members	859	965	953
Total Programs	480	477	471

**Volunteers**

- Total Volunteers - 262
- Total volunteer hours – 9,820
- Value - \$249,722

## Memorial Hall Library

Memorial Hall Library is the informational, educational and cultural heart of the Andover community. The Library provides a welcoming place for patrons to come together and build community, support healthy living, engage in lifelong learning, interact with each other and borrow materials in a wide variety of formats. The Library works continually to adapt our space to meet the changing needs of the Andover community.

2019 saw the expansion of innovative services and materials at Memorial Hall Library.

- Streaming services were enhanced by the addition of RBDigital and Medici.tv
- The Wall Street Journal and Washington Post were added as nationwide digital newspaper subscriptions
- The Library of Things expanded to include eight new items including a Nintendo Switch, a light therapy lamp, a turntable and others
- Make@MHL makerspace bolstered its training opportunities
- Customer service was improved with the installation of a service desk on the ground level
- Barbara McNamara was appointed Director following the retirement of Beth Mazin in April.

### ***Library of Things Expanded***

In 2017 the Library began circulating non-traditional items grouped together in a Library of Things. The collection has grown over the years and in 2019 eight new items were added to the increasingly popular collection which now totals 33 different items. New items include a cassette to MP3 converter, a CD player, a film to digital converter, a guitar, a light therapy lamp, a Nintendo Switch, and a turntable. In 2019 the 33 items circulated over 550 times

### ***New Services***

- Streamlined public computer management system, including printing, scanning, copying and faxing
- New databases and streaming services
- Soft seating replaced
- Public service desk added to ground floor

### Memorial Hall Library Staff

Barbara McNamara  
*Library Director*

Kimberly Lynn  
*Assistant Director, Personnel & Circulation*

Clare Curran-Ball  
*Assistant Director, Collections & Technical Services*

Vicki Murphy  
*Executive Secretary*

Beth Kerrigan  
*Coordinator of Children's Services*

M. Kimberly Bears  
Kate Dugan  
*Children's Librarians*

Stefani Traina  
*Community Services Librarian*

Dean Baumeister  
*Coordinator of Reference Services*

Stephanie Aude  
*Local History & Reference Librarian*

Anna Tschetter  
Renata Sancken  
*Teen & Reference Librarian*

Jesse Light  
Larisa Shvarts  
Stephanie Smith  
Justin Termini  
*Reference Librarians*

Wendy Kung  
*Chinese Collection Specialist*

Theo Kontos  
*Systems Librarian*

*Continued next page...*

**Memorial Hall Library Staff,  
continued...**

*Library Assistants*

Darsana Barua  
 Susan Buckley  
 Lori Ann Buke  
 Tricia Craig  
 Paula DelDotto  
 Gerry Deyermond  
 Liana DiPasquale  
 Pam DiPesa  
 Terrie Floyd  
 Virginia Guazzaloca  
 Amy Martin  
 Kathy McDonald  
 Linda Murphy  
 Carol Plate

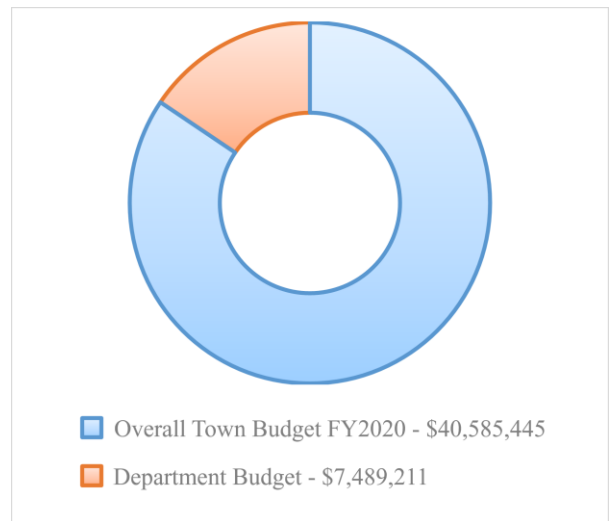
*Library Aides*

Denise Carriere  
 Debra Christopher  
 Ann McGrath  
 Sarah Nourse  
 Shannon Phelan  
 Violet Rabold  
 Arianne Schwartz  
 Randall Termini

- Tween collection developed
- Updated LED lighting
- Puzzling Table

**Very Popular Services**

- Hot Spots
- Genealogy Club
- Friends Concert Series
- Early Literacy programming
- MakerSpace programs
- Device Advice
- Summer Reading
- Teen crafts



Library Data				
	2017	2018	2019	% Change
Total # of items	218,576	224,855	253,289	12.6
Circulation	516,388	472,034	453,619	-3.9
Overdrive e-content	23,347	29,290	40,311	76.6
Adult/Teen programs	514	520	628	20.7
Adult/Teen Attendance	9,878	10,886	12,326	13.2
Children's Programs	761	819	757	-7.5
Children Attendance	23,605	22,707	22,617	-0.4
Reference questions	69,381	69,237	69,111	-0.2
Computer signups	50,054	62,400	47,320	-24.2
Meeting Room use	1,252	1,293	1,196	-7.5

## Community Development and Planning

### Community Development and Planning Staff

Paula Hamel  
*Office Administrator*

The Community Development and Planning Department is composed of the **Planning and Economic Development Division**, which is responsible for a wide range of activities associated with development, transportation, land use and economic development in Andover; the **Building Division**, which enforces the state and local building code and bylaws as they relate to

building and structures; the **Conservation Division**, which protects Andover’s rivers, lakes, and wetlands; and the **Health Division**, which is responsible for addressing all public health threats in the community and for promoting good health practices among its citizens.

### *Planning and Economic Development*

The mission of the Planning and Economic Development Division is to ensure the orderly growth and development of the Town through sound planning practices and through the implementation of the recommendations of the Master Plan.

In the Spring of 2019, the Town’s new Public Works facility at 5 Campanelli opened for business.

### Planning and Economic Development Staff

Paul Materazzo  
*Director of Planning & Economic Development*

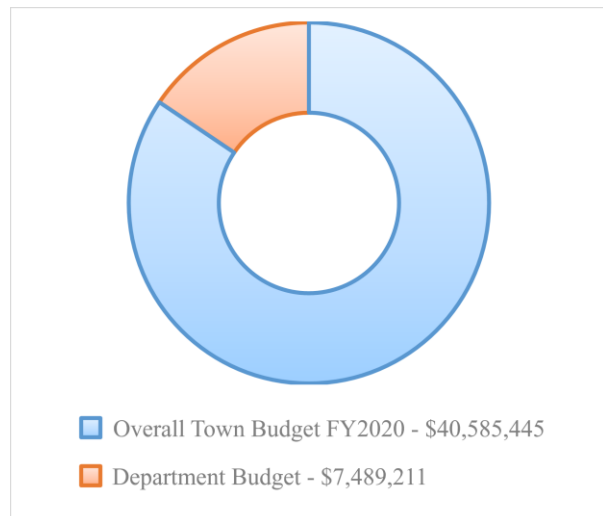
Lisa Schwarz  
*Senior Planner*

Jacki Byerley  
*Planner*

The relocation of the Town Yard presents a unique opportunity for the community to stimulate economic growth and expansion of the downtown consistent with the Historic Mill District (HMD) overlay created at the 2015 Annual Town Meeting. The HMD overlay was created to promote the redevelopment of approximately 100 acres of land between Main Street, Dundee Park, the Shawsheen River, Whole Foods Grocery Store and includes the Old Town Yard.

To augment the HMD overlay, the HMD Task Force in collaboration with the Planning Board facilitated a comprehensive community engagement process.

Hundreds of walking tours, conversations with existing stakeholders and businesses, and numerous community meetings were held to engage the community. Throughout the process the community was involved in the development of Design Guidelines, a Circulation and Street Design Plan, a Strategic Placemaking Master Plan, and a Sewer and Water Master Plan for the district. The level of community engagement and design excellence that evolved from this



process has set the table for a transformative change in downtown Andover. These studies represent an accumulation of community input gathered over the years.

The goal of these studies is to help prepare for future development within the HMD. They have been an invaluable resource in preparation of the Community Authored Request for Proposals (RFP) for the disposition of the municipal land off Lewis Street (former Town Yard site).

At Town Meeting 2020, the community will have the opportunity to authorize the Select Board to sell the Old Town Yard, consistent with the Community Authored RFP. A favorable vote by the Town's legislative body will be one of the first steps in setting in motion the transformation of the HMD. Development of the Old Town Yard will help realize the community's vision of establishing a vibrant mixed used development district with walkable streetscapes, riverfront parks, family friendly amenities and public spaces.

For more information on the Historic Mill District, please visit: <http://andoverma.gov/hmd>

### *Downtown*

In 2019, the Planning Division experienced a historic wave of private investment in Downtown, with nearly 65,000 square feet of development. Most notably, improvements were made to 27 Main Street, 89 Main Street, and 32 Park Street.

Improvements to 27 Main Street encompassed nearly 47,000 square feet and included façade enhancements, reimaged ground floor retail spaces and the addition of LaFina Steakhouse, Kidcasso, Level Up Med Spa, Sola Salon, Otto Pizza, TouchStone Closing LLC and B Tone Fitness.

Improvements to 89 Main Street include a new modern steak house, Smythe & Dove, which opened for business in the fall of 2019. Construction at 32 Park Street is nearing completion. The new 9,872 sf commercial/office building will be the future home for Lillian Montalto Signature Properties.

In 2019, the Town welcomed JP Licks to 28 Park Street with CoCo Collection moving to a new location at 1 Main Street. In celebrating the Town of Andover, the downtown business community was the highlight of the June 2019 kick off Zip Trip featured on Boston 25 News.

Additions to the Andover business community outside of Downtown include Smash Music at 305 North Main Street, Fusion Academy to 3 Dundee Park and Crack'd Kitchen & Coffee to 319 Lowell Street.

In the River Road corridor, construction has commenced at 1 Minuteman Drive, which will introduce new amenities to the area. Upon completion, the 25,000 sf development will be home to a new restaurant, Andiamo's, a daycare facility, a bank and more.

## *Housing*

The Board of Trustees for the Affordable Housing Trust Fund awards approximately \$32,000 each year in allocated federal grant money. Since its inception, over \$400,000 has been awarded to Andover and twenty permanently affordable housing units scattered throughout Town were created. The most recent recipient of grant funding is the project on Lupine Road being built by Andover Community Trust ([www.andoverclt.org](http://www.andoverclt.org)) and the Merrimack Valley Habitat for Humanity. The Planning Division continues to monitor the existing affordable housing stock and continues to be actively involved in each affordable unit resale in order to maintain Andover's official Subsidized Housing Inventory with the state.

## *Community Engagement*

With the goal of empowering the community to assist in guiding future land use policy, the Planning Division facilitated a series of community conversations over the past year. The public forums focused on development of a Downtown Parking and Amenity Plan and a series of workshops on the Historic Mill District pertaining to development of a community authored RFP for disposition of the municipal land off Lewis Street (former Town Yard). With input received at the various forums, the Planning Division welcomes the opportunity to assist in bringing the community's vision into fruition.

## *General Responsibilities*

Planning Division staff worked on open space preservation, created Geographical Information System (GIS) maps for various town departments, negotiated with numerous subdivision and site plan proposals to achieve the best possible development on the vacant lands, continued to encourage techniques for new development proposals to enhance compatibility with existing neighborhoods and mitigated environmental impacts to the greatest extent possible.

The Planning Board held twenty-five public meetings and advertised and conducted forty-three public hearings in 2019.

	2017	2018	2019
Planning Board Meetings	19	22	25
Public Hearings	64	58	43
Definitive Subdivision Plans	1	2	1
Preliminary Subdivision Plans	0	2	0
Approval Not Required Plans	11	12	11
Site Plan Reviews	1	1	1
Special Permits	9	8	6
Lot Releases and Clearance Certificates	8	15	11
Warrant Articles Reported	23	20	19
Subdivision Guarantees	2	2	2
Street Acceptances	3	1	0
<b><i>Revenue Generated</i></b>	\$220,940.50	\$21,134.00	\$59,974.20

## ***Building***

The mission of the Building Division is 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 enforcement of State and local laws, by-laws and regulations.

The Building Division is charged with the enforcement of The Commonwealth of Massachusetts Building Code, 780 CMR, Architectural Access Board Rules and Regulations, 521 CMR, The Zoning Act, Chapter 40A of the Massachusetts General Laws, the Andover Zoning Bylaw, Article VIII, Section 33, Demolition of Historically Significant Buildings, Section 36, Ballardvale Historic District Bylaw and Section 37, Chimneys, of Article XII of the Town of Andover Code of Bylaws, as well as other applicable Town and State laws and regulations.

### **Building Division Staff**

Christopher Clemente  
*Inspector of Buildings*

Raymond Costello  
*Local Building Inspector*

Paul Kennedy  
*Electrical Inspector*

Michael Magliaro  
*Plumbing and Gas Inspector*

Patti D'Agata  
*Permitting Technician*

Gina Decareau  
*Administrative Secretary*

Barbara Burke  
*Zoning Administrative Secretary*

The Building Division reviews all documentation (plans and specifications) submitted with applications for permits and issues all permits required for construction and other applicable activities for which permits are required by law. The Division performs all required site inspections as well as Code mandated safety inspections. The Building Division responds to customer inquiries, complaints and emergencies. Finally, the Building Division assists other Divisions of the Department of Community Development and Planning, as needed, in their permit processing and enforcement and attends, when necessary, Zoning Board of Appeals, Planning Board and other Commission meetings.

The past year saw a continued effort to mitigate and resolve outstanding permitting and inspectional issues related to the gas event of September 2018. The inspection of and close out of gas and electrical permits as well as repairs and renovations associated with the gas event continued to require additional allocation of resources. Further, numerous large construction projects throughout the community (Merrimack College Nursing Center, Pulte Homes Senior Residential Project, Pfizer renovation, Raytheon, Phillips Academy PAN Center, Minuteman Road Commercial Development) all contributed significantly to the fast pace maintained by staff. The Division has fully transitioned to all online permitting and looks forward to the implementation of View Permit Cloud based software to further streamline the permitting process.

Permit Type	2017	2018	2019
New Dwellings	35	24	26
Additions/Alterations to Single Family Dwellings	1,174	1,201	1,693
New Multi-Family Dwellings	6	9	5
Additions/Alterations to Multi-Family Dwellings	86	74	91
New Commercial and Industrial Buildings	7	2	5
Additions/Alterations to Commercial and Industrial Buildings	254	143	137
Schools/Public Buildings	1	16	5
Swimming Pools	19	15	20
Signs, Chimneys, Wood Burning Stoves, Raze Permits	72	102	104
Solar	82	77	123
Mechanical / Sheet Metal Permits	202	164	201
Certificates of Inspection	82	81	85
Fire Alarm Systems		53	62
Fire Sprinkler Systems		86	67
Accessory Structure			20
<b>Total Fees Collected</b>	<b>\$3,155,995</b>	<b>\$2,798,522</b>	<b>\$3,090,755</b>
<b>Total Estimated Value</b>	<b>\$261,153,864</b>	<b>\$221,865,120</b>	<b>\$795,591,616</b>

### **Electrical**

The purpose of the Massachusetts Electrical Code is safeguarding the general public and property from the hazards arising from the use of electricity. The Electrical Inspector is responsible for reviewing and granting permits and scheduling inspections on a daily basis for residential, commercial and industrial jobs, and assisting the Police and Fire Departments in the investigation of accidents and fires.

Electrical work includes, but is not limited to, wiring for lighting, power, fire alarms, security alarms, telephone and other similar devices, installation of equipment for emergency power, generators, transformers, switch gear equipment, panel boards and similar equipment. The Electrical Inspector also reviews violations of the Electrical Code and inspects the corrective work for protection of the users and cooperates with the various electric companies that service the area.

Electrical Permits	2017	2018	2019
Permits Issued	1,337	2,877	1,630
<b>Total Fees Collected</b>	<b>\$210,820</b>	<b>\$320,467</b>	<b>\$211,474</b>

### ***Plumbing and Gas***

All plumbing and gas fitting installations are controlled through enforcement of the Commonwealth of Massachusetts State Uniform Plumbing and Gas Code, formulated by the Board of State Examiners of Plumbers and Gas Fitters under Massachusetts General Laws, Chapter 142.

The Plumbing and Gas Inspector issues permits for the installation of gas piping, plumbing and sewer installations and repairs. The Inspector assists the Fire Department with gas related fire emergencies. Inspections are conducted as necessary to ensure public safety and compliance with State Codes. Complaints and violations are also investigated and corrected or reported to the proper authorities.

<b>Plumbing Permits</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Permits Issued	787	2,579	1,027
<b><i>Total Fees Collected</i></b>	<b><i>\$92,740</i></b>	<b><i>\$252,287</i></b>	<b><i>\$90,730</i></b>

<b>Gas Permits</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Permits Issued	956	5,344	1,363
<b><i>Total Fees Collected</i></b>	<b><i>\$73,765</i></b>	<b><i>\$388,490</i></b>	<b><i>\$64,955</i></b>

### ***Zoning Board of Appeals***

The Andover Zoning Board of Appeals operates pursuant to the General Laws of the Commonwealth of Massachusetts (Ch. 40A) and the Town's Zoning Bylaw. The Board's powers are to hear and decide applications related to the following:

- Applications for a variance from the requirements of the Zoning Bylaw.
- Applications for a special permit under the Zoning Bylaw.
- Appeals by a person aggrieved by the decision of the Inspector of Buildings or other Administrative Official.
- Applications for a modification or an extension of a decision.
- Applications for a Comprehensive Permit to construct low or moderate-income housing within the Town of Andover, pursuant to M.G.L. Chapter 40B.

<b>ZBA Meetings</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Public Hearing Meetings	13	14	12
Deliberations Only	0	2	0
Cases Filed	49	63	40
Cases Approved	35	38	38
Cases Denied	5	2	0
Cases Withdrawn	5	8	3
Continuances	78	75	25
Zoning Verifications	117	112	121
<b><i>Fees Collected</i></b>	<b><i>\$15,885</i></b>	<b><i>\$17,180</i></b>	<b><i>\$19,825</i></b>

### **Conservation**

The Conservation Division is responsible for protection of Andover’s rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission’s principal duties include enforcement and administration of the Massachusetts Wetlands Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas.) The Commission also is responsible for the acquisition and maintenance of Town-owned Conservation Land, which totals approximately 2,082.89 acres.

**Conservation Division Staff**

Robert Douglas  
*Director of Conservation*

Benjamin Meade  
*Conservation Agent*

Lynn Viselli  
*Administrative Secretary*

### *Conservation Land Improvement and Community Outreach*

Conservation land is maintained and operated by our volunteer Conservation Overseers. The Conservation Commission remains committed to opening more land to passive recreation for the enjoyment of the public. The Conservation office continues to update the Town’s wetland boundary overlay using data from application filings. This new data base provides the public with up-to-date accurate information and is available for free on

the Town’s website. These interactive maps allow residents and staff to locate wetlands on properties to assist with building and septic questions.

This past year, the Conservation Commission acquired a 2 acre parcel currently known as “The Key” which contains a scenic meadow and tree-lined beaver pond. This reservation is good for a rugged hike, ties together two adjoining Conservation Commission held parcels, and enlarges the existing Hearthstone Reservation south of Osgood Street.

The Conservation Office coordinates with Andover Boy Scouts and Girl Scouts to complete outstanding service projects on public land with the assistance of Bob Decelle, Special Projects Manager. There were 6 Eagle Scout projects completed this year, including clearing trails, installing steps, repairing boardwalks/bridges and construction kiosks.

Select Conservation and AVIS properties were opened for a regulated bow hunt consisting of 80 hunters. A total of 49 deer were taken during this archery hunting season.



*Bellevue Reservation Boardwalk*

The Special Projects Manager completed the Bellevue Reservation boardwalk this year, a month ahead of schedule and under budget. This was made possible by a \$19,000 Recreational Trail Grant from the state. With the completion of this boardwalk, a hiker can walk from Lawrence to Tewksbury and connect to the Tewksbury trail system. The self-guided interpretive trail at the Retelle Reservation is complete. We had many volunteers from South Church, Phillips Academy, and Pfizer Corp. help clear brush and invasive plants during their service days.

The Conservation Commission hosted an initiative by Shawsheen Greenway/Andover Trails on several of its properties. The second season of “Paddle Your Shawsheen” program introduced more people to Conservation properties and the Shawsheen River. Storage space on canoe/kayak racks on Conservation property adjacent to the River were made available and with the assistance of Andover Recreation Department, free paddling days were held with canoes and kayaks available for public use. There were five canoe/kayak racks situated in three locations around Town. Five free paddle days held on Sunday afternoons attracted over 300 people, mostly families experiencing paddling for the first time.

There were a number of fun, family friendly activities which took place this year. Among the highlights was the 2<sup>nd</sup> Annual Winterfest which took place at Poms Pond. An ice fishing demonstration took place, an interactive ice harvesting demonstration, and an ice rescue by the Andover Fire Department were just a few of the activities. A hike around the pond was held and ice yachts were on display. This was a great family event the Conservation Staff hopes to host every year.

<b>Conservation Statistics</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Conservation Commission Meetings	28	26	24
Public Hearings	158	136	118
Abbreviated Notices of Resource Area Delineation	3	3	3
Orders of Conditions Issued	15	23	16
Amended Orders of Conditions Issued	2	5	1
Certificates of Compliance Issued	31	16	30
Determinations of Applicability Issued	77	55	61
Extension Permits	12	6	6
Notification of Satisfactory Completion of Work	34	37	43
Findings of Significance Issued	13	11	8
Enforcement Orders Issued	8	3	7
Emergency Certifications	9	6	4
Appeals	2	5	2
Superior Court Appeals	0	1	0
Cessations	7	3	10
Overseer Appointments	33	6	20
Acres of Conservation Land Acquired	0	6.069	2.59
Wetland Filing Fees Collected	\$36,635.25	\$28,346.80	\$17,476.20

## Health

The Health Division ensures the protection of both the environmental and physical health of Andover residents, conducting both routine and complaint driven environmental inspections that include food safety, semi-public swimming pools, recreational camps, housing, and wastewater disposal. For Community Health, it conducts communicable disease and food-borne illness

### Health Staff

Thomas Carbone  
*Director of Public Health*

Joanne Belanger  
*Assistant Director of Public Health*

Patricia Crafts  
*Health Agent*

Jane Morrissey  
*Registered Nurse*

Carolina Garcia  
*Health Inspector*

Denise Paul  
*Administrative Secretary*

Ron Beauregard  
*Director of Healthy Communities*

investigations, Tuberculosis monitoring and control, reviews recreational camp immunization records, conducts vaccination programs, and coordinates outreach clinics. The Division is the lead agency for the Greater River Valley Medical Reserve Corps and the Healthy Communities Tobacco Control Program. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

Notable highlights from 2019 include:

- Public Health Nurse Cherie Monahan began work with the town, following the retirement of long-time Nurse Jane Morrissey.
- At least seven food establishments were opened or underwent renovations in 2019, with at least seven more in development for 2020.
- The Health Division hosts a candidate for a Master's Degree in Public Health from Merrimack College during each academic year. The student is imbedded with the

Division for the school year. Danielle Murray conducted an on-line survey to help the Board of Health plan future programs for the community.

- In 2018, the MA Department of Public Health implemented major code revisions to its Food Code and Recreational Camps for Children Regulations, resulting in the need to learn those changes, and then assist operators in meeting compliance with them. In 2019, we continued to work with our affected businesses to help them understand and respond to those changes.
- The Thin Film Plastic Bag and Polystyrene Container Bans adopted at Town Meeting in 2018 were implemented in 2019. Considerable time was invested in assisting food service establishments with compliance, including the hiring of a contract inspector to make on site educational visits.
- Two new software platforms have been introduced to assist the Division in monitoring its work and to track health issues. The town instituted its QAlert Citizen Portal System during the summer, and the Division began using new inspectional software to better document conditions in businesses licensed by the town. We also began work on upgrading our permitting software in 2020.

- Eastern Equine Encephalitis (EEE) was identified in mosquitos in Andover in August, requiring a public health response that included truck-based spraying, education, and the limiting of after-dusk outdoor activities. This is the first time in greater than 20 years that the virus was isolated in Andover.
- The Governor declared a public health emergency concerning the vaping industry, requiring staff time to ensure that regulated products were removed from the shelves of local establishments. The legislature also adopted strict new laws designed to limit youth access to nicotine products, requiring local work.

<b>Health Division Statistics</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Board of Health Meetings	11	11	9
Plan Reviews	210	148	168
Food Inspections	469	616	404
Environmental Inspections	622	512	558
Complaints Received	127	148	107
Administrative Hearings	4	1	0
<b><i>Total Permits Issued</i></b>	<b><i>1,549</i></b>	<b><i>1,275</i></b>	<b><i>1,360</i></b>
<b><i>Total Fees Collected</i></b>	<b><i>\$183,105</i></b>	<b><i>\$146,236</i></b>	<b><i>\$181,202</i></b>

<b>Health Clinic Statistics</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Outreach Clinics	19	18	20
Senior Center Clinics	50	43	47
Office Visits	248	256	137
Home Visits	20	51	18
Recreational Camps/Clinical Inspection	12	19	44
Influenza Immunization	1,256	1,378	1,448
Cholesterol Screening Clinics	2	2	0
Tuberculosis Control	35	55	19

<b>Communicable Diseases Reported</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Amebiasis	1	1	0
Animal Bites/Exposures	34	44	24
Arbovirus (Other)	0	0	0
Babesiosis	2	0	9
Chicken Pox	4	0	0
Campylobacter	7	7	9
Cryptosporidiosis	1	0	0
E.coli 0157.H7/Shega toxin	0	0	0

Enterovirus	1	0	0
Ehrlichiosis/HGA	9	18	3
Giardia	0	1	0
Hepatitis A	1	0	0
Hepatitis B	10	7	0
Hepatitis C	16	9	6
Influenza A & B	67	95	60
Invasive Bacteremia (Other)	1	0	0
Invasive gr A Strep	1	0	0
Legionella	2	0	0
Lyme Disease	88	60	50
Malaria	1	0	0
Mumps	0	2	0
Norovirus	0	0	3
Pertussis	1	1	6
Rocky Mountain Spotted Fever	1	7	0
Salmonella	5	7	6
Shigella	0	1	0
Strep Pneumonia	1	1	2
Group B Strep	2	2	1
Tick-borne (other)	0	0	0
Tuberculosis	2	0	0
Vibrio	0	0	0
Yersiniosis	0	1	0
Zikia Virus Infection	0	2	0
Suspect Disease Requiring Follow-Up	33	75	32

***Healthy Communities Tobacco Control Program***

The Healthy Communities Tobacco Control Program, a state funded program, is a collaborative made up of Boards of Health from surrounding communities and is charged with the responsibility of enforcing state tobacco regulations and laws and Andover’s bylaws. With Andover as the lead agency, the collaborative serves a total of 17 communities.

***Greater River Valley Medical Reserve***

The Greater River Valley Medical Reserve Corps (GRV MRC) was formed in 2007 and is a regional resource hosted by Andover, tasked to support health operations in Andover, Lawrence, Lynnfield, Methuen, North Andover, North Reading, Reading, and Wilmington. The GRV MRC was extensively used in 2019, including assisting with annual flu immunization clinics. Volunteers include medical and non-medical personnel with an interest in assisting others.

## Andover Fire Rescue

### Andover Fire Rescue

Michael B. Mansfield  
*Chief*

*Deputy Chiefs*  
Kyle Murphy  
Albert DelDotto  
Scott Gibson  
Keith Weightman

*Lieutenants*  
Ryan Beal  
Robert Dalton  
John Gangi  
Jeffrey Gaunt  
Thomas Kennedy III  
James Landry Jr.  
Jameson Lockhart  
William Loehr  
Christopher Morgese  
Robert Stabile  
Barry Thornton  
Ian Timmons  
Brian Wright

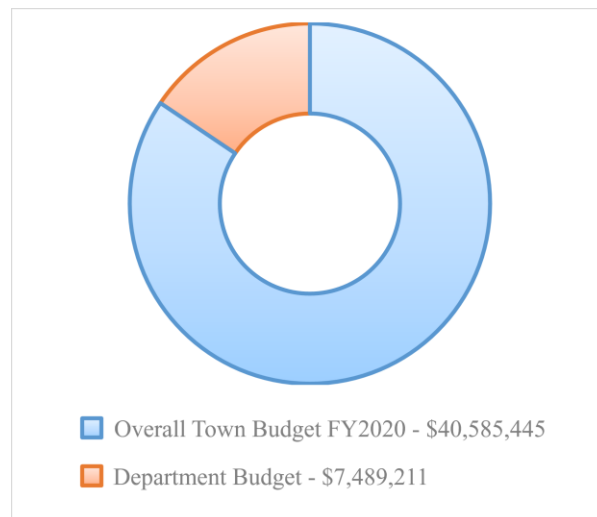
*Firefighters*  
James Bancroft  
Timothy Bartlett  
Matthew Beirne  
Ryan Beirne  
Jonathan Booth  
Philip Boulanger  
Matthew Burke  
Michael Byerley  
Richard Capano  
Christopher Carbone  
Kevin Carney  
Adam Cole  
Todd Collins  
Mathew Companeschi  
Jeffrey Condon  
Jason Cunningham  
Brian DeCourcy  
Salvatore DeNaro  
John DiZoglio  
David Eulie  
Kevin Farragher  
Garrett Ferris  
Brian Flanagan  
Michael Giammasi

*Continued on next page...*

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, emergency medical services, 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.

### 2019 Organizational Accomplishments

- Improvements were made at the West Andover Fire Station to include installation of a new HVAC system, renovation of the lavatories, replacement of station entry ramps and interior painting.
- Initiated Phase 1 of a multi-phase project to install Automatic External Defibrillators (AEDs) and Emergency Call Boxes on the playing fields in Andover. Call boxes and AEDs are now located at the Upper and Lower Shawsheen fields, Doherty Middle School Field, High Plain/Wood Hill School Fields, Deyermond Fields, Poms Pond and Lovely Field.



**Andover Fire Rescue,  
continued...**

*Firefighters*

Daniel Guillet  
 Donald Hinckley  
 John Hines  
 Shawn Kelley  
 Richard Krafton  
 Brian Landry  
 Andrew Loonie  
 Victoria Manning  
 Philip Mansfield  
 John McMullen  
 Carl Morrison  
 Jacqueline Moses  
 Joseph Murphy  
 Robert Murphy  
 Michael Oteri  
 David Pas  
 Clifford Pattullo  
 Robert Pelletier Jr.  
 Todd Richardson  
 John Senee  
 Stephen Stabile  
 Michael Surette  
 Eric Teichert  
 Matthew Trede  
 Michael Uttley  
 Ernest Vocell  
 Scott Weightman  
 Christine Wright

Marcie Jacobson  
*Executive Assistant*

Joan Lemiux  
*Fire Prevention Administrative  
 Assistant*

- Collaboration with the Andover Public Schools to design and begin implementation of a district wide radio communication program.
- Implementation of the check and inject program to deliver epinephrine to patients who require it.
- Final design of the New BallardVale Fire Station was approved and the project was authorized to begin construction.

In 2019, Andover Fire Rescue responded to a total of 8,874 incidents, which is a decrease of 0.98% or 88 incidents as compared to 2018.

Andover Fire Rescue responded to 104 fire related incidents with 5 of those resulting in significant monetary loss.

Fire Prevention activities that our personnel participated in include station tours, school visits, open houses, awareness programs and residential safety audits increased from 1,354 in 2018 to 1,942 in 2019, which is an increase of 43.4%.

The Andover Fire Rescue Emergency Medical Service continues to realize an increase in responses.

There were 3,573 ambulance responses in 2019 compared to 3,509 in 2018, for an increase of 1.82%. These incidents resulted in 2,633 patients being transported to medical facilities by Andover Fire Rescue personnel. Patient contacts by AFR personnel increased from 4,251 in 2018 to 4,403 in 2019, an increase of 3.58%. Patient contacts are defined as someone who was evaluated by Andover Fire Rescue personnel and whom may or may not have been transported to a medical facility. Mutual aid ambulance responses to surrounding communities increased from 122 in 2018 to 127 in 2019.

<b>Emergency Medical Service</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Ambulance Responses	3,145	3,509	3,573
Transports	2,485	2,576	2,633
Patient Contacts	3,581	4,251	4,403
Mutual Aid Calls	117	122	127

Andover Fire Rescue personnel responded to 689 Hazardous condition incidents in 2019 most related to natural gas. This number is 43.5% higher which is a drastic increase from 2018 in which there were 480 similar responses. When compared to 234 incidents in 2017 (the year prior to the September 13, 2018 natural gas event) 2019 incidents are 194.4% higher.

**Recognition**

In 2019, several members of Andover Fire Rescue were awarded Founders Day awards for their many years of service to the organization and to the Town of Andover. The personnel who were recognized during the town-wide ceremony were:

Firefighter Shawn Kelley	30 Years of Service
Firefighter Michael Surette	30 Years of Service
Lieutenant Ian Timmons	20 Years of Service
Deputy Chief Scott Gibson	20 Years of Service
Lieutenant James Landry, Jr	20 Years of Service
Lieutenant Brian Wright	20 Years of Service
Firefighter Michael Byerley	10 Years of Service



Andover Fire Rescue, North Andover Fire Department and the Lawrence Fire Department were presented with the Stephen D. Coan Fire Marshal Award at the 2019 FF of the Year ceremony held at the Mechanics Hall in Worcester. The awards were presented in recognition of the response to the Columbia Gas incident that occurred on September 13, 2018.

The 2019 Greater Lawrence Exchange Club Firefighter of the Year Award was awarded to

Deputy Chief Kyle Murphy. On the evening of January 2, 2020, Deputy Chief Kyle Murphy was participating in a Men’s League basketball game at the West Elementary School and just as one of the games was ending he heard a loud noise.

Deputy Murphy turned around to see what created the load thud and saw one of the players lying on the basketball court face down. Immediately he and others ran to the aid of the collapsed player, once there they rolled the player over on to his back. Deputy Murphy immediately recognized that the player was in distress and requested for someone to call 911.

Deputy Murphy began to assess the patient for obvious signs of injury and found that the patient was not breathing and had no pulse. Deputy Murphy immediately began chest compressions and

instructed one of the other players to go to the area of the cafeteria and bring the Automatic External Defibrillator to him for use on the patient.

Upon arrival of the defibrillator, Deputy Chief Murphy instructed someone to continue CPR as he began to set the defibrillator up and apply the pads to the patient. Once the defibrillator analyzed the patient it advised to shock the patient and Deputy Murphy administered the shock.

Not soon after the shock was administered, Andover Police Department Officer Sean O'Day arrived on scene and he took over chest compressions while Deputy Murphy used the available bag valve mask to administer air to the patient.

After two more minutes of CPR Deputy Murphy had the defibrillator analyze the patient again at which time it advised not to administer a shock at that time. CPR was continued by Deputy Murphy and Officer O'Day until Andover Fire Rescue personnel arrived and assumed care of the patient.

If not for Deputy Chief Kyle Murphy's quick actions and controlling the incident by giving clear and concise instructions to others there may not have been a positive outcome to this incident.

The patient was transported to Lawrence General Hospital then transferred to a Boston medical facility for additional treatment and has made a full recovery and as a matter of fact Mr. Rob Markus and the Markus family are here with us this evening. Please stand and be recognized.

It is due to his quick instincts in taking control of this situation by identifying someone in severe distress, having someone activate the 911 system, give directions to someone to retrieve the AED as well as taking control of this incident by initiating CPR and delivering the AED shock; Deputy Chief Kyle Murphy is this year's Greater Lawrence Exchange Club's Firefighter of the Year.



Andover Fire Rescue is constantly seeking professional development opportunities to offer all of its personnel in an effort to achieve the highest level of training and education. This prepares personnel to respond to any type of "all-hazards" incident with the knowledge and resources to do so safely and efficiently.

Congratulations to Lieutenant Brian Wright for receiving a Bachelor's of Science/Fire Science Degree from Anna Maria College.

After a hiatus in 2018 due to the natural gas emergency, Andover Fire Rescue held another successful Open House in October that approximately 600 people attended and highlighted a live fire demonstration emphasizing the need for residential sprinkler systems.

There were two new personnel additions to Andover Fire Rescue on May 5, 2019. Appointed as firefighters to our organization were Firefighter Victoria Manning and Firefighter Philip Mansfield Booth, who successfully completed the Massachusetts Firefighting Academy Recruit School. There were three new personnel additions to Andover Fire Rescue in November 2019. Appointed as firefighters to our organization were Firefighter Christopher Carbone, Firefighter Mathew Compameschi, and Firefighter Adam Cole.

In 2019, Firefighter Joseph Cahill retired with a total of 32 years of service to Andover Fire Rescue.

## Andover Police Department

### Andover Police Department

Patrick Keefe  
*Chief*

*Lieutenants*  
Chad Cooper  
Francis Fitzpatrick  
Edward Guy  
James Hashem  
Christopher Moore  
Greg Scott

*Sergeants*  
Jeffrey Arleque  
Richard Crimmins  
Charles Edgerly  
Steven Gerroir  
Mark Higginbottom  
Stephen Neal  
Peter Reming

*Patrolmen*  
Joseph Allard  
Michael Anderson  
Kevin Aufiero  
Brian Blouin  
David Carriere  
Robin Cataldo  
Michael Connor  
Joseph Davies  
John Delaney  
Derrek Deranian  
Daniel Devine  
Barry Dubois  
Owen Fitzpatrick  
David Froborg  
Matthew Goodale  
Timothy Hagerty  
Christopher Hughes  
Matthew Hughes  
Daniel Igoe  
Kyle Kiberd  
Michael Lane  
Joseph Lamagna  
Christopher Lippi  
Benjamin Ledwell  
Brian MacKenzie  
Joseph Magliozzi  
Matthew McMahon  
Eric Milligan  
David Milne  
James Moses  
Justin Murray

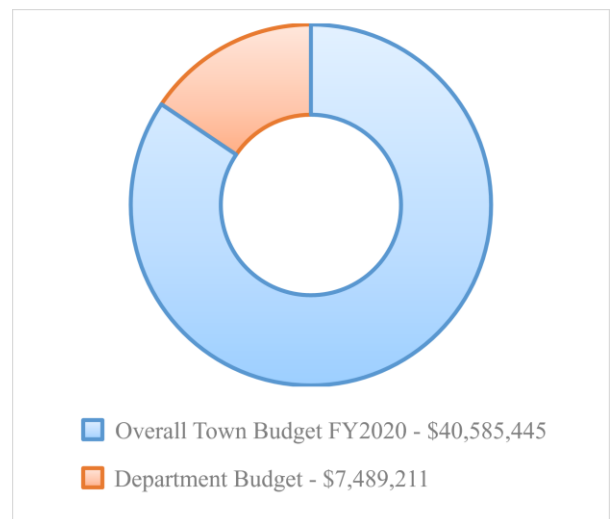
The mission of the Andover Police Department is to provide the highest level of public safety and professional service to the citizens who live, work, commute and visit the Town of Andover. We are dedicated to provide these services by enforcing the laws of the Commonwealth of Massachusetts, the Bylaws of Andover and the Constitution of the United States, to ensure that the peace and security of our neighborhoods are maintained and that crime and the fear of crime are reduced.

### **Operations Division**

The Police Department handled 24,467 incidents in 2019 a (5.0% decrease) from 2018. There were 283 arrests (9% Decrease), 274 larcenies (7.9% Increase) and 35 burglaries (9.7% Decrease). The Department also responded to 45 calls of domestic abuse a (21.0% Decrease) over last year. The Department issued 3,607 motor vehicle citations during the year which is a (20% decrease) from 2018. There were 982 motor vehicle accidents handled by the Department which is a (2% Increase).

The Police Department continued to work closely with other Town departments, state and federal agencies and the community throughout the year. The Department continues with its Prescription Drug drop box located in the Andover Police lobby. This allows residents to discard expired and unneeded medications safely. The Department also hosted two “Take Back Days” where we worked with the community and took back unused medication on two separate Saturdays. In total the Department has taken back in excess of 300 pounds of unused medications.

The Department continues to have great success with School Resource Officers assigned to both the Andover High School and the Greater Lawrence Technical High School. This partnership between the Police Department and the School Departments has been a great success for the community. The Department worked with



**Andover Police Department,  
*continued...***

*Patrolmen*

Sean O'Day  
Glen Ota  
Thomas Paolera  
Colin Radford  
Nicole Richards  
Michael Shanahan  
Elliot Siegel  
Angelo Taveras  
Nicole Trelegan  
Daniel Vining

Kyle MacKenzie  
*Reserve Officer*

*Central Dispatch*  
Charles Jessico

*Supervisor*

Gary Barnaby  
William Bruner  
David Carriere  
Joshua Dugdale  
Mark Fiorentini  
Ryan Higgins  
Melissa Kurkjian  
John Peterson  
Katie Ramos  
Bonnie Silva  
James Smith  
John Teichert

Lizeth Menard  
*Executive Assistant*

Leslie Hewett  
*Systems Administrator*

*Clerks*

Linda Lane  
Alison Milne  
Mary Morkeski  
Mary Rurak Burke

Sobhan Namvar  
*Community Support  
Coordinator*

Wayne Nader  
*Animal Control Officer*

David Cantone  
*Parking Enforcement  
Supervisor*

public and private school departments and NEMLEC STARS to implement the A.L.I.C.E. school safety program and continues training with both public and private schools in the community to work on Emergency Planning, Operations and Communications. We also trained all Andover Town employees on the A.L.I.C.E protocol and worked with private business on their Emergency Plans. Working with the Facilities Department the entrances of schools continue to be retrofitted to ensure safety and security in our Public Schools.

The Department also participated in numerous events including the Holiday and Memorial Day Parades, the Fourth of July celebrations, Safety Saturday, Andover Day, the Feaster Five Road Race on Thanksgiving Day, Run for Troops, "Step Up" for Colleen Ritzer, as well as numerous road races and walks held throughout the year.

The Department is involved in numerous regional initiatives and is an active member in the North Eastern Massachusetts Law Enforcement Council (NEMLEC), which is a consortium of sixty-one police agencies and two sheriffs' departments. There are officers within the Department that are members of the NEMLEC Regional Response Team, Motor Cycle Unit, K9 Team and S.W.A.T. (Special Weapons and Tactics). Andover Police also participates in the Boston Area Police Radio Network (BAPERN), which allows for interoperable radio communications with other agencies as well as collective purchases for public safety equipment.

The Department hired one full-time Police Officer, Officer Christopher Lippi was hired in February. Mike Kirk took over the Public Safety IT management duties in June. Mike comes from the Town IT Department and has been a long time employee for the Town. Mike took over the duties after Lesley Hewett retired. Lesley was with Town of Andover for 40 years and was an instrumental employee at the Public Safety Center.

***Detective Division***

The Detective Division is responsible for the follow-up of investigations conducted by the agency. The Division also maintains close relationships with other local, state and federal investigators. The Department has two Detectives assigned to Regional Task Forces. One is assigned to the DEA Cross Border

Initiative and the other is assigned part time to the FBI Task Force out of Greater Lowell. The two Task Forces have different missions in the Region and they both give the Department an opportunity to work on the strategic level of enforcement against Opiates and other illicit activity that comes with the manufacturing, sale and distribution of illegal narcotics. They are tasked with staying current on techniques and tactics of criminal activity whether it is individual, gang or regional crime. The Detective Division is comprised of the Substance Abuse Unit. The SAU arrests in which the majority was Opiate related narcotics. The Division also has one investigator assigned as a Juvenile Officer. The Juvenile Officer works closely with the school administration, school resource officers and courts in processing Juvenile cases



*Leslie Hewett, who retired after 40 years of managing information technology for the Andover Police Department with the three chiefs she worked with. Chief (Ret) Brian Patullo, Chief Pat Keefe, and Chief (Ret) Jim Johnson*

The Detective Division continued to be actively involved in follow-up investigations throughout the year. The Division was instrumental in solving and identifying the perpetrators of numerous serious crimes as well as following the cases through the judicial system. The Detective Division followed up and investigated robberies, burglaries, sexual assaults and larcenies and cold cases from previous years. The Division also investigates internet criminal activity. Internet crime has quickly become the instrument of choice for many criminals due to its difficulty to investigate. The division investigated child pornography cases this year that involved residents of our Community. The application process and management of the Firearms Identification and License to Carry Licenses is processed through the Detective Division. This year the Department again saw a rise in new and renewal LTC/FID's.

### ***Communications***

The Dispatch Center answers all 911 calls and other calls for service for the Police, Fire and Rescue and any other emergency that involves other Town Departments. They process more than 50,000 calls for service annually. They also have the responsibility of being the backup to the Regional Emergency Communications Center in Middleton. The RECC serves ten communities located in Essex County. The Center is also the control point for District 15 Fire Services which is used during regional emergencies.

## ***Records***

The Records Division provides support services to all divisions within the Police Department. This service enables information to flow efficiently throughout the Department as well as to the entire community.

The Police Department received grant money during 2019. These grants allow the Department to serve the community by providing funding for personnel and other resources. Training and emergency preparedness represented the bulk of the grant funding we received. Highway Safety grants allowed for extra patrols and selective enforcement around high accident locations. E-9-1-1 grants allowed the Department to train and maintain certification for all dispatchers. A Federal Grant also pays for 50% of all new protective body armor for the Officers whose equipment is expired.

<b>Top 10 Crash Locations in Andover</b>	
North Main Street	15.19%
Lowell Street	9.38%
River Road	6.78%
Haverhill Street	4.99%
Main Street	4.89%
Dascomb Road	4.89%
South Main Street	1.88%
Central Street	2.55%
Railroad Street	2.45%
North Street	2.24%

## ***Court and Evidence***

The Court Section processed a total of 283 arrests and 410 summonses. This included tracking all Police Department cases from inception to disposition and coordinating officers' appearances in court. This tracking of evidence also included pieces of property that needed to be analyzed through the State Lab and or destroyed or issued back to the owner. The Section also processes the 300 pounds of prescription drugs that get placed in the drop

box monthly and collected on scheduled "Take Back Days". In addition, this section assists in tracking District Court cases for other Town Departments such as the Health Division, Building Division, etc.

## ***Animal Control***

The Animal Control Officer answered 770 calls for service and received and returned 2,022 phone calls in 2019. He responded to 287 dog complaints and impounded 35 dogs. He also removed 228 deceased animals. In addition to these removed animals, there were 41 deer struck and killed by motor vehicles in Town. The Animal Control Officer also inspected 100 animal kennels, barns and paddocks in the Town as part of his role as the Town's Animal Inspector. The inspections included the following animal types, Horses, Ponies, Donkeys, Goats, Swine, Alpacas, Chickens, and Waterfowl.

## ***Community Support***

Sobhan Namvar the Community Support Coordinator for the Town of Andover continues to bridge community members with the resources they need to combat addiction of substances and assist community members with mental illnesses. The position collaborates with the Town's School Department, Public Health, Library and Community Support Services Divisions and Regional Organizations in programs geared towards Education, Prevention and Outreach.

The Community Support Coordinator responded to 148 referrals in 2019. He has responded and connected 124 to resources and programs to include detox, rehabilitation, group counseling and outpatient services. 91 referrals to inpatient/outpatient regarding mental health needs. He also

connected 16 clients with “Homeless Status” to services. He continues to hold educational and outreach programs with Parents, Students, Faculty, Senior Citizens, Faith Organizations, Community Organizations and Community Members. The position also received Grants from Andover Cares for Recovery Programs. He assisted families with housing needs, domestic violence resources, and affordable housing.

### ***TRIAD – Crime Prevention Partnership/Senior Citizen Liaison***

The Police Department has an officer assigned as a liaison to the Senior Center at Punchard to assist the Town’s senior population with quality of life and crime prevention issues and response to emergency situations. The liaison is also counsel to the TRIAD Council, which is a partnership between the Essex County District Attorney, the Essex County Sheriff, the Andover Police Department and the senior citizens of the community.

### ***Emergency Management***

Below is a photo of the Andover Emergency Operations Center in operation the night of **September 13<sup>th</sup>, 2018**. The Town had gone through an Incident Command System training just weeks prior to the gas incident. This training paid dividends and facilitated the Town Departments working in synch during a disaster similar to the September 13<sup>th</sup> incident. All departments were represented and allowed the Town to be successful during the Emergency and the Restoration Process that followed.

The Town’s Emergency Management is directed by the Chief of Police and serves as the local link to the Federal and State Emergency Management Agencies (FEMA/MEMA), the Department of Homeland Security and the FBI’s Joint Terrorism Task Force. It also includes a network of HAM radio operators that are on standby should the need arise for auxiliary radio services. The Chief of Police is the Town’s Liaison with the Regional Local Emergency Planning Committee (LEPC) and is responsible for coordinating the Town’s response to any hazardous materials incident.

The Chief of Police (EMD) also works closely with other Departments within the Town to ensure that personnel are trained on current emergency trends, techniques and procedures. The members meet regularly during the Town’s Emergency Working Group Meetings. This group was instrumental in the solicitation, investigation and funding of the new Emergency Notification System in the Town’s Schools and Municipal Buildings. The group also works with both the School and Town on Emergency Plans for all buildings and their occupants. The Emergency Working Group is made up of Representatives from Police, Fire, Public Health, Plant Facilities, Municipal Services, IT, Library, School Department and the Town Manager’s Office.

## Department of Facilities

### Department of Facilities

#### *Administration*

Janet Nicosia  
*Director of Facilities*

James McSweeney  
*Deputy Director of Facilities*

Dwayne Scruton  
*Building Operations Manager*

David Ouellette  
*Materials Coordinator*

Joseph Sgrosso  
*Construction Project Manager*

Andrea Schreck  
*Energy/Project Engineer*

Rebecca DelRosso  
*Executive Secretary*

Donna Zahoruiko  
*Work Control Center Coordinator*

#### *Building Maintenance*

Edward Hammersely  
*Working Foreman*

Larry Johnson  
Robin Littlejohn  
Abimael Pizoni  
*Carpenters*

Arthur Fleming  
*Security Systems Technician*

Timothy McLaughlin  
James O'Donnell  
*Part Time Security Guards*

Joshua Welch  
*Inventory Assistant/Driver*

*Continued on next page...*

The mission of the Department of Facilities is to provide well-planned and cost effective capital and maintenance operations and facilities management. The Department maintains all Town and School buildings, traffic lights, streetlights, and the Town fuel depot, and oversees major capital projects and construction. It also manages the Town's Green Community designation, energy efficiency programs, and procurement of energy contracts for supply and renewable energy.

#### ***Facilities Management***

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 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.

**Construction Design, Management & Engineering** - The Construction Project Manager oversees major construction projects and specializes in building envelope, masonry, and structural projects. The Energy/Mechanical Engineer oversees major HVAC design projects, and designs HVAC improvements and alterations for medium sized projects and retrofits. The Energy/Mechanical Engineer also oversees air quality issues, hazardous building materials testing and management, and organizes the filing of historical plans.

#### ***Building Operations and Management***

Building Maintenance, Mechanical, Electrical and Security are under the direction of the Building Operations Manager. This division provides all maintenance services including

electrical, mechanical, plumbing, carpentry, painting and security to all Town and School buildings using in-house staff, and manages contractor services for maintenance, inspections, and compliance. The Buildings Operations and Maintenance division also provides preventative

**Department of Facilities**  
*Continued...*

**Facilities Services**

Felix Melendez  
*Working Foreman*

Wilfredo Abreau  
Jesus De La Cruz  
David Ferris  
Michael Malandrino  
Paul Ouellette  
Tammy Robichaud  
Jason Royston  
Daniel Vail  
*Custodians*

**Mechanical/Electrical**

Allen Smith  
*Working Foreman*

Joseph DeMarco  
Mark Gardella  
Richard Reid  
*Electricians*

Shannon Doyle  
*Plumber*

Robert Bouche  
*Refrigeration Apprentice*

John Maloney  
*Burner & Heating Systems Mechanic*

maintenance for building systems and manages the Building Automation System, which controls HVAC systems and lighting. All work repair requests and scheduled preventative maintenance work orders are tracked using many parameters including location, area, room, type of work, equipment serviced, and employee labor in order to provide detailed reporting to management.

**Work Control and Materials Management Division -**

These roles maintain the computerized work order system, purchasing and inventory management, and the central vehicle fuel depot. All Facilities materials are procured by these functions, including gasoline and diesel fuel, purchased at wholesale cost, for all Town vehicles. The work control system tracks the hours and costs for each project by location, personnel, craft and materials. Materials assigned to each job or project are tracked in the work control system, tying into the inventory management system.

In 2019 the Building and Mechanical trades completed an average of 15 work orders per work day for a total of 3,638 work orders, totaling roughly \$2.35 million dollars in labor and materials. This included calls and reports for maintenance and repairs, and more than 679 preventative maintenance work orders, performed in order to keep our buildings safe and running efficiently.

In addition, the Working Foremen and Project Management team oversaw 498 outsourced large and small construction projects and repairs totaling \$5.2 million dollars.

The 4,136 work orders completed in 2019 totaled \$7.56 million, and are listed by major craft, with numbers provided for Town and School work orders and costs, and in-house vs. outsourced contractor work.

2019 Work Orders			
Craft	# of Work Orders	Total Cost by Craft	
Carpentry	1055	\$2,204,857	
Custodial	20	\$70,302	
Delivery	26	\$53,761	
Electrical	737	\$967,458	
Energy	40	\$45,022	
Fire Extinguishers	6	\$4,243	
General Maintenance	42	\$213,595	
Grounds	27	\$579,859	
Heating/Ventilation /Air Conditioning	897	\$2,124,623	
IT/Technology	38	\$42,256	
Masonry	30	\$330,785	
Painting	96	\$277,607	
Pest Control	43	\$13,706	
Plumbing	609	\$317,567	
Security	470	\$316,607	
<b>Grand Total</b>	<b>4,136</b>	<b>\$7,562,247</b>	100%
<i>Breakdown by Location:</i>			
Town Buildings	1,528	\$2,677,107	35%
School Buildings	2,608	\$4,885,140	65%
<i>Breakdown by Staff vs. Contractor:</i>			
Staff Work Orders	3,638	\$2,359,292	31%
Contractor Work Orders	498	\$5,202,955	69%

**The Facilities Services Division** is responsible for all custodial services provided to the Cormier Youth Center, Memorial Hall Library, Municipal Services Facility, Old Town Hall, Public Safety, Recreation Park, Senior Center, and the Town Offices building.

**The Energy Management Division** is responsible for managing energy use, energy conservation, and energy procurement for Andover. The office promotes environmental responsibility and sustainability and sets Town-wide goals for energy efficiency, cost reduction and renewable energy generation.

Some of the Energy Management division's achievements of 2019 include:

- Solar net metering credits saved the Town of Andover \$450,000 in calendar year 2019.
- Utility rebates amounting to \$45,000 for the Municipal Services Facility.
- Received \$7,500 rebate from the Mass Electric Vehicle Incentive Program towards the purchase of the Town's first all-electric passenger vehicle.

***Major Projects Completed in 2019:***

## *Schools*

- Andover High School – Feasibility Study submitted to MSBA, security cameras installed in the Field House and Dunn Gym, new scoreboard installed at Lovely Field, new bollards installed at Lovely Field, folding partition removal and floor refinishing in Dunn Gym, parking lot reconfiguration and striping, masonry cleaning and repairs in the Science wing, restroom renovations, and new paint and epoxy in the kitchen, some locker areas, and restrooms.
- AHS Collins Center – Received Green Communities grant for lighting improvements.
- Bancroft Elementary School – Installed irrigation at the rear practice field, repaired the stone wall along Bancroft Road, repaired sidewalk and roadway on West Knoll Road.
- Doherty Middle School – Completed Feasibility Study, completed phase 1 of classroom lighting project, renovated Teachers’ Lounge, completed extensive renovations in the Copy Center, tunnel, and adjacent storage spaces, including replacement of ceilings, flooring, and pipe insulation, replaced treads on three stairways in the school, replaced restroom fixtures in the restroom near Cafeteria, repaired glass block where needed.
- High Plain Elementary/ Wood Hill Middle Schools – Landscaped the accessible ramp to the field as well as the courtyard area, designed air conditioning for the gymnasiums, replaced carpet in classrooms and the main office with vinyl composition tile, replaced poles, backboards and nets on exterior basketball courts, added access control to three doors.
- Sanborn Elementary School – Designed and constructed site drainage improvements, porous pavement sidewalks and ADA ramps at exterior doors around the school, repaired roadway signage within the school campus, completed feasibility study for air conditioning of the school and painted all classrooms in one wing of the school.
- Shawsheen Elementary School – Installed a chair lift for improved accessibility, completed a design for future generator installation, undertook improvements to the hot water system, repainting of the three main hallways, and completed repairs to cornice and masonry.
- South Elementary School – Upgraded the aiphone system outside of the main entry, replaced the gate due to vehicle damage, completed feasibility study for air conditioning of the school.
- West Elementary School – Installed Topcats assisted listening devices, refinished the stage floor, painted the main area walls in A-pod, painted and epoxied restrooms.
- West Middle School – Renovated guidance office, replaced floor in cafeteria, pointed and parged the masonry foundation in the internal courtyard, painted the engineering lab, added access control to the rear gym doors, refreshed and painted the storage area near the girls’ locker area and applied epoxy to the restroom floor.
- School system-wide – Completed implementation of Lobby Guard visitor pass system at all school buildings, completed installation of telephones in all boiler rooms and penthouses, completed phase II of mechanical controls upgrades, completed entry of work orders for all in-house ADA projects identified by the Institute for Human Centered Design in Andover’s Self-Evaluation and Transition Plan Update.

## ***Town***

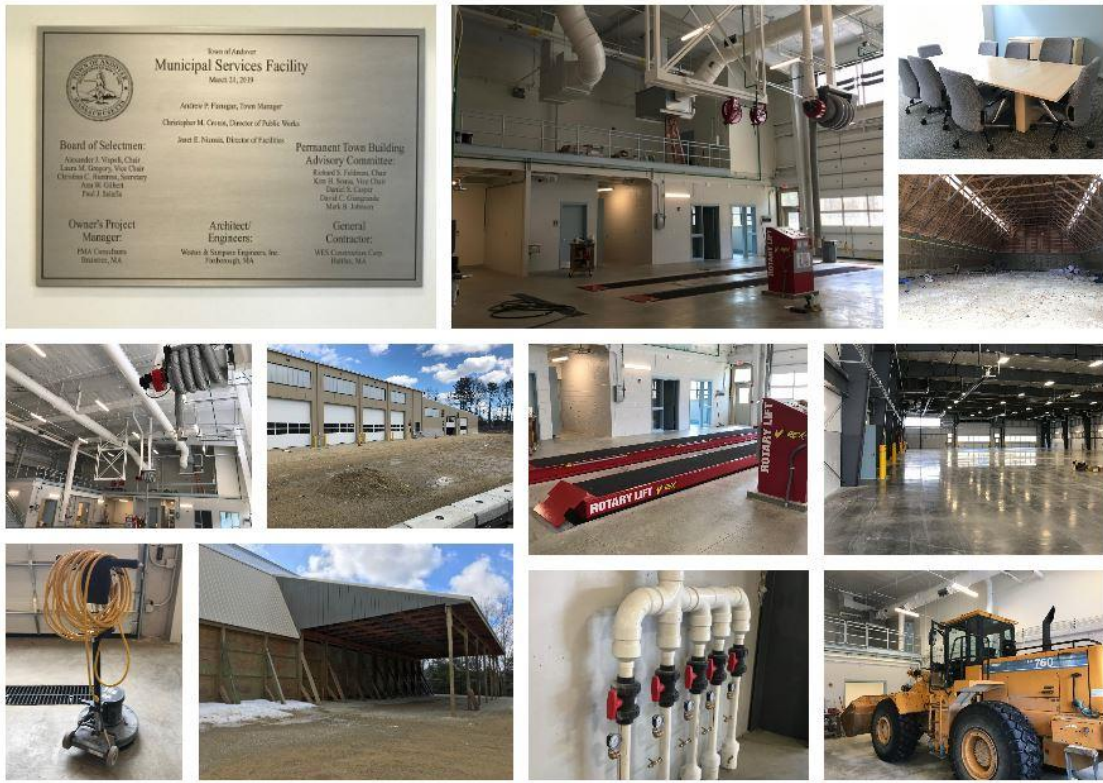
- Ballardvale Fire – Completed the abatement and demolition of 161 Andover Street.
- Balmoral – Constructed a new playground at Lower Shawsheen and installed new fencing and new signage.
- Building Maintenance Shop – Reconfigured the building to maximize use of office and inventory spaces, installed card access, and installed an energy management system.
- Center at Punchard – Completed Feasibility Study for a new Senior Center. Assisted with the move of equipment and office furniture to temporary locations in town so that operations can continue while construction is underway.
- Memorial Hall Library – Upgraded lighting on the first floor, installed a new air handling unit, repaired damage to the retaining wall due to a motor vehicle accident, replaced an electric eye door opener at the rear entrance to the library.
- Municipal Services Facility – Completed construction project within areas of responsibility, moved operations to the new facility, submitted applications for utility rebates resulting in \$45,000 received, installed security system and access control throughout the facility, and installed projectors and interactive whiteboards in the conference rooms, storm and training room.
- Old Town Hall and Town House – Designed and installed new stage lighting, completed repairs to the slate roof and gutters.
- Public Safety Center – Redesigned the administration office, replaced the floor in the dispatch area, completed wiring for new phones and wireless systems, repaired concrete stairs and completed design for masonry repairs.
- Rec Park and Poms Pond – Added lighting controls for remote scheduling of lighting at Rec Park, installed fencing at the batting cages and baseball field, and repaired accidental damage to the electrical shed.
- Town Offices Building – Installed a new awning over the accessible front entrance, upgraded the HVAC in the second floor, renovated and reconfigured some office spaces on the third floor.
- Town Public Locations – Assisted with the Parkeon pay station projects for Downtown locations, installed temporary security fencing and locks at the former Town Yard location, added temporary striping for additional parking use by Public Safety.
- West Fire Station – Designed and installed new HVAC for the station, designed and constructed new restrooms, installed additional security cameras, completed a lighting retrofit to LED technology, and replaced the concrete apron.

## ***Andover's Self-evaluation and Transition Plan update***

- The 2017 Plan evaluated Parks, Schools, and Town buildings for compliance with the Americans with Disabilities Act (ADA). The evaluation identified more than 1,500 items of varying size and complexity, totaling approximately \$5.5 Million dollars. During 2019, the Department of Facilities began to systematically address the actions needed as identified in the plan. The actions that were within the scope of in-house labor have been entered into the work order system, prioritized, and are being addressed by our tradesmen. Larger, more complex and expensive items are being added to long term capital planning.

***We've moved.***

The Department of Facilities administrative offices are now located in the new Municipal Services Facility, at 5 Campanelli Drive. We can be reached at 978-623-8702.



**Department of Public Works****Administration**

Christopher Cronin  
*Director of Public Works*

Roger Marc Fournier  
*(Retired spring 2019)*  
Carlos Jaquez

*Deputy Director of Public Works*

Sandra Gerraughty  
*Business Manager*

Amy MacKenzie  
*Executive Secretary*

*Office Assistants*  
Rachel Ciaramitaro  
Lyn Fragala  
Jennifer Ricupero  
Anna Scapicchio  
Andrea Zaines

**Engineering Division**

Arthur Martineau, P.E.  
*Town Engineer*

Anthony Repucci, P.E.  
*Assistant Town Engineer*

Scott Kandrut  
*Senior Civil Engineer*

Paul Gahinet  
*Civil Engineer*

**Forestry Division**

Paul Sanborn  
*Superintendent*

*Tree Climbers*  
Justin Faust  
Michael Ferris  
Peter Gallant  
Randy Willis

**Highway Division**

Stephen Surette  
*General Foreman,*  
Scott Bernard  
*Working Foreman*

*Equipment Operators*  
Jacob Anderson  
Matthew Byrne

*Continued on next page...*

**Public Works**

The mission of the Department of Public Works is to provide a responsive, well-planned and cost effective capital and maintenance operation for all Town infrastructure; to properly maintain Town and Emergency vehicles; to provide for the enjoyment of the Town's public parks, grounds, forestry and Spring Grove Cemetery; to 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.

**The Administration/Business Office** is responsible for long range planning, monitoring of annual budget and assisting Divisions with the Capital Improvement Program development. The Office also manages all personnel records, payroll and coordination of hiring processes for the Department. Responsibilities include development and implementation of departmental policies and provides administrative support for all divisions. The Business Office coordinates facility rentals of the Old Town Hall, athletic fields, school gyms and auditoriums and communicates with the public for transference of information via the Town's website, Social Media, press releases and any other forms of communication as needed.

**Public Works** provides project planning and oversight for Town infrastructure construction projects including roadways, sidewalks, water treatment and distribution, and sewer collection. All Town-owned property and trees are cared for by Public Works' divisions in addition to the maintenance and perpetual care of Spring Grove Cemetery. Responsibilities also include the overseeing of trash and recycling collections, both curbside and special collections.

***Engineering***

In 2019 the Engineering Division performed design, worked with Design Consultants, and managed construction work for various projects such as: A sewer and water Infrastructure Improvements project on Enmore St, providing project management as well as resident engineering services; Water main reconstruction on High St, Maple Ave, Howell Dr, and Foster Cir.; Various drainage improvements throughout Town; Design work with the help of a consultant was started on water projects that are anticipated to be constructed in 2020. A series of public meetings have been held in

an effort to finalize a plan to install new sidewalks, reset granite curb, and plant new trees on Enmore Street, being the final phase of a comprehensive multi-year effort to make improvements to the neighborhood.

Like many entities in Town, The Engineering Division continues to be impacted by the effects of the Gas Incident of 2018. In an effort to mitigate the work associated with the Gas Incident settlement, a significant effort has been put forth to coordinate all of the work in the affected area. The settlement also put a timeline on when final restoration in the area should be completed, which resulted in a substantial increase in the amount of related utility work required than is normally seen in Town.

The Engineering Division has been heavily involved in an effort to responsibly represent the Town's interest in work associated with a major development under design at 146 Dascomb Rd. There has also been considerable effort made working with the Planning Department on projects such as the Historic Mill Overlay District; the proposed TIP project which will result in major improvements made to Lowell St from Shawsheen Sq. to Beacon St; and the proposed improvements to the public parking lots downtown on either side of Bartlet St.

Assistance was provided to the Water/Sewer Division during various water and sewer repairs and also to the Highway Division during paving work on various streets, miscellaneous drainage, and sidewalk repairs. Staff coordinated with MADOT on the reconstruction of the North Main Street Bridge over the MBTA railroad, which is now completed. Work continued for compliance with EPA Stormwater Management regulations, including performing activities and coordinating with various other departments; participation in the MVPC Stormwater Collaborative; and preparing the Town's annual report submitted to EPA in September. Maintenance of the GIS system was performed to continue updating the drainage, water, and sewer utility layers; and also creating various maps for other Town departments.

The design of proposed roads and utilities on new Subdivision and Site Plans were analyzed for the Planning Board and inspections of road and utility construction was performed in new developments, both residential and commercial. Street opening permits for various utility installations and repairs by Columbia Gas, Verizon, National Grid, Comcast and other private contractors were issued and utility markouts and inspections were performed. Trench Permits were issued, as required by state law, for various trench excavations.

The Engineering Division also provided and maintained records of various utilities, street excavations, residential and industrial site development, street layouts and Chapter 90 road paving.

**Department of Public Works,  
*continued...***

*Equipment Operators, continued...*

Matthew Byrne  
Robert Charette  
Benjamin Cloutier  
Alan Danehy  
David Hajj  
Patrick Kelley  
Harry Krikorian  
Nicholas Morasse  
Jason Ouellette  
Rudolph Perron, Jr.  
Brian Vining

**Parks**

Paul Sanborn  
*Superintendent*

Jeffrey Ring  
*Working Foreman*

Christopher Kun  
*Equipment Operator*

**Laborers**

Marc Anderson  
John McQuade  
Robert Moreau  
John Parker

**Vehicle Maintenance**

Robert Fraser  
*Working Foreman*

David Van Dooren  
*Emergency Vehicle Technician*

**Mechanics**

Bruce Page  
Mark Wood

**Water Distribution & Sewer  
Collection**

Morris Gray  
*(Retired Fall 2019)*  
Jeffrey Crane  
*Superintendent*

Michael Murnane  
*General Foreman*

Donald Eisenhour  
*Working Foreman*

***Maintenance Specialists***

Michael Caulfield  
Shawn Daly  
Charles Kearn  
John Keenan  
Luis Resendes  
David Tiney

Joseph Thompson  
*Annual Report*

Engineering		2017	2018	2019
Storm Drain Design & Construction (ft.)		526	200	200
Sewer Main Design & Construction (ft.)		0	0	0
Water Main Design & Construction (ft.)		909	0	7000
Sidewalk Design & Construction (ft.)		6150	6250	0
Streets Resurfaced (miles)		6.8	7.2	14.5
Street Opening Permits Issued & Inspected		158	202	146
Subdivision/Site Plans reviewed (# plans/# lots)				
Subdivision/site Construction Inspections/Tests:				
Water mains (ft.)		10886	4700	1250
Sewer mains (ft.)		5140	3557	1150
Drain lines (ft.)		11154	4170	1300
Sidewalks (ft.)		2643	4000	0
Roads Paved:	Binder course (ft)	0	4,775	0
	Top Course (ft)	5,058	4,506	500
Trench Permits issued		62	25	29
Gas main inspections (ft.)		11208	111000	3100
Electric & communications conduit inspections (ft.)		8940	4000	4400

### ***Facility and Field Rentals***

Facility and field rentals include sports leagues, civic groups, scouts, residents, town and school departments, private parties, businesses and theater groups.

Fields and Facility Rentals	2017	2018	2019
Schools	4,016	4008	6178
Town	284	485	577
Field rentals	2,154	2904	2821
<b><i>Total Rentals</i></b>	<b>6,454</b>	<b>7,397</b>	<b>9,576</b>

### ***Highway***

In 2019, some of our major accomplishments included:

- Paved nearly 14.5 miles of roadways.
- Constructed and/or repaired 129 Handicap ramps during paving.
- Managed the Ledge Road Landfill Cap and Closure Project. The project is in final design and awaiting final permits.
- Continued to train staff in new NPDES regulations and the inspection and cleaning of stormwater structures.

Highway	2017	2018	2019
Total number of feet of curbs constructed	2,200	1,983	3,576
Catch basins cleaned	901	852	815
Storm drains/culverts cleaned	40	43	35
Catch basins repaired	42	38	35
Storm drains repaired	10	13	15
Snow storms	8	6	3
Sanding events	23	26	22
Signs repaired/installed	242	228	283
Masonry wall repairs	6	5	3

### ***Parks, Grounds & Forestry***

In 2018, some of our major accomplishments included:

- Opening of the new youth soccer field at Bancroft school.
- Removed 51 mature dead or declining trees.
- Received the tree city USA designation for the 20th consecutive year Hosted an Arbor Day celebration at the spring grove cemetery. A new magnolia tree was planted.
- Tree trimming crews from National Grid and the Town performed tree work throughout the cemetery.
- Forestry planted fifteen new trees at various locations including Pasho St, Main St, and at the new Municipal Services Building located at 5 Campanelli Drive.

Parks. Grounds & Forestry	2017	2018	2019
School - Work Orders	125	112	81
School Labor Hours	4,294	4,120	3008
School - Total Labor & Material Cost	\$111,644	\$115,158	\$85,326
			0
Town - Work Orders	288	635	462
Town Labor Hours	20,554	23,345	17,042
Town - Total Labor & Material Costs	\$534,404	\$652,265	\$483,296

### ***Vehicle Maintenance***

Vehicle Maintenance	2017	2018	2019
<b>Gallons</b>			
Gasoline	80,467	81,112	81,737
Diesel	53,452	55,047	5,612
<b>Total</b>	<b>133,919</b>	<b>136,159</b>	<b>87,349</b>
<b>Dollars</b>			
Gasoline	\$154,479	\$171,541	\$138,780
Diesel	\$109,181	\$126,861	\$100,766
<b>Total</b>	<b>\$263,660</b>	<b>\$298,402</b>	<b>\$239,546</b>

### *Solid Waste & Recycling*

<b>Solid Waste &amp; Recycling</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Tons of residential refuse collected	9,495	9,772	9,695
Tons of mixed residential paper	1,720	2,658	2,513
Tons of glass, plastic, aluminum	1,526	664	628
Tons of leaves & grass clipping composted	6975	6750	6860

### *Spring Grove Cemetery*

<b>Spring Grove Cemetery</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Transactions</b>			
Lots Sold	28	30	18
Full Burials	42	56	19
Cremations	27	21	13
Disinterment	0	0	0
Repurchase of lots	2	0	1
<b>Revenue</b>			
Lots sales	\$30,486	\$39,479	\$25,067
Full Burials	\$15,134	\$19,721	\$12,533
Cremations	\$33,225	\$39,525	\$15,980
Disinterments	\$9,500	\$4,200	\$5,300
Repurchase of lots	(\$540)	\$0	(\$1,600)

### *Water & Sewer*

During 2019 the Water Treatment Plant processed more than 2.6 billion gallons of water at a daily average of 7.2million gallons, to produce over 2.4 billion gallons of finish water which was delivered to the distribution system. To augment available water supplies, 1.6 billion gallons were diverted from the Merrimack River to Haggetts Pond through the Fish Brook pump station. The Fish Brook station was online for a total of 262 days over the course of the year. The chart below illustrates the breakdown of total water consumption.

Projects in 2019 included: the replacement of the HVAC systems at the Water Treatment Plant, completion of the Raw Water VFD upgrade, Bancroft high lift pump replacement, and the installation and startup of the new Atomic Absorption Spectrophotometer to maintain state certified laboratory operations. The WTP continues to provide free indoor and outdoor water conservation kits featuring EPA certified WaterSense products for all Andover residents. The kits are available at the Water Treatment Plant, and are given away at annual family events such as Vehicle Night sponsored by Memorial Hall Library. The availability of the kits is also advertised in the annual Water Quality Report. The Water Division has continued its partnership with Greenscapes North Shore, which offers workshops focused on water conservation and green landscaping practices, and offered public education forums on stormwater management.



<b>Water Treatment</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Gallons of water treated (in millions)	2,481	2,584	2,627
Average daily gallons pumped (in million gal.)	6.525	7.080	7.198
Maximum day (in million gallons)	11.47	12.976	12.636

<b>Water Distribution</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Hydrants Repaired	29	34	27
Hydrants Replaced	16	11	9
Hydrants Inspected & Serviced	117	252	212
Hydrants Flushed	302	516	513
Water Main Breaks Repaired	30	19	26
House Service Leaks Repaired	11	19	2
House Services Renewed	21	10	17
New Water Meter Accounts/Installations	52	71	71
Old Water Meters Replaced (Town)	163	87	129
Water Meters bench checked	3	4	2
Water Shut Offs/Turn On	130	148	173
Gate & Service Boxes Adjusted	130	120	
Water Main Replacement Design/Const.			6500LF

<b>Sewer</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Sewer Main Blocks Cleared	7	6	11
Sewer Main Rodded – Regular Maintenance	92	71	63
Sewer Mains Repaired/Replaced	1	1	5
Sewer Mains Rodded	5	3	7
Sewer manholes repaired /replaced	0	0	0

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

**INDEX**

<b><u>WARRANT ARTICLE NO. &amp; DESCRIPTION</u></b>	<b><u>ACTION TAKEN</u></b>	<b><u>ATTY. GENERAL APPROVED</u></b>
1. Annual Town Election Results	Reported	
2. Election – Not Required by Ballot	Election	
3. Salaries of Elected Officials	Approved	
4. Fiscal Year-2020 Budget - \$190,183,487	Approved	
5. Fiscal Year 2020 Capital Projects Fund - \$3,963,698	Approved	
6. Budget Transfers	Withdrawn	
7. Supplemental Budget Appropriations - \$400,000	Approved	
8. Stabilization Fund	Withdrawn	
9. Free Cash	Withdrawn	
10. Unexpended Appropriations	Withdrawn	
11. General Housekeeping, A through G A. Grant Program Authorization B. Road Contracts C. Town Report D. Property Tax Exemptions – Statute Acceptance E. Contracts in Excess of Three Years F. Accepting Easements G. Rescinding Bond Authorizations – \$172,353	Approved	
12. Granting Easements	Approved	
13. Unpaid Bills	Withdrawn	
14. Chapter 90 Authorizations	Approved	
15. Jerry Silverman Fireworks - \$14,000	Approved	

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b><u>WARRANT ARTICLE NO. &amp; DESCRIPTION</u></b>	<b><u>ACTION TAKEN</u></b>	<b><u>ATTY. GENERAL APPROVED</u></b>
16. Fiscal Year 2020 Revolving Accounts	Approved	
17. Sign Shop Revolving Fund	Approved	
18. PEG Access and Cable Related Fund Expenses – \$377,108	Approved	
19. Overlay Surplus Transfer for Property Revaluation - \$32,000	Approved	
20. Elderly/Disabled Transportation Program - \$14,000	Approved	
21. Support for Civic Events - \$5,000	Approved	
22. Spring Grove Cemetery Maintenance - \$6,000	Approved	
23. Stabilization Fund Bond Premium - \$100,000	Approved	
24. Senior Center at Punchard Renovation and Construction - \$4,500,000	Approved	
25. Elder Services Program Stabilization Fund Transfer - \$700,000	Approved	
26. Electronic Voting – Bylaw Change	Disapproved	
27. Rental of Electronic Voting System – \$25,000	Withdrawn	
28. Water and Sewer Vehicles – \$225,000	Approved	
29. Water Main Replacement Projects - \$4,000,000	Approved	
30. Sewer Inflow and Infiltration Reduction Project - \$284,934.44	Approved	
31. Hydrant Replacement Program - \$100,000	Approved	

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

- |     |                                                                         |          |                                         |
|-----|-------------------------------------------------------------------------|----------|-----------------------------------------|
| 32. | Water Treatment Plant Parking Area Reconstruction - \$110,000           | Approved |                                         |
| 33. | Water Treatment Plant Granular Activated Carbon Replacement - \$450,000 | Approved |                                         |
| 34. | Public Works Vehicles – Large - \$380,000                               | Approved |                                         |
| 35. | Fire Apparatus Replacement - \$360,000                                  | Approved |                                         |
| 36. | Major Town Building Projects - \$650,000                                | Approved |                                         |
| 37. | Town and School Energy Efficiency Initiatives - \$420,000               | Approved |                                         |
| 38. | Major School Projects - \$920,000                                       | Approved |                                         |
| 39. | Public Safety Microwave Communications System - \$300,000               | Approved |                                         |
| 40. | Town Bridge Maintenance and Evaluation - \$500,000                      | Approved |                                         |
| 41. | Parking and Hardscape Improvements - \$400,000                          | Approved |                                         |
| 42. | Student Device Refresh - \$372,870                                      | Approved |                                         |
| 43. | Parking Vehicle Replacement - \$40,000                                  | Approved |                                         |
| 44. | Disposition of Building at 161 Andover Street                           | Approved |                                         |
| 45. | Disposition of Building at 163 Andover Street                           | Approved |                                         |
| 46. | Change from “Board of Selectmen” to “Select Board” – General Bylaws     | Approved | July 30, 2019<br>(Posted Sept. 6, 2019) |
| 47. | Change from “Board of Selectmen” to “Select Board” – Town Charter       | Approved |                                         |

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b><u>WARRANT ARTICLE NO. &amp; DESCRIPTION</u></b>	<b><u>ACTION TAKEN</u></b>	<b><u>ATTY. GENERAL APPROVED</u></b>
48. Change from “Board of Selectmen” to “Select Board” – Zoning Bylaws	Approved	Disapproved (July 30, 2019)
49. Amend Zoning Bylaw Article VIII - Solar Energy	Withdrawn	
50. Amend Andover Zoning Bylaw Section 9.6.3 - Signs	Withdrawn	
51. Amend Andover Zoning Bylaw Definitions - Signs	Withdrawn	
52. Amend Andover Zoning Bylaw Article VIII - Signs	Withdrawn	
53. Columbia Gas Reimbursement of Costs Incurred - \$150,000	Withdrawn	
54. Special Permit Lapse	Disapproved	
55. Andover High School Feasibility Study - \$160,000	Approved	
56. Amend Section 51 of Bylaw Article XII - Ban Polystyrene Only	Disapproved	
57. Water Commission	Disapproved	
58. Representative Town Meeting	Disapproved	
59. Free Cash	Disapproved	
60. Sanborn School Site Improvements	Approved	
61. River Road Senior Residential Community Overlay District Change in Age	Withdrawn	
62. Greenwood Road Sidewalk - \$888,000	Disapproved	
63. Dascomb Road Sidewalk - \$800,000	Disapproved	

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b><u>WARRANT ARTICLE NO. &amp; DESCRIPTION</u></b>	<b><u>ACTION TAKEN</u></b>	<b><u>ATTY. GENERAL APPROVED</u></b>
64. Spring Grove Cemetery Transfer Of Property	Approved	
65. Amend Andover Zoning Article VIII	Withdrawn	
66. Planning Board Term	Disapproved	

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

**ANNUAL TOWN MEETING WARRANT**

Agreeably to a Warrant signed by the Selectmen on February 25, 2019, to notify and warn the Inhabitants of said Town who are qualified to vote in Town Affairs to meet and assemble at the J. Everett Collins Center Auditorium, Andover High School, Shawsheen Road, in said Andover, on

**MONDAY, THE TWENTY NINTH DAY OF APRIL, 2019**

at seven o'clock P.M. to act upon the following articles:

Pursuant to the foregoing Warrant, I the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each school house and in no less than five other public places where bills and notices are usually posted and by publication in the *Eagle Tribune*. Said Warrants have been posted and published fourteen days.

Ronald Bertheim, Constable  
February 27, 2019

**ANNUAL TOWN MEETING**

**APRIL 29, 2019**

The check lists were used at the entrance and Five Hundred and Fifty Six (556) voters admitted to the meeting on the first night of the meeting.

Sheila M. Doherty, Moderator, called the meeting to order at 7:00 P.M.

The American Legion Post 8 presented and posted the Colors.

The Pledge of Allegiance to the Flag was led by Alex J. Vispoli, Chair of the Board of Selectmen.

The invocation was given by Rev. Dana Allen Walsh of South Church.

The Moderator took a moment to remember those citizens of the Town who have passed in the past year.

The song "America," written by Samuel Francis Smith in Andover, was sung by Andover High School students Declan Woodring, Stephanie Emerhi, Katie Nam, and Negar Aalaei.

Upon motion made and duly seconded it was VOTED to admit non-voters to the meeting, some of whom may be speaking. Seventy Four (74) non-voters were admitted during the first night of the meeting.

The Moderator asked that all cell phones be silenced so as not to disturb the meeting.

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Upon motion made and duly seconded, it was VOTED by majority consent to dispense with the reading of the Warrant and return of service of the Constable and to refer to the Warrant Articles by number and subject matter.

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members.

The Moderator introduced Atty. Christopher Vrontas as the Town Meeting “Ombudsman,” and reminded meeting members that he would help them with questions regarding Town Meeting procedures and amendments to articles.

The Moderator outlined the Rules and Procedures of Town meeting to the members, including that voters must be seated to be counted and must have their voter stickers visible. The Moderator also explained the use of Pro, Con and Point of Order microphones during the meeting.

The Moderator took a vote to limit presenters of articles to five minutes of speaking time and speakers to three minutes, subject to her discretion. The Motion passed by a majority vote.

The Moderator then took up the Warrant.

**ARTICLE 1. Annual Town Election**

Annual Town Election: Moderator for one year, two Selectmen for three years, two School Committee members for three years, one Housing Authority Member for five years, and one Punchard Free School Trustee for three years, or take any other action related thereto.

*On request of the Town Clerk*

**The Town Clerk reported the following were elected:**

Moderator	One For One Year	Sheila M. Doherty 9 Juniper Road
Board of Selectmen	Two For Three Years	Alex J. Vispoli 7 Alison Way  Daniel Arrigg Koh 311 Lowell Street
School Committee	Two For Three Years	Paul D. Murphy 6 School Street  Shannon I. Scully 34 School Street

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Trustees of the Punchard Free School	One For Three Years	Steven R. Pekock 109 Chestnut Street
Housing Authority	One For Five Years	John K. O’Donohue 32 Lucerne Drive

**ARTICLE 2. Election Not Required by Ballot**

To elect all other officers not required by law to be elected by ballot, or take any other action related thereto.

*On request of the Town Clerk*

Upon motion made and duly seconded it was VOTED by a majority vote that Calvin G. Perry of 25 Timothy Drive be elected Trustee of the Cornell Fund for three years.

**ARTICLE 3. Salaries of Elected Officials**

To establish the salaries of the elected officers for the ensuing year, or take any other action related thereto.

*On request of the Town Clerk*

Upon motions made and duly seconded it was VOTED by Majority vote that the salaries of the elected Town Officers be established as follows:

Town Moderator:	\$250.00 for each Annual Town Meeting and \$60.00 for each Special Town Meeting except when it falls within the Annual Town Meeting.
Selectmen:	Chair - \$1,800.00 Members - \$1,500.00
School Committee:	Chair - \$1,800.00 Members - \$1,500.00

The Town Clerk presided over the vote for the Moderator’s compensation. The Moderator presided over the vote for the Selectmen and School Committee compensation

Board of Selectmen Report: Approval as to all  
Finance Committee Report: Approval as to all

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

**ARTICLE 4. Fiscal Year 2020 Budget**

To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020, or take any other action related thereto.

*On request of the Town Manager*

It was moved and duly seconded to raise and appropriate, including appropriations from available funds, the sum of \$190,183,487 less \$2,704,915 for a total of \$187,478,572, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020.

The Town Manager, School Committee chair, Finance Committee chair, and Board of Selectmen chair each made presentations regarding the proposed budget.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval

Finance Committee Report: Approval

School Committee Report: Approval

The FY 2020 Budget was approved as follows:

<u>Department</u>	<u>Amount</u>
Public Safety	\$ 17,354,029
General Government	\$ 8,671,068
Public Works	\$ 8,736,419
Public Facilities	\$ 3,772,745
Library	\$ 2,844,388
Community Services	\$ 2,407,961
Unclassified	\$ 790,000
Schools	\$ 85,929,808
Sewer	\$ 2,988,024
Water	\$ 5,347,042
Technical Schools	\$ 647,149
Obligations	\$ 50,694,854
GRAND TOTAL	\$ 190,183,487
<i>less dedicated Revenues</i>	<u>\$ 2,704,915)</u>
<b>NET TOTAL</b>	<b>\$ 187,478,572</b>

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

**2019 ANNUAL TOWN MEETING SPECIAL ARTICLES**

**SPECIAL ARTICLES FROM FREE CASH**

<b>Article 7</b>	General Insurance	<b>\$ 400,000.00</b>
<b>Article 24</b>	Renovation of Senior Center at Punchard	<b>\$ 2,000,000.00</b>
<b>Article 55</b>	Andover High School Feasibility Study	<b>\$ 160,000.00</b>
	<b>TOTAL</b>	<b>\$2,560,000.00</b>

**SPECIAL ARTICLES – TRANSFER OF FUNDS**

<b>Article 18</b>	From Cable Franchise Fees and other cable related Revenues to support PEG access services and oversight cable franchise agreements	<b>\$ 377,108.00</b>
<b>Article 19</b>	From Overlay Surplus to fund FY20 property tax revaluation	<b>\$ 32,000.00</b>
<b>Article 22</b>	From Spring Grove Cemetery Perpetual Care Reserve Account for the purpose of Cemetery maintenance	<b>\$ 6,000.00</b>
<b>Article 23</b>	From the Bond Premium Stabilization Fund to the General Fund	<b>\$ 100,000.00</b>
<b>Article 25</b>	From Elder Services Program Stabilization Fund for the construction of the renovation of the Senior Center at Punchard	<b>\$ 700,000.00</b>
<b>Article 30</b>	\$39,702,65 from amounts borrowed and no longer needed to complete the project approved by the Town under Article 41 of the 2007 Annual Town Meeting and \$56,540.08 from amounts borrowed and no longer needed to complete the project approved by the Town under Article 46 of the 2010 Annual Town Meeting, for the Sewer Inflow and Infiltration Reduction Project	<b>\$ 96,242.73</b>
<b>Article 42</b>	From Cable Franchise Fee Account to purchase services and materials related to replacing student technology devices	<b>\$ 372,870.00</b>
<b>Article 43</b>	From Parking Funds for purchasing a parking enforcement vehicle	<b>\$ 40,000.00</b>
<b>Article 60</b>	Sanborn School Site Improvements	<b>\$ 319,000.00</b>
	<b>TOTAL</b>	<b>\$2,043,220.73</b>

**SPECIAL ARTICLES – GENERAL FUND BORROWING**

<b>Article 24</b>	Renovation of Senior Center at Punchard	<b>\$ 2,500,000.00</b>
<b>Article 29</b>	Water Main Replacement Projects	<b>\$ 4,000,000.00</b>
<b>Article 34</b>	Public Works Vehicles - Large	<b>\$ 380,000.00</b>

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>Article 35</b>	Fire Apparatus Replacement	\$ 360,000.00
<b>Article 36</b>	Major Town Building Projects	\$ 650,000.00
<b>Article 37</b>	Town & School Energy Efficiency Initiatives	\$ 420,000.00
<b>Article 38</b>	Major School Projects	\$ 920,000.00
<b>Article 39</b>	Public Safety Microwave Communications System	\$ 300,000.00
<b>Article 40</b>	Town Bridge Maintenance and Evaluation	\$ 500,000.00
<b>Article 41</b>	Parking and Hardscapes Improvements	\$ 400,000.00
	<b>TOTAL</b>	<b>\$10,430,000.00</b>

**SPECIAL ARTICLES – RESCIND BOND AUTHORIZATION**

<b>Article 11G</b>	Article 1, 2013 Special Town Meeting – Bancroft School	\$ 172,353.00
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**SPECIAL ARTICLES – FISCAL YEAR 2019 REVOLVING ACCOUNTS**

<b>Article 16</b>	Community Development & Planning Department	\$ 30,000.00
<b>Article 16</b>	Memorial Hall Library – Lost/Damaged Materials	\$ 20,000.00
<b>Article 16</b>	Health Clinic	\$ 60,000.00
<b>Article 16</b>	Division of Recreation	\$ 625,000.00
<b>Article 16</b>	Division of Youth Services	\$ 500,000.00
<b>Article 16</b>	Field Maintenance	\$ 150,000.00
<b>Article 16</b>	Division of Elder Services	\$ 225,000.00
<b>Article 16</b>	Police Communications	\$ 50,000.00
<b>Article 16</b>	School Photocopy Fees	\$ 15,000.00
<b>Article 16</b>	Compost Program	\$ 60,000.00
<b>Article 16</b>	Solid Waste	\$ 40,000.00
<b>Article 16</b>	Stormwater Management	\$ 5,000.00
<b>Article 16</b>	Fire Rescue	\$ 100,000.00
<b>Article 16</b>	Health Services	\$ 100,000.00
	<b>TOTAL</b>	<b>\$ 1,870,000.00</b>

**SPECIAL ARTICLES FROM TAXATION**

<b>Article 5</b>	Capital Projects Fund Appropriation	\$ 3,963,698.00
<b>Article 15</b>	Jerry Silverman Fireworks Program	\$ 14,000.00
<b>Article 20</b>	Elderly/Disabled Transportation Program	\$ 14,000.00
<b>Article 21</b>	Support for Civic Events	\$ 5,000.00
	<b>TOTAL</b>	<b>\$ 3,996,698.00</b>

**SPECIAL ARTICLES FROM WATER RESERVES**

<b>Article 28</b>	Water and Sewer Vehicles	\$ 225,000.00
<b>Article 31</b>	Hydrant Replacement Program	\$ 100,000.00
<b>Article 32</b>	Water Treatment Plant Parking Area Reconstruction	\$ 110,000.00

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>Article 33</b>	Water Treatment Plant Granular Activated Carbon (GAC) Replacement	<b>TOTAL</b>	<u><b>\$ 450,000.00</b></u> <b>\$ 885,000.00</b>
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A true record  
ATTEST

Austin P. Simko  
Town Clerk

<b>ARTICLE 5</b>	<b>FISCAL YEAR 2020 CAPITAL PROJECTS FUND</b>
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To see if the Town will vote to raise by taxation and appropriate a sum of money for the purpose of funding the Fiscal Year 2020 appropriation for the Capital Projects Fund, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to raise by taxation and appropriate the sum of \$3,963,698 for the purpose of funding the Fiscal Year 2020 appropriation for the Capital Projects Fund.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval

<b>ARTICLE 6</b>	<b>BUDGET TRANSFERS</b>
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To see if the Town will vote to transfer from amounts previously appropriated at the April, 2018 Annual Town Meeting as authorized by Massachusetts General Laws Chapter 44, Section 33B, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to Withdraw Article 6 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 7</b>	<b>SUPPLEMENTAL BUDGET APPROPRIATIONS</b>
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To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the April, 2018 Annual Town Meeting, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to appropriate \$400,000 from Free Cash and to transfer \$400,000 to General Insurance.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Finance Committee Report: Approval

Board of Selectmen Report: Approval

<b>ARTICLE 8</b>	<b>STABILIZATION FUND</b>
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To see if the Town will vote to appropriate and raise from taxation or available funds a sum of money to the Stabilization Fund in accordance with Massachusetts General Laws Chapter 40, Section 5B, as amended by Chapter 46, Sections 14 and 50 of the Acts of 2003, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to withdraw Article 8 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

<b>ARTICLE 9</b>	<b>FREE CASH</b>
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To see what amount the Town will vote to permit the Assessors to use in Free Cash to reduce the Fiscal Year 2020 tax rate and to affect appropriations voted at the 2019 Annual Town Meeting, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to Withdraw Article 9 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 10</b>	<b>UNEXPENDED APPROPRIATIONS</b>
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To see what disposition shall be made of unexpended appropriations and Free Cash in the treasury, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to Withdraw Article 10 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

<b>ARTICLE 11</b>	<b>GENERAL HOUSEKEEPING ARTICLES (A THROUGH G)</b>
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To see if the Town will vote the following consent articles, or take any other action related thereto:

- A. Grant Program Authorization** To see if the Town will vote to authorize the Board of Selectmen and/or the Town Manager to apply for, accept and enter into contracts from time to time for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U.S. Government under any State or Federal grant program, or take any other action related thereto.

*On request of the Town Manager*

- B. Road Contracts** To see if the Town will vote to authorize the Town Manager to enter into a contract with the Massachusetts Highway Department Commissioners or the Federal Government for the construction and maintenance of public highways in the Town of Andover for the ensuing year, or take any other action related thereto.

*On request of the Town Manager*

- C. Town Report** To act upon the report of the Town officers, or take any other action related thereto.

*On request of the Town Manager*

- D. Property Tax Exemptions** To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 2020 for those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5, or take any other action related thereto.

*On request of the Board of Assessors*

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

**E. Contracts in Excess of Three Years** To see if the Town will vote in accordance with the provisions of Massachusetts General Laws Chapter 30B, Section 12(b) to authorize the Town Manager or the Superintendent of Schools to solicit and award contracts for terms exceeding three years but no greater than five years, including any renewal, extension or option, provided in each instance the longer term is determined to be in the best interests of the Town by a vote of the Board of Selectmen or the School Committee, as appropriate, or take any other action related thereto.

*On request of the Town Manager*

**F. Accepting Easements** To see if the Town will vote to authorize the Board of Selectmen and the School Committee to accept grants of easements for streets, water, drainage, sewer and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

*On request of the Town Manager*

**G. Rescinding of Bond Authorizations** To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to approve the consent agenda, Articles 11A through 11F as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Upon a motion made and duly seconded, it was VOTED to rescind the following amount that has been authorized to be borrowed, but which is no longer needed for the purpose for which it was initially approved:

<u>Unissued Amount</u>	<u>Date of Approval</u>	<u>Warrant Article</u>	<u>Original Purpose</u>
\$172,353	2/11/13	1	Bancroft School

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval of Articles 11, A, B, C, D, E, F, & G  
Finance Committee Report: Approval of Articles 11 A, B, D, E & G  
School Committee Report: Approval of Articles 11 A, E & F

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 12</b>	<b>GRANTING EASEMENTS</b>
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To see if the Town will vote to authorize the Board of Selectmen and the School Committee to grant easements for water, drainage, sewer and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to approve Article 12 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval

<b>ARTICLE 13</b>	<b>UNPAID BILLS</b>
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To see if the Town will vote to transfer from available funds a sum of money to pay unpaid bills for which obligations were incurred in prior fiscal years, or take any other action related thereto.

*On request of the Town Accountant*

Upon motion made and duly seconded it was VOTED to Withdraw Article 13 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

<b>ARTICLE 14</b>	<b>CHAPTER 90 AUTHORIZATIONS</b>
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To see if the Town will vote to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction or any other federal or state aid program for road or sidewalk improvements, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction or any other federal or state aid program for road or sidewalk improvements.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

<b>ARTICLE 15</b>	<b>JERRY SILVERMAN FIREWORKS</b>
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To see if the Town will vote to appropriate and raise by taxation or available funds the amount of \$14,000 for the Jerry Silverman Fireworks Program as part of the Fourth of July festivities, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to appropriate and raise by taxation the amount of \$14,000 for the Jerry Silverman Fireworks Program as part of the Fourth of July festivities..

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

<b>ARTICLE 16</b>	<b>FISCAL YEAR 2019 REVOLVING ACCOUNTS</b>
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To see if the Town will vote to authorize the following expenditure limits for revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, Section 53E½ for the fiscal year beginning July 1, 2019, or take any other action related thereto:

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>Revolving Fund</b>	<b>FY2020 Limit</b>
Community Development & Planning Department	\$30,000
Memorial Hall Library-Lost/Damaged Materials	\$20,000
Health Clinic	\$60,000
Division of Recreation	\$625,000
Division of Youth Services	\$500,000
Field Maintenance	\$150,000
Division of Elder Services	\$225,000
Police Communications	\$50,000
School Photocopy Fees	\$15,000
Compost Program	\$60,000
Solid Waste	\$40,000
Stormwater Management	\$5,000
Fire Rescue	\$100,000
Health Services	\$100,000

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to approve Article 16 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
 Finance Committee Report: Approval  
 School Committee Report: Approval  
 Board of Health Report: Approval

<b>ARTICLE 17</b>	<b>SIGN SHOP REVOLVING FUND</b>
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To see if the Town will vote to amend Section 48 of Article XII and establish and authorize a new revolving fund for use by certain town/city departments, boards, committees, agencies or officers under Massachusetts General Law Chapter 44, Section 53E 1/2, and amend the table of Authorized Revolving Funds by inserting a new row after “Health Services” to read:

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Sign Shop	Director of Public Works	Sign production revenue	Sign production and supplies expenses	Fiscal Year 2020 and subsequent years
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*On request of the Director of Public Works*

Upon motion made and duly seconded it was VOTED to approve Article 17 as printed in the Warrant with an expenditure cap of \$10,000.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval

Finance Committee Report: Approval

<b>ARTICLE 18</b>	<b>PEG ACCESS AND CABLE RELATED FUND EXPENSES</b>
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To see if the Town will vote to appropriate cable franchise fees and other cable-related revenues to support PEG access services, cable related expenses, and oversight of the cable franchise agreements for fiscal year 2020, which begins on July 1, 2019, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to approve Article 18 as printed in the Warrant and further that the Town appropriate \$377,108 for cable related purposes.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval

Finance Committee Report: Approval

<b>ARTICLE 19</b>	<b>OVERLAY SURPLUS TRANSFER FOR PROPERTY REVALUATION</b>
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To see if the Town will vote to transfer \$32,000 from Overlay Surplus to fund the FY2020 property tax revaluation, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to approve Article 19 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 20</b>	<b>ELDERLY/DISABLED TRANSPORTATION PROGRAM</b>
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To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$14,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program, or take any other action related thereto.

*On request of the Council on Aging*

Upon motion made and duly seconded it was VOTED to approve Article 20 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
Council on Aging Report: Approval

<b>ARTICLE 21</b>	<b>SUPPORT FOR CIVIC EVENTS</b>
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To see if the Town will vote to appropriate and raise by taxation or transfer from available funds a sum not to exceed \$5,000 for the purpose of paying a portion of the municipal costs associated with civic events in the downtown, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to appropriate and raise by taxation the sum of \$5,000 for the purpose of paying a portion of the municipal costs associated with civic events in the downtown.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 22</b>	<b>SPRING GROVE CEMETERY MAINTENANCE</b>
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To see if the Town will vote to transfer the sum of \$6,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$6,000 for the purpose of cemetery

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

maintenance, including costs incidental and related thereto, or take any other action related thereto.

*On request of the Director of Public Works*

Upon motion made and duly seconded it was VOTED to approve Article 22 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval

Finance Committee Report: Approval

<b>ARTICLE 23</b>	<b>STABILIZATION FUND BOND PREMIUM</b>
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To see if the Town will vote to transfer the sum of \$100,000 from the Bond Premium Stabilization Fund to the General Fund to offset non-exempt debt interest payments, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to approve Article 23 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval

Finance Committee Report: Approval

<b>ARTICLE 24</b>	<b>SENIOR CENTER AT PUNCHARD RENOVATION AND CONSTRUCTION</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$4,500,000 for the purpose of purchasing professional services related to the design, renovation and construction, and for the construction of the Senior Center at Punchard, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to appropriate \$4,500,000 to pay costs of purchasing professional services related to the design, renovation and construction, and for the construction of the Senior Center at Punchard, including any other costs incidental and related

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

thereto, and that to meet this appropriation, \$2,000,000 shall be transferred from free cash, and the Town Treasurer, with the approval of the Selectmen, is authorized to borrow \$2,500,000 under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval  
Council on Aging Report: Approval  
Permanent Town Building  
Advisory Committee Report: Approval

<b>ARTICLE 25</b>	<b>ELDER SERVICES PROGRAM STABILIZATION FUND TRANSFER</b>
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To see if the Town will authorize the transfer of the sum of \$700,000 from the Elder Services Program Stabilization Fund to fund the construction of the renovation of the Senior Center at Punchard or offset the borrowing costs of the Senior Center at Punchard renovation construction, or to take any action related thereto.

*On request of the Elder Services Task Force*

Upon motion made and duly seconded it was VOTED to approve Article 25 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Finance Committee Report: Approval  
Board of Selectmen Report: Approval  
Council on Aging Report: Approval

<b>ARTICLE 26</b>	<b>ELECTRONIC VOTING</b>
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To see if the Town will vote to amend Article II of the General Bylaws by adding the following as Section 5.2:

“Electronic Voting. Subject to the availability of a system to enable electronic voting by using wireless handheld mobile devices, the Moderator may count the vote on any matter before the Town Meeting by the use of such system.” and further, that non-substantive changes to the

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

numbering of this bylaw be permitted in order that it be in compliance with the numbering format of the Andover Code of Bylaws, or take any other action related thereto.

*On request of Brian Major and others*

A was motion made and duly seconded to approve Article 25 as printed in the Warrant.

It was moved by Mr. Robert Pokress of 3 Cherry Wood Circle and duly seconded to amend the Article to read as follows:

Subject to the availability of a system to enable electronic voting by using wireless handheld mobile devices whose vote count can be corroborated at the time taken to have not flipped votes or corrupted the vote count in any way if voting results are challenged at the time a vote is taken and comes from a vendor whose voting system has been certified by the IEEE or equivalent independent standards organization of being resistant to all forms of attack or hacking, the Moderator may count the vote on any matter before the Town Meeting by the use of such system. Votes by all elected officials will remain publically viewable as to how each elected official voted.

After discussion, Mr. Pokress withdrew the amendment.

It was moved by Mr. Stephen Cotton of 19 Pomeroy Road and duly seconded to amend the Article as follows:

Insert after “devices”: “and subject to such rules as Town Meeting may from time to time adopt,”.

A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed on a standing count of 119 in the affirmative and 186 in the negative.

It was moved by Mr. Robert Pokress of 3 Cherry Wood Circle and duly seconded to amend the Article to read as follows:

That the second sentence of the Article shall be replaced with: subject to the availability of a system to enable electronic voting by using wireless handheld mobile devices whose vote count can be corroborated at the time taken to have not flipped votes or corrupted the vote count in any way if voting results are challenged at the time a vote is taken and comes from a vendor whose voting system that meets the federal Voluntary Voting System Guidelines 2.0, the moderator may count the vote on any matter before Town Meeting by the use of such system. Votes by all elected officials will remain publically viewable as to how each elected official voted.

A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion to approve the Article as printed in the Warrant Failed.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval

<b>ARTICLE 27</b>	<b>RENTAL OF ELECTRONIC VOTING SYSTEM</b>
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To see if the Town will raise by taxation or transfer from available funds or any combination thereof and appropriate \$25,000 to pay for the rental of an electronic voting system for the use at Annual and Special Town Meetings for fiscal year 2020, or take any other action related thereto.

*On request of Brian Major and others*

Upon motion made and duly seconded it was VOTED to Withdraw Article 27 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

**At 10:23 PM on Motion of Town Counsel Thomas J. Urbelis made and duly seconded, it was VOTED by a Majority vote to adjourn the meeting to April 30, 2019 at the same hour and place.**

**ANNUAL TOWN MEETING - SECOND SESSION – April 30, 2019**

The check lists were used at the entrance and Four Hundred and Five (405) voters admitted to the meeting on the second night of the meeting.

Following a Special Town Meeting, which was called to order at 7:00 P.M. and dissolved at 7:43 P.M., Sheila M. Doherty, Moderator, called the meeting to order at 7:44 P.M.

Upon motion made and duly seconded it was VOTED to admit non-voters to the meeting, some of whom may be speaking. Sixty Three (63) non-voters were admitted during the second night of the meeting.

Virginia Cole Community Service Award: The Virginia Cole Community Service Award was awarded to Richard Bowen in recognition of his service to the United States Navy during World War II, his leadership of Andover as Town Manager in the 1960's, and his myriad contributions as a member of the Board of Selectmen and the first chair of the Ballardvale Historic District Commission. The award was presented by Board of Selectmen Chair Alex Vispoli and School Committee Chair Shannon Scully. Mr. Bowen, joined by his wife and other family, accepted the

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

award and expressed his appreciation to Town Meeting and his willingness to continue serving Andover as long as he is physically able.

Upon motion made and duly seconded, it was VOTED by majority consent to dispense with the reading of the Warrant and return of service of the Constable and to refer to the Warrant Articles by number and subject matter.

The Moderator introduced the stage participants to meeting members.

The Moderator introduced Atty. Peter Caruso as the Town Meeting “Ombudsman,” and reminded meeting members that he would help them with questions regarding Town Meeting procedures and amendments to articles.

The Moderator explained the use of the Pro and Con microphones during the meeting

The Moderator then took up the Warrant.

<b>ARTICLE 28</b>	<b>WATER AND SEWER VEHICLES</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$225,000 for the purpose of purchasing Water and Sewer vehicles, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$225,000 from Water Reserves and appropriate the sum of \$225,000 for the purpose of purchasing Water and Sewer vehicles, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Finance Committee Report: Approval

Board of Selectmen Report: Approval

<b>ARTICLE 29</b>	<b>WATER MAIN REPLACEMENT PROJECTS</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$4,000,000 for the purpose of purchasing services and materials related to completing water main replacement projects, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Upon motion made and duly seconded it was VOTED that the Town appropriate \$4,000,000 to pay costs of purchasing services and materials related to completing water main replacement projects, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §8(5), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

<b>ARTICLE 30</b>	<b>SEWER INFLOW AND INFILTRATION REDUCTION PROJECT</b>
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To see if the Town will vote to appropriate the sum of \$284,934.44 by repurposing funds remaining from the following articles: Article 41 of the 2007 Annual Town Meeting, Article 33 of the 2008 Annual Town Meeting, and Article 46 of the Annual Town Meeting, so that such funds may, instead, be used to pay costs of the Sewer Inflow and Infiltration Reduction Project, including all costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

First Motion: It was moved and seconded to approve Article 30 as printed in the Warrant.

Second Motion to Amend: Upon motion made and duly seconded it was VOTED that the sum of \$96,242.73 is appropriated to pay costs relating to the Sewer Inflow and Infiltration Reduction Project, including all costs incidental and related thereto and that to meet this appropriation (i) \$39,702.65 shall be transferred from amounts borrowed and no longer needed to complete the project approved by the Town under Article 41 of the 2007 Annual Town Meeting and (ii) \$56,540.08 shall be transferred from amounts borrowed and no longer needed to complete the project approved by the Town under Article 46 of the 2010 Annual Town Meeting.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
Board of Health Report: Approval

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 31</b>	<b>HYDRANT REPLACEMENT PROGRAM</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$100,000 for the purpose of purchasing services and materials related to the fire hydrant replacement program, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$100,000 from Water Reserves and appropriate the sum of \$100,000 for the purpose of purchasing services and materials related to the fire hydrant replacement program, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 32</b>	<b>WATER TREATMENT PLANT PARKING AREA RECONSTRUCTION</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$110,000 for the purpose of purchasing services and materials related to the water treatment plant parking area reconstruction, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$110,000 from Water Reserves and appropriate the sum of \$110,000 for the purpose of purchasing services and materials related to the water treatment plant parking area reconstruction, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 33</b>	<b>WATER TREATMENT PLANT GRANULAR ACTIVATED CARBON (GAC) REPLACEMENT</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$450,000 for the purpose of purchasing services and materials related to granular activated carbon replacement, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$450,000 from Water Reserves and appropriate the sum of \$450,000 for the purpose of purchasing services and materials related to granular activated carbon replacement, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 34</b>	<b>PUBLIC WORKS VEHICLES – LARGE</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$380,000 for the purpose of purchasing public works vehicles, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

Upon motion made and duly seconded it was VOTED that the Town that the Town appropriates \$380,000 to pay costs of purchasing public works vehicles, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 35</b>	<b>FIRE APPARATUS REPLACEMENT</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$360,000 for the purpose of purchasing fire apparatus, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Fire Chief*

Upon motion made and duly seconded it was VOTED that the Town appropriates \$360,000 to pay costs of purchasing fire apparatus, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 36</b>	<b>MAJOR TOWN BUILDING PROJECTS</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$650,000 for the purpose of purchasing services and materials related to reconstructing, making extraordinary repairs to, and equipping various town buildings, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Facilities*

Upon motion made and duly seconded it was VOTED that the Town appropriates \$650,000 to pay costs of purchasing services and materials related to reconstructing, making extraordinary repairs to, and equipping various town buildings, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval

<b>ARTICLE 37</b>	<b>TOWN AND SCHOOL ENERGY EFFICIENCY INITIATIVES</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$420,000 for the purpose of purchasing services and materials related to completing Town and School energy efficiency initiatives, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Facilities*

Upon motion made and duly seconded it was VOTED that the Town appropriates \$420,000 to pay costs of purchasing services and materials related to completing Town and School energy efficiency initiatives, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 38</b>	<b>MAJOR SCHOOL PROJECTS</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$920,000 for the purpose of purchasing services and materials related to reconstructing, making extraordinary repairs to, and equipping school buildings, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Facilities*

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Upon motion made and duly seconded it was VOTED that the Town appropriates \$920,000 to pay costs of purchasing services and materials related to reconstructing, making extraordinary repairs to, and equipping school buildings, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval

<b>ARTICLE 39</b>	<b>PUBLIC SAFETY MICROWAVE COMMUNICATIONS SYSTEM</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$300,000 for the purpose of purchasing services and materials related to the Public Safety Microwave Communications System, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Fire Chief*

Upon motion made and duly second it was VOTED that the Town appropriates \$300,000 to pay costs of purchasing services and materials related to the Public Safety Microwave Communications System, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 40</b>	<b>TOWN BRIDGE MAINTENANCE AND EVALUATION</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$500,000 for the purpose of purchasing services and materials related to town bridge maintenance and evaluation, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Director of Public Works*

Upon motion made and duly second it was VOTED that the Town appropriates \$500,000 to pay costs of purchasing services and materials related to town bridge maintenance and evaluation, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 41</b>	<b>PARKING AND HARDSCAPE IMPROVEMENTS</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$400,000 for the purpose of purchasing services and materials related to making improvements to parking and hardscapes, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Planning Director*

Upon motion made and duly second it was VOTED that the Town appropriates \$400,000 to pay costs of purchasing services and materials related to making improvements to parking and hardscapes, including any other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
Planning Board Report: Approval

<b>ARTICLE 42</b>	<b>STUDENT DEVICE REFRESH</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$372,870 for the purpose of purchasing services and materials related to replacing student technology devices, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Chief Information Officer*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$372,870 from the Cable Franchise Fee Account and appropriate the sum of \$372,870 for the purpose of purchasing services and materials related to replacing student technology devices, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval

<b>ARTICLE 43</b>	<b>PARKING VEHICLE REPLACEMENT</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$40,000 for purpose of purchasing a parking enforcement vehicle, including any other costs incidental and related thereto, or take any other action related thereto.

*On request of the Police Chief*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$40,000 from Parking Funds and appropriate the sum of \$40,000 for the purpose of purchasing a parking enforcement vehicle, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 44</b>	<b>DISPOSITION OF BUILDING AT 161 ANDOVER STREET</b>
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To see if the Town will vote to transfer the care, custody and control of the building situated on the property at 161 Andover Street to the Board of Selectmen for the purpose of removing the building and to authorize the Board of Selectmen to remove the building from the property, either by the sale or conveyance of the building on terms and conditions they deem to be in the best interest of the Town, even if the Town receives no financial payment, or by demolition of the building, if the Board of Selectmen determines that demolition of the building is in the best interest of the Town, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to approve Article 44 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Planning Board Report: Approval

<b>ARTICLE 45</b>	<b>DISPOSITION OF BUILDING AT 163 ANDOVER STREET</b>
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To see if the Town will vote to transfer the care, custody and control of the buildings situated on the property at the Ballardvale Fire Station at 163 Andover Street to the Board of Selectmen for the purpose of removing the buildings and to authorize the Board of Selectmen to remove the buildings from the property, either by the sale or conveyance of the buildings on terms and conditions they deem to be in the best interest of the Town, even if the Town receives no financial payment, or by demolition of the buildings, if the Board of Selectmen determines that demolition of the buildings is in the best interest of the Town, or take any other action related thereto.

*On request of the Town Manager*

Upon motion made and duly seconded it was VOTED to approve Article 45 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019

Board of Selectmen Report: Approval  
Planning Board Report: Approval

<b>ARTICLE 46</b>	<b>CHANGE FROM “BOARD OF SELECTMEN” TO “SELECT BOARD”</b>
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To see if the Town will vote to take the following action in order to change the title of Board of Selectmen to Select Board: to amend the Town’s General Bylaws by striking the words “Board of Selectmen” wherever they appear and inserting the word “Select Board” in place thereof, or take any action related thereto.

*On request of the Board of Selectmen*

Upon motion made and duly seconded it was VOTED to approve Article 46 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval

<b>ARTICLE 47</b>	<b>CHANGE FROM “BOARD OF SELECTMEN” TO “SELECT BOARD”</b>
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To petition the Legislature to pass a Special Act to amend the Town Charter by striking the words “Board of Selectmen” wherever they appear and inserting the word “Select Board” in place thereof, and to provide that, with respect to the Town of Andover that wherever the words “Board of Selectmen” or “Selectman” appear in the Constitution, General or Special laws of the Commonwealth of Massachusetts, that such word shall apply to the Select Board of the Town of Andover and its members, provided that the Legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition, or take any action related thereto.

*On request of the Board of Selectmen*

Upon motion made and duly seconded it was VOTED to approve Article 47 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the motion Passed on a standing count of 272 in the affirmative and 5 in the negative.**

Board of Selectmen Report: Approval

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

<b>ARTICLE 48</b>	<b>CHANGE FROM “BOARD OF SELECTMEN” TO “SELECT BOARD”</b>
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To see if the Town will vote to take the following action in order to change the title of Board of Selectmen to Select Board: to amend the Town’s Zoning Bylaws by striking the words “Board of Selectmen” wherever they appear and inserting the word “Select Board” in place thereof; or take any action related thereto.

*On request of the Board of Selectmen*

Upon motion made and duly seconded it was VOTED to approve Article 48 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by more than a 2/3 vote.**

Board of Selectmen Report: Approval

<b>ARTICLE 49</b>	<b>AMEND ZONING BYLAW ARTICLE VIII: SOLAR ENERGY</b>
-------------------	------------------------------------------------------

To see if the Town of Andover will vote to amend the Andover Zoning Bylaw, Article VIII, Section 3.1.3 Table of Use Regulations Appendix A Table 1, Section 4.2 Accessory Building and Structures, and Section 10 Definitions by adding the following:

Add to Section 3.1.3 Table of Use Regulations Appendix A Table 1

E. Other Main Uses	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
9. Solar Energy Systems												
a. Ground Mounted-Small Scale as an accessory use (See section 4.2.5)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. Ground Mounted-Small Scale - Carport	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
c. Roof/Building Mounted	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
d. Ground Mounted-Large Scale (See Section 10 Major Non-Residential Project)	N	N	N	N	N	N	N	N	PB	PB	PB	PB

Add Section 4.2.5 Solar Energy Ground Mounted

Ground Mounted Small Scale as an accessory use and Ground Mounted - Small Scale - Carport shall be allowed on properties as an accessory use in rear yards and side yards, but not in front yards, provided such uses are not located nearer than 10 feet to any property line of the rear yard, they comply with the minimum setback requirements for side yards in the particular district, and they do not exceed 20 feet in height.

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Add to Section 10 Definitions

Solar Energy System Ground Mounted – Small Scale - A solar photovoltaic system that is structurally mounted on the ground (i.e., not roof mounted) and has a maximum output of electric power production in Direct Current (i.e. Rated Nameplate Capacity) of less than 250 kW DC or less than 1,000 square feet of solar panel area or less.

Solar Energy System Ground Mounted – Large Scale - A solar photovoltaic system that is structurally mounted on the ground (i.e. not roof mounted) and has a minimum output of electric power production in Direct Current (i.e. Rated Nameplate Capacity) of 250 kW DC or more or more than 1,000 square feet of solar panel area. Solar Energy System Ground Mounted – Large Scale shall also include Solar Carport Energy Systems of 250 kW DC or more than 1,000 square feet of solar panel.

Solar Energy System Roof/Building Mounted - A solar photovoltaic system that is structurally mounted on the roof or side of the building.

Solar Energy System Carport System – A Solar Energy System Ground Mounted that also provides cover and shade for parking and/or pedestrian areas.

Add d. to Section 10 Major Non-residential Project definition

d. A proposal to construct a Solar Energy System Ground Mounted - Large Scale.

And further that non-substantive changes to the numbering of this bylaw be permitted in order that it be in compliance with the numbering format of the Andover Code of By-Laws, or take any other action related thereto.

*On request of the Planning Board*

Upon motion made and duly seconded it was VOTED to Withdraw Article 49 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Planning Board Report: Approval

<b>ARTICLE 50</b>	<b>AMEND ANDOVER ZONING BYLAW SECTION 9.6.3: SIGNS</b>
-------------------	--------------------------------------------------------

To see if the town will amend Section 9.6.3. of the Zoning Bylaw by deleting the words “or a sign larger than four square feet” in the first sentence and inserting in place thereof with the following “signs as listed in Section 5.2.4.3. of this Bylaw”

*On request of the Planning Director*

**ANNUAL TOWN MEETING – APRIL 29 & APRIL 30, 2019**

Upon motion made and duly seconded it was VOTED to Withdraw Article 50 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Planning Board Report: Approval

<b>ARTICLE 51</b>	<b>AMEND ANDOVER ZONING BYLAW DEFINITIONS</b>
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To see if the Town of Andover will vote to amend the Andover Zoning Bylaw, Article VIII, Section 10 Definitions by deleting the definition of “Sign” and replace with the following:

Sign: A sign shall consist of any of the following elements:

- a. Lettering, words, numerals, emblems, trademarks, logos, images, drawings, pictures, graphics, pennants, streamers, or other devices of any material or construction, however displayed, whether as an independent structure or as part of a building or other structure;
- b. Any visual device that informs, attracts or draws the attention of persons outside the premises on which the device is located, including messages within or attached to windows and doors;
- c. Any lighting device or fixture, whether integral to the building façade or attached to it, which attracts or draws attention to the building or structure on which it is located and lighting of a building façade or its architectural elements. Sconces, attached to a ground floor of building, which comply with all of the lighting regulations of this bylaw, shall not be considered a sign.

*On request of the Planning Director*

Upon motion made and duly seconded it was VOTED to Withdraw Article 51 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Planning Board Report: Approval

<b>ARTICLE 52</b>	<b>AMEND ANDOVER ZONING BYLAW ARTICLE VIII</b>
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To see if the Town of Andover will vote to amend the Andover Zoning Bylaw, Article VIII, Section 5.2 by deleting the current text and replace in its entirety with the following:

**5.2 SIGNS.**

**5.2.1 Findings and Purpose.**

**A. Findings**

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1. The regulation of signs is necessary to serve the substantial governmental interests of the Town of Andover in protecting its natural, scenic, historic, cultural, and aesthetic qualities by preserving and enhancing the appearance of commercial, residential, and industrial buildings and by preserving and enhancing the appearance of public streets, parks and other public properties, while minimizing sign clutter and excessive illumination.
2. The regulation of signs will improve the town's appearance; make the town's commercial, residential, and industrial areas more attractive for development; and by doing so enhance the economic climate of the town.
3. The regulations set forth herein will directly advance public safety by protecting driver's sightlines, reducing glare and reducing driver distractions.
4. The public interest is served by signs that identify the products or services provided at that specific location.

**B. Purpose**

The purpose of this bylaw is to regulate the quantity, size, location and illumination of signs. Signs must be regulated to:

1. Preserve the historical ambiance and established aesthetic character of the town, including the unique aesthetic character of every neighborhood;
2. Prevent conditions which could contribute to visual clutter and blight;
3. Restrict signs and illumination which overload the public's capacity to receive information or which increase the probability of accidents by distracting attention or obstructing visibility;
4. Require accurate communication that informs the public;
5. Minimize adverse effects on nearby public and private property;
6. Prevent excessive illumination and light pollution to help conserve energy and foster an equitable aesthetic environment where every business, large or small will be noticed;
7. Promote a desirable aesthetic environment to attract new business.

**5.2.2 Definitions.** In this bylaw, the following terms shall apply:

1. **Attached Sign:** A sign that is either attached parallel to the facade of a building facing in the same direction as the facade, or displayed on an awning or fixed canopy of a building.
2. **Awning or Fixed Canopy:** A fixed or retractable structure, whether made of canvas, plastic, metal or other material, placed over a door or window. Awnings and fixed canopies themselves shall not be considered signs, but lettering, symbols or graphic elements appearing on the body of awnings and fixed canopies shall constitute an Attached Sign. The sign area of an awning or fixed canopy shall consist of the area encompassed by any lettering, symbols or graphic elements distinct from the background.
3. **Double-sided Sign:** A freestanding or projecting sign having two parallel opposite faces separated by a distance of not more than 12 inches. A sign with two opposite faces that are not parallel shall be considered a double-sided sign if the two faces are joined to each other, or to a common support structure, at one end, and the angle of separation between the two faces does not exceed 30°.
4. **Freestanding Sign:** A sign that is supported by its own support structure and is not attached to a building or other structure.
5. **Internally Illuminated Sign:** A sign that is illuminated by a light source internal to the sign utilizing translucent panels, canvas, fabric or other similar components to create an image by allowing light to pass through.

6. **Monument Sign:** A type of freestanding sign integrated into an ornamental base usually made of stone or brick oriented toward pedestrians and vehicles.
7. **Municipal Property:** Land owned by the Town of Andover whether developed or open space including parks, play fields and schools.
8. **Municipal Sign:** A sign on Municipal Property.
9. **Nonconforming Sign:** A sign, including its support structure, that does not conform to the regulations prescribed in this bylaw, but which was in existence at the time the regulations became effective and was lawful at the time it was installed or erected.
10. **Open Space:** Public or Private lands accessible to the public at no cost, for passive recreation such as hiking, bird watching, fishing, photography, cross country skiing, biking or other activities which do not alter or disturb the terrain and which conserve natural and scenic resources, protect air, streams or water supply, and enhance the value of the land to the public.
11. **Projecting Sign:** A sign attached to and mounted perpendicular to the façade of a building.
12. **Reverse lit/back lit/halo Sign:** An illuminated sign in which the illumination emanates from behind or at the perimeter of the graphic elements or lettering of the sign message, so as to form a halo-like effect around the graphics and/or lettering of the sign.
13. **Sign:** A sign shall consist of any of the following elements:
  - a. Lettering, words, numerals, emblems, trademarks, logos, images, drawings, pictures, graphics, pennants, streamers, or other devices of any material or construction, however displayed, whether as an independent structure or as part of a building or other structure;
  - b. Any visual device that informs, attracts or draws the attention of persons outside the premises on which the device is located, including messages within or attached to windows and doors;
  - c. Any lighting device or fixture, whether integral to the building façade or attached to it, which attracts or draws attention to the building or structure on which it is located; also, lighting of a building façade or its architectural elements. Sconces, attached to a ground floor of a building, which comply with all of the lighting regulations of this bylaw, shall not be considered a sign.
14. **Sign Area:** The area of the smallest horizontal or vertical rectangle enclosing the entire display area of the sign. The display area of a sign is the entire area, different in color and/or composition from the facade or common trim of the building, used to frame or provide a background for the sign. The measurable display area shall also include decoratively lighted sign support structures if such elements are present. The area of double-sided signs shall be calculated using the area of only one face of the sign.
15. **Sign Height:** The distance measured from the ground level at the base of the sign to the top of the sign or top of the support structure, whichever is higher. For freestanding signs, the land under or surrounding the sign may not be built up or elevated to reduce the calculated height of the sign.
16. **Sign Support Structure:** Any device, such as a pole, bracket or post, used to support a sign. The sign support structure shall be excluded from the calculation of the sign area if it a.) contains none of the elements described in § 5.2.2.13 above, and b.), for freestanding signs, the total width of the support structure is less than twenty-five percent (25%) of the width of the sign.
17. **Temporary Sign:** A non-permanent sign of any shape or configuration that is self-supporting and not permanently fixed to the ground or to another structure that is displayed for a limited duration. Temporary signs may be exterior (displayed on the exterior or outside of a structure) or interior (displayed from the inside of a structure, viewed from the outside through a window or other opening). Exterior signs shall be securely anchored so as not to be dislodged or blow over.

**5.2.3 General Provisions.**

1. *Exemptions.* The following signs shall be exempt from the provisions of this bylaw:
  - a. Flags of any government, except when they are displayed in connection with the advertising or promotion of a commercial product or service.
  - b. Legal notices required by the town, state or federal government.
  - c. Integral decorative and architectural features of buildings, historic lettering/trademarks and historic plaques.
  - d. On-premises signs, having an area not to exceed two (2) square feet, and a height not to exceed four (4) feet, and intended only to direct traffic and parking or warn of a safety hazard.
  - e. On valances of awnings or fixed canopies, lettering, symbols, or graphic elements not exceeding six (6) inches in height and not exceeding seventy-five percent (75%) of the height of the valance.
  - f. On awnings or fixed canopies, one (1) symbol or graphic element, without text, not exceeding five (5) square feet per awning.
  - g. Signs located on facilities or land under the care and control of the Massachusetts Bay Transportation Authority (MBTA).
  - h. Banners installed subject to the provisions of the Andover General Bylaw, Article XII § 44.
2. *Maintenance.* All signs shall be maintained in a safe and well maintained condition to the satisfaction of the Inspector of Buildings and in accordance with the Commonwealth of Massachusetts State Building Code, 780 CMR.
3. *Nonconforming Signs.*
  - a. Any nonconforming sign and/or support structure if legally permitted and installed or erected prior to the adoption of this bylaw, or any amendments thereto, which remains un-altered in any way, may be continued and maintained, subject to the provisions of Section 3.3.6. of this bylaw.
  - b. Nonconforming signs shall not be enlarged, rebuilt, restored or altered except in conformity with this bylaw.
  - c. Any nonconforming sign which has been destroyed or damaged to the extent that the cost of repair or restoration will exceed 1/3 of the replacement value as of the date of such damage or destruction shall not be repaired, rebuilt, restored or altered except in conformity with this bylaw.
4. *Liability.* No sign shall project more than five feet over any public right-of-way or other municipal property. Any sign projecting over a public right-of-way shall be covered by liability insurance in the amount of \$2,000,000 as verified by a certificate of insurance filed with the Town Clerk naming the Town of Andover as additional insured.
5. *Enforcement:* The Building Inspector shall give written notice of violations. Failure to conform to the sign regulations within 30 days of the notice of violations may result in fines in accordance with Section 9.1 of this Bylaw. Signs on the public right-of-way or public property may be removed immediately by the Inspector of Buildings or his representative.
6. *Special Permits:* The Board of Appeals may grant special permits to allow signs not in conformity with this bylaw in specific cases where necessary to comply with other applicable laws; and/or where unnecessary hardship will result to the owner of the sign provided that the requested relief will not substantially derogate from the intent and purpose of this bylaw.
7. *Criteria for a Special Permit.* The Special Permit Granting Authority shall be the Board of Appeals. When acting upon an application for a special permit, the Board of Appeals shall consider the following:

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- a. The character of the proposed sign and its suitability to the building or structure and the surrounding neighborhood.
- b. Its relationship to the architectural style, size and scale of the building or structure and the surrounding neighborhood.
- c. The impact of the size and illumination of the sign on other establishments and properties in the surrounding neighborhood.
- d. The recommendations of the Design Review Board and such other factors as the Board of Appeals deems appropriate in order to assure that the public interest is protected.

**5.2.4 Sign Permit.**

1. Unless specifically exempt or provided for elsewhere in this section, no sign, including municipal signs, shall be installed, erected, enlarged, redesigned or structurally altered without a sign permit issued by the Inspector of Buildings.
2. A completed sign permit application, fulfilling all requirements for requested materials and documents and specifying all pertinent dimensions and materials, shall be submitted to the Inspector of Buildings prior to installation or alteration of any sign.
3. Review by the Design Review Board (DRB). Pursuant to Section 9.6.2. and 9.6.3., the DRB shall review an application for: (a) a municipal sign in any district; (b) in non-residential districts, permanent signs greater than four (4) square feet, including but not limited to signage associated with uses requiring a building permit, a special permit, or a variance; (c) in SRA, SRB and SRC Districts, signage requiring a special permit or variance or associated with uses subject to DRB review (see 9.6.3.); (d) and in APT Districts, all permanent signs over four (4) square feet. The DRB shall submit its recommendations, if any, to the Inspector of Buildings. Applications for review by the DRB shall be submitted on an application form specified by the DRB.

**5.2.5 Prohibited Signs and Devices.** Any sign not explicitly allowed in this bylaw shall be prohibited. In addition:

1. No sign shall be lighted, except by a steady external and stationary light source which is fully shielded, and directed solely at the sign, and which has a CCT (Color Control Temperature) not exceeding three thousand (3,000k) Kelvins.
2. No illumination shall be allowed which casts glare onto any premises or onto any portion of a way so as to create a hazard.
3. No signs shall be illuminated between the hours of 11:00 p.m. and 7:00 a.m. unless the establishment is open to the public or unless authorized by a special permit. Public safety signs are excluded (e.g. street numbers, hazard signs) as are ATM machines and gas pumps.
4. No sign shall be illuminated by any color other than colorless or white light except for temporary holiday lighting. The CCT shall not exceed three thousand (3,000k) Kelvins.
5. No animated, revolving, flashing, audible, changing copy, video, inflatable, laser-projected, moving, feather style, changing light intensity, reverse lit/back lit/halo, exposed neon or similar exposed gaseous, tube illuminated signs shall be allowed (excluding holiday decorations).
6. Off-premises signs. Signs which advertise a commercial activity, business, product or service not produced or conducted on the premises upon which the sign is located shall be prohibited.
7. No permanent or temporary sign shall be installed which obstructs visibility for pedestrians or motorists at any intersection, driveway, sidewalk or crosswalk.
8. No exterior attached sign shall cover any portion of a window or door including the casing.

9. No sign shall be allowed on the roof of any building and no portion of a sign shall extend above the lowest point of the roof or above the parapet of the building to which it is attached.

10. No sign owned by an entity other than the Town of Andover (permanent or temporary) shall be installed on public Open Space, Municipal Property or on public rights-of-way, unless otherwise approved by the Board of Selectmen upon demonstration of a hardship.

**5.2.6 Permanent Signs allowed in all zoning districts.**

The following signs are allowed in all zoning districts and do not require a permit. (See specific permit requirements for each zoning district in § 5.2.8 through § 5.2.12):

1. Signs identifying the street address of a building shall not require a sign permit if they do not exceed two square feet in total area.

2. Open Space signs. The owners or stewards of Open Space land may install non-illuminated signs on Open Space. Signs with an area not exceeding thirty-five (35) square feet with no commercial speech shall not require a sign permit.

**5.2.7 Temporary Signs allowed in all zoning districts.**

1. Temporary signs shall not require a sign permit.

a. Temporary signs shall conform to all regulations within the zone where they are located (e.g. size, height, setbacks) unless otherwise specified in this section.

b. Signs shall be located on private property and shall not be illuminated.

c. Permanently installed sign support structures erected solely for the display of temporary signs are prohibited.

2. Open Space, Municipal Properties and Conservation land: only the owners or stewards of the land may install temporary signs.

3. Residential Districts

a. Signs shall be located a minimum of three (3) feet from the property line.

b. One (1) temporary sign shall be allowed for each commercial or construction activity (including associated sub-contractors) while such activity is occurring on the residential property (e.g. real estate, building contractors and sub-contractors). Additional commercial signs shall not be allowed.

4. Business and Industrial Districts

a. Interior temporary signs shall not exceed thirty percent (30%) of the transparent area of the windows and/or doors on which they are displayed.

b. The maximum allowed exterior signage shall be no greater than one (1) square foot per twenty feet of street frontage. For buildings with more than one occupant, the sign area for each occupant shall be proportional to the facade associated with each occupant's use.

**5.2.8 Signs in Residential Districts (SRA, SRB, SRC, APT).**

1. Single Family Residential Districts (SRA, SRB, and SRC). In addition to the signs allowed in §5.2.6 and §5.2.7 the following signs are allowed:

a. One permanent sign with an area not to exceed two (2) square feet, either attached or freestanding, shall not require a sign permit.

b. A permanent sign, either attached or freestanding, that exceeds two (2) square feet in area may be allowed by special permit. In no case, however, shall the sign area exceed six (6) square feet, or the sign height exceed three (3) feet.

c. Monument signs shall require a special permit.

2. Apartment Districts (APT). In addition to the signs allowed in § 5.2.6, the following signs are allowed:

a. One freestanding sign on each street on which the complex has street frontage, provided that the frontage also provides vehicular or pedestrian access to the complex. The sign area shall not exceed fifteen (15) square feet and the sign height shall not exceed six (6) feet.

**5.2.9 Signs in General Business (GB) and Mixed Use (MU) Districts**

In addition to the signs allowed in § 5.2.6 the following signs are allowed for commercial or business uses with a permit:

1. One (1) attached sign shall be allowed, oriented to each street, courtyard, and parking lot on which the commercial or business use has a facade, providing that such facade has either a window or a direct entryway into the use's space.

a. The sign may be either attached flat against the building or placed on an awning or fixed canopy.

b. The sign area of a flat attached sign for each individual business use shall not exceed fifteen percent (15%) in the GB District or ten percent (10%) in the MU District of the portion of the facade associated with that business.

c. Flat attached signs oriented to the street shall not exceed fifty (50) square feet in the GB District or eighty (80) square feet in the MU District.

d. In the GB District only, flat attached signs oriented to a parking lot or a courtyard shall not exceed twenty-five (25) square feet in area unless they mark the primary entrance to a building or establishment, in which case the sign area shall not exceed fifty (50) square feet.

e. Attached signs displayed on the body of awnings or fixed canopies shall not exceed twenty percent (20%) of the area of the awning, and in no case shall they exceed twenty-five (25) square feet.

2. In addition to the above, each building that is set back a minimum of five (5) feet from the property line may install one freestanding sign, with a sign area not to exceed twelve (12) square feet in GB or twenty-five (25) square feet in MU. The sign height shall not exceed five (5) feet above ground level in GB or eight (8) feet above ground level in MU.

3. In addition to the above, each business may install one (1) projecting sign on each facade providing that such facade has either a window or a direct entryway into the use's space, subject to the following conditions:

a. The sign area shall not exceed nine (9) square feet, excluding the sign support structure.

b. The bottom of a projecting sign shall be at least eight (8) feet above the ground or public way. The top of the sign shall be no more than twenty-five (25) feet above the ground or public way.

c. No sign shall project more than five (5) feet from the facade to which it is attached.

d. A larger sign may be allowed by special permit, but in no case shall a sign area exceed fifteen (15) square feet.

4. A building occupied by multiple commercial or business uses may install a single directory sign on each façade with street frontage or parking lot, either attached to the façade of the building or projecting from the building, which identifies those occupants. The total area of such a directory sign shall not exceed one (1) square foot per occupant.

5. Unlighted graphics, lettering or symbols with transparent background mounted on the inside of windows or transparent entry doors shall not exceed thirty percent (30%) of the glass or transparent area; letters and numbers shall not exceed three (3) inches in height. Such signage does not require a sign permit.

**5.2.10 Signs in Office Park Districts (OP) and Limited Service Districts (LS).**

In addition to the signs allowed in § 5.2.6 the following signs are allowed with a permit:

1. One (1) freestanding sign shall be allowed for each street upon which a building or complex has frontage:
  - a. The sign area shall not exceed twenty-five (25) square feet and the sign height shall not exceed eight (8) feet.
  - b. Properties along route 93 and route 495, with a special permit, may have a larger sign if required for legibility but under no circumstances shall it exceed twelve (12) feet in height. (See 5.2.5. Prohibited Signs and Devices.)
2. In addition to the above, one (1) attached sign is allowed for each street upon which a building or complex has frontage. The sign may be either attached flat against the wall or placed on an awning or fixed canopy. The sign area of a flat attached sign shall not exceed twenty-five (25) square feet. Signs displayed on the body of awnings or fixed canopies shall not exceed twenty (20%) percent of the area of the awning, and in no case shall they exceed twenty-five (25) square feet.
3. In addition to the above, each business shall be limited to one (1) sign (attached or projecting) for each street and parking lot on which the business has an entryway. The sign area shall not exceed four (4) square feet.
4. The Board of Appeals may grant, subject to the criteria of 5.2.3.7., a special permit for a second sign on a building facing a limited access, high-speed highway.

**5.2.11 Signs in Industrial G (IG) Districts.** In addition to the signs allowed in 5.2.3.7., the following signs are allowed:

1. One (1) or more signs attached flat against the wall or placed on an awning or fixed canopy of a building for each façade that provides direct entry into the building, subject to the following conditions:
  - a. The sign area of a flat attached sign shall not exceed twenty percent (20%) of the area of the side of the building to which it is attached or eighty (80) square feet, whichever is less. Attached signs displayed on the body of awnings or fixed canopies shall not exceed twenty percent (20%) of the area of the awning or fixed canopy, and in no case shall they exceed twenty-five (25) square feet.
  - b. No portion of a sign shall extend above the lowest point of the roof or above the parapet of the building to which it is attached. Signs displayed on awnings or fixed canopies shall not exceed twenty percent (20%) of the area of the awning, and in no case shall they exceed twenty-five (25) square feet.
2. In addition to the above, one (1) freestanding sign for each street on which the property has frontage, subject to the following conditions:
  - a. The area of each sign shall not exceed fifty (50) square feet.
  - b. No part of any such sign shall be more than eight (8) feet above ground level.
  - c. No sign shall be located closer than five (5) feet to any property line.
3. The Board of Appeals may grant, subject to the criteria of 5.2.4.2, a special permit for a larger sign. (See 5.2.5. Prohibited Signs and Devices.)

**5.2.12 Signs in Industrial A (IA) Districts.** In addition to signs allowed in 5.2.6, the following signs are allowed:

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1. One (1) or more signs attached flat against the wall or placed on an awning or fixed canopy of a building for each façade that provides direct entry into the building, subject to the following conditions:

a. The total area of all such signs on a building shall not exceed twenty percent (20%) of the area of the side of the building to which they are attached, or two hundred (200) square feet, whichever is less. Attached signs displayed on the body of awnings or fixed canopies shall not exceed twenty percent (20%) of the area of the awning or fixed canopy, and in no case shall they exceed twenty-five (25) square feet.

b. No portion of the sign shall extend above the lowest point of the roof or above the parapet of the building to which it is attached.

2. One (1) freestanding sign for each street on which the property fronts, subject to the following conditions:

a. The area of each sign shall not exceed one hundred (100) square feet.

b. No part of any such sign shall be more than fifteen (15) feet above ground level.

c. No such sign shall be located closer than five (5) feet to the property line.

**5.2.13 Signs in Industrial D (ID) Districts.** In addition to the signs allowed in 5.2.6, the following signs are allowed:

1. One (1) or more signs attached flat against the wall or placed on an awning or fixed canopy of a building, subject to the following conditions:

a. The total area of all such signs on a building shall not exceed ten percent (10%) of the area of the side of the building to which they are attached, or two hundred (200) square feet, whichever is less. Attached signs displayed the body of awnings or canopies shall not exceed twenty percent (20%) of the area of the awning or fixed canopy, and in no case shall they exceed twenty-five (25) square feet.

b. No portion of the sign shall extend above the lowest point of the roof or above the parapet of the building to which it is attached.

2. In addition to the above, one (1) freestanding sign for each street on which the property fronts, subject to the following conditions:

a. The area of each sign shall not exceed one hundred (100) square feet.

b. No part of any such sign shall be more than twelve (12) feet above ground level.

c. No such sign shall be located closer than five (5) feet to any property line or the line of any street or way.

**5.2.14 Signs in Industrial Two (ID2) District.** In addition to the signs allowed in 5.2.6, the following signs are allowed:

1. One (1) attached sign shall be allowed, oriented to each street, courtyard, and parking lot on which the commercial or business use has a façade, providing that such façade has either a window or a direct entryway into the use's space.

a. The sign may be either attached flat against the building or placed on an awning or fixed canopy.

b. The sign area of a flat attached sign for each individual business use shall not exceed ten percent (10%) of the portion of the façade associated with that use.

c. Flat attached signs oriented to the street shall not exceed eighty (80) square feet.

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- d. Attached signs displayed on the body of awnings or fixed canopies shall not exceed twenty percent (20%) of the area of the awning or fixed canopy, and in no case shall they exceed twenty-five (25) square feet.
- 2. In addition to the above, each business may install one (1) projecting sign on each façade providing that such façade has either a window or a direct entryway into the use’s space, subject to the following conditions:
  - a. The sign area shall not exceed nine (9) square feet, excluding the sign support structure.
  - b. The bottom of a projecting sign shall be at least eight (8) feet above the ground or public way, and the top of the sign shall be no more than twenty-five (25) feet from the ground or public way.
  - c. No sign shall project more than five (5) feet from the façade to which it is attached.
  - d. A larger sign may be allowed by special permit, but in no case shall a sign area exceed fifteen (15) square feet.
- 3. A building occupied by multiple commercial or business uses may install one (1) directory sign on each façade with street frontage or parking lot, either attached flat against the façade of a building or projecting from the façade of the building, identifying those occupants. The total area of such a directory sign shall not exceed one square foot per occupant.
- 4. Unlighted graphics, lettering or symbols with transparent background mounted on the inside of windows or transparent entry doors shall not exceed thirty percent (30%) of the glass or transparent area; letters and numbers shall not exceed three inches in height. Such signage does not require a sign permit.

**5.2.15 Design Guidelines for Signs.**

The following are further means by which the objectives stated in Section 5.2.1 can be served. These guidelines are not mandatory, but the degree of compliance with them shall be considered by the Special Permit Granting Authority in acting upon special permits, and by the Design Review Board as authorized hereunder.

- 1. Efficient Communication.
  - a. Sign content normally should not occupy more than forty percent (40%) of the sign background, whether displayed on a sign board or displayed on an architectural element of a building.
  - b. Non-verbal devices should be considered, in addition to text, as such graphic images can provide rapid and effective communication as well as character and enhance the owner’s brand.
- 2. Environmental Relationship.
  - a. Sign brightness should not be excessive in relation to ambient lighting levels and the CCT shall not exceed 3000k. (See 5.2.5.4)
- 3. Relationship to Buildings.
  - a. Signs should be sized and located so as to not interrupt, obscure or hide the continuity of columns, cornices, eaves, sill lines or other architectural elements of a building, and wherever possible should reflect and emphasize the building’s architectural form.
  - b. Sign materials, colors and lettering should be representative of and appropriate to the character of the building to which it is attached.

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**5.2.16 Severability.**

The provisions in this bylaw are severable. If any part of this bylaw is declared to be unconstitutional or invalid by any court, the remaining parts of this bylaw will remain in full force and effect.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

*On request of the Planning Director*

Upon motion made and duly seconded it was VOTED to Withdraw Article 52 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Planning Board Report: Approval

<b>ARTICLE 53</b>	<b>COLUMBIA GAS REIMBURSEMENT OF COSTS INCURRED</b>
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To see if the Town will vote to transfer a sum of money from the Insurance Proceeds in Excess of \$150,000 account and appropriate it to fund various general fund operating account deficits due to the Columbia Gas Disaster, or take any other action related thereto.

*On request of the Finance Director*

Upon motion made and duly seconded it was VOTED to Withdraw Article 53 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

Board of Selectmen Report: Approval

<b>ARTICLE 54</b>	<b>SPECIAL PERMIT LAPSE</b>
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To see if the Town will vote to amend Section 9.4.7 of the Town’s Zoning Bylaw, Special Permit Lapse by deleting “24 months” and replacing it with “36 months” and to add after the word “construction” “pursuant to permit”, to read:

**9.4.7 Lapse**

Special permits shall lapse if a substantial use thereof or construction pursuant to permit thereunder has not begun, except for good cause, within 36 months following the filing of the special permit approval (plus such time required to pursue or await the determination of an appeal referred to in G.L. c. 40A, s. 17, from the grant thereof) with the Town Clerk.

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And further that non-substantive changes to the numbering of this bylaw be permitted in order that it be in compliance with the numbering format of the Andover Code of Bylaws, or take any other action related thereto.

*On request of the Planning Director*

Upon motion made and duly seconded it was VOTED to approve Article 54 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Failed in a standing count of 146 in the affirmative and 113 in the negative.**

Planning Board Report: Approval  
Board of Selectmen Report: Approval

<b>ARTICLE 55</b>	<b>ANDOVER HIGH SCHOOL FEASIBILITY STUDY COMMITTEE</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$210,000 for the purpose of purchasing services and materials related to the Andover High School Feasibility Study, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of the Andover School Committee*

First Motion: It was moved and seconded to approve Article 55 as printed in the Warrant.

Second Motion to Amend: Upon motion made and duly seconded it was VOTED to transfer the sum of \$160,000 from free cash and appropriate the sum of \$160,000 for the purpose of purchasing services and materials related to the Andover High School Feasibility Study, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

School Committee Report: Approval  
Board of Selectmen Report: Approval  
Finance Committee Report: Approval

<b>ARTICLE 56</b>	<b>AMEND SECTION 51 OF BYLAW ARTICLE XII – BAN POLYSTYRENE ONLY</b>
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To see if the Town will amend Article XII §51 of the Town By-Laws for Polystyrene - Food, Beverage Ware, & Packaging Reduction as listed below; and to see if the Town will vote to appropriate and raise by taxation or available funds the amount of \$2,500 to provide education

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and outreach on this amended By-Law to the affected establishments before its new effective date:

- Delete entire first paragraph prior to Subsections 1-6
- In Subsection 1: delete "through the use of reusable, recyclable, biodegradable and/or compostable materials" at end of the 10th point; and delete "and require the use and distribution of biodegradable, compostable, reusable, or recyclable products or materials in their place" at the end of the 12th point.
- In Subsection 2: delete definitions for "ASTM Standard", "Biodegradable", "Compostable", "Recyclable", and "Reusable".
- In Subsection 3: delete "and distribution" in first line; delete existing subparagraph b. and replace with "b. All food establishments using any disposable food service ware are prohibited from using any such ware containing Polystyrene"
- In Subsection 4: delete "person" and replace with "food or retail establishment" in the first sentence; delete "six" and replace with "twelve" in the second sentence; delete in their entirety the third and fourth sentences; add subparagraph c "c. Any disposable food service ware in inventory prior to the effective date in Subsection 6 (b) shall be exempt from this bylaw"
- In Subsection 6: delete "January 1, 2019" and replace with "May 1, 2020" in subparagraph b.

*On request of Keith Saxon and others*

A motion was made and duly seconded to approve Article 56 as printed in the Warrant.

A motion was made by Mr. Keith Saxon of 15 Wethersfield Drive to amend the Article to read as follows:

To see if the Town will amend Article XII § of the Town By-Laws for Polystyrene – Food, Beverage Ware, & Packaging Reduction as listed below.; ~~and to see if the Town will vote to appropriate and raise by taxation or available funds the amount of \$2,500 to provide education an outreach on this amended By Law to the affected establishments before its new effective date.~~

~~-Delete entire paragraph prior to Subsections 1-6~~

~~-In Subsection 1: delete “through the use of reusable, recyclable, biodegradable and/or compostable materials in their place” at the end of the 12<sup>th</sup> point.~~

~~-In Subsection 2: delete definitions for “ASTM Standard”, “Biodegradable”, “Compostable”, Recyclable” and “Reusable”.~~

~~-In Subsection 3: delete “and distribution” in the first line; delete existing subparagraph b. and replace with “b. All food establishments using any disposable food service ware are prohibited from using any such ware containing Polystyrene”.~~

~~-In Subsection 4: delete “person” and replace with “food or retail establishment” in the first sentence; delete “six” and replace with “twelve” in the second sentence; delete in~~

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~~their entirety the third and fourth sentences; add subparagraph c “c. Any disposable food service ware in inventory prior to the effective date in Subsection 6 (b) shall be exempt from this bylaw.~~

~~In Subsection 6: delete “January 1, 2019” and replace with May 1, 2020 in subparagraph b.~~

A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion to approve the Article as printed in the Warrant Failed by a majority vote.**

Board of Selectmen Report: Disapproval  
Finance Committee Report: Disapproval  
Board of Health Report: Disapproval  
Conservation Commission Report: Disapproval

<b>ARTICLE 57</b>	<b>WATER COMMISSION</b>
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To see if the Town will vote to accept the provisions of Section 39A of Chapter 40 of Massachusetts General Laws to elect a Board of Water Commissioners in accordance with Section 69A of Chapter 41 of the Massachusetts General Laws at the next local election and cease having its Board of Selectmen act as such upon election of said Commissioners.

*On request of Jose Albuquerque and others*

A motion was made and duly seconded to approve Article 57 as printed in the Warrant.

A motion was made by Mr. Jose Albuquerque of 197 Greenwood Road to amend the Article to read as follows:

To see if the Town will vote to accept the provisions of Section 39A of Chapter 40 of Massachusetts General Laws to elect a Board of Water Commissioners in accordance with Section 69A of Chapter 41 of the Massachusetts General Laws at the next ~~local election~~ annual town meeting and cease having its Board of Selectmen act as such upon election of said Commissioners.

A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion to approve the Article as printed in the Warrant Failed by a majority vote.**

Board of Selectmen Report: Disapproval

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<b>ARTICLE 58</b>	<b>REPRESENTATIVE TOWN MEETING</b>
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To see if the Town will vote to have the Town Moderator appoint a special Governance Committee of nine residents, one from each precinct, to make a study and investigation of ways and means of establishing a Representative Town Meeting for the Town of Andover as the legislative branch of Town Government. Said Committee shall report its findings and recommendations to the Town at the 2020 Annual Town Meeting, or sooner.

*On request of Jose Albuquerque and others*

A motion was made and duly seconded to approve Article 58 as printed in the Warrant.

It was moved by Mr. Jose Albuquerque of 197 Greenwood Road and duly seconded to amend the Article to read as follows:

To see if the Town will vote to have the Town Moderator appoint a special Governance Committee of nine residents, one from each precinct, to study and investigate potential ways and means for establishing a Representative Town Meeting as the legislative branch of Andover’s Town Government. Said Committee shall report its findings and recommendations to Town Meeting at the 2020 Annual Town Meeting, or sooner.

A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

A motion was made by Kevin Coffey of 1 Stafford Lane to amend the article. The Moderator declared the motion out of order because the amendment expanded upon the scope of the article as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion to approve the Article as printed in the Warrant Failed by a majority vote.**

Board of Selectmen Report: Disapproval

<b>ARTICLE 59</b>	<b>FREE CASH</b>
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To see if the Town will transfer from Free Cash a sum of money, in the amount of 20% of the most recent certified Free Cash balance or if not Spring 2018 to reduce the tax rate for Fiscal Year 2019, from available funds, a sum of money to reduce the tax rate for FY19, or take any action in relation thereto.

*On request of Jose Albuquerque and others*

A motion made and duly seconded to approve Article 59 as printed in the Warrant.

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A motion was made by Mr. Jose Albuquerque of 197 Greenwood Road and duly seconded to amend the Article to read as follows:

To see if the Town will transfer from Free Cash a sum of money from available funds in the amount of 20% of the most recent certified Free Cash balance to reduce the tax rate for Fiscal Year 2020.

A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion to approve the Article as printed in the Warrant Failed by a majority vote.**

Board of Selectmen Report: Disapproval  
Finance Committee Report: Disapproval

<b>ARTICLE 60</b>	<b>SANBORN SCHOOL SITE IMPROVEMENTS</b>
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To see if the Town will vote to amend its action taken under Article 40 of the Warrant at the 2015 Annual Town Meeting, which vote authorized the borrowing of \$319,000 for the purpose of paying for the design and engineering services for making school site safety, circulation, drainage and infrastructure improvements at the West Elementary School, including the payment of all costs incidental and related thereto, so that such funds may, instead, be borrowed and expended to pay costs of design, engineering and construction services for the Sanborn Elementary School, including the payment of all other costs incidental and related thereto, or to take any other action relative thereto.

*On request of the Director of Facilities*

Upon motion made and duly seconded it was VOTED that the Town votes to amend its action taken under Article 40 of the Warrant at the 2015 Annual Town Meeting, which vote authorized the borrowing of \$319,000 for the purpose of paying for the design and engineering services for making school site safety, circulation, drainage and infrastructure improvements at the West Elementary School, including the payment of all costs incidental and related thereto, so that such funds may, instead, be borrowed and expended to pay costs of design, engineering and construction services for the Sanborn Elementary School, including the payment of all other costs incidental and related thereto. Any premium received upon the sale of any bonds or notes issued pursuant to this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed by**

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**more than a 2/3 vote.**

Board of Selectmen Report: Approval  
Finance Committee Report: Approval  
School Committee Report: Approval

<b>ARTICLE 61</b>	<b>RIVER ROAD SENIOR RESIDENTIAL COMMUNITY OVERLAY DISTRICT CHANGE IN AGE RESTRICTIONS</b>
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To see if the Town will vote to amend the Zoning Bylaw, Article VIII, Section 8.8 in order to allow residents 55 and older to live in the Senior Residential Community Overlay District on River Road by deleting the age of “62” wherever it appears in Zoning Bylaw Section 8.8 and replacing it with the age of “55”. The resulting Subsections of Section 8.8, as so amended, to read as follows:

**8.8.1 Purpose.**

The intent of this section is to allow flexibility in the development of parcels for housing and related services for persons 55 or older, with particular interest in meeting the needs of residents of Andover. The objectives of this section are to achieve the following purposes:

**8.8.3 Definitions.**

For the purpose of this section of the by-law, the following definitions shall apply:

**Senior** – Any person having reached the age of fifty-five (55) years.

**Senior Household** – Any household having at least one person 55 years or older.

**Aging Population** – Population having reached the age of 55 years or older.

**8.8.5 Dimensional Requirements and Design Standards.**

15. *Age Restrictions.* All dwelling units within the SRCOD shall require at least one resident to have attained the age of 55 and no resident shall be under the age of 18. Prior to issuance of the first building permit for a building, the applicant shall record a restriction, approved by Town Counsel, that all units shall require at least one resident to have attained the age of 55 and that no resident of a dwelling unit shall be under the age of 18.

**8.8.8. Bonus.**

**Affordable Housing:** The objective is to provide additional alternative affordable housing options for seniors in Andover having reached the age of fifty-five (55). The number of dwelling units (Independent Living, Congregate Care or Assisted Living Units) may be increased by two (2) market rate dwelling units for each one (1) additional affordable unit.

*On request of Mark Johnson and others*

Upon motion made and duly seconded it was VOTED to Withdraw Article 61 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

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Planning Board Report: Approval

<b>ARTICLE 62</b>	<b>GREENWOOD ROAD SIDEWALK</b>
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To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$888,000 for the purpose of constructing a sidewalk on Greenwood Road between Lowell Street and High Plain Road, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of Deepa Naik and others*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$888,000 from Free Cash and appropriate the sum of \$888,000 for the purpose of paying costs of constructing a sidewalk on Greenwood Road between Lowell Street and High Plain Road, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Failed by a majority vote.**

Board of Selectmen Report: Disapproval

Finance Committee Report: Disapproval

<b>ARTICLE 63</b>	<b>DASCOMB ROAD SIDEWALKS</b>
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To see if the town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$800,000 for the purpose of constructing a sidewalk on Dascomb Road between Clark Road and Andover Street, including any other costs incidental and related thereto, or to take any other action related thereto.

*On request of Kelly Michaud and others*

Upon motion made and duly seconded it was VOTED to transfer the sum of \$800,000 from Free Cash and appropriate the sum of \$800,000 for the purpose of paying costs of constructing a sidewalk on Dascomb Road between Clark Road and Andover Street, including any other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Failed by a majority vote.**

Board of Selectmen Report: Disapproval

Finance Committee Report: Disapproval

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<b>ARTICLE 64</b>	<b>SPRING GROVE CEMETERY TRANSFER OF PROPERTY</b>
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To see if the Town will vote to transfer the care, custody and control of the Property located on Spring Gove [sic] Road shown as "Area to be conveyed from the inhabitants of the Town of Andover to J&J Ball Realty Trust Area = 8,496 S.F." shown on a "Plan of Land in Andover, Massachusetts showing Land to be Conveyed from the Inhabitants of the Town of Andover to J&J Ball Realty Trust, 47 Spring Grove Road, Andover, Massachusetts dated January 13, 2017, Revised January 14, 2019" prepared by Merrimack Engineering Services (on file at the Clerk's Office) which is part of the Spring Grove Cemetery to the care, custody and control of the Selectmen for the purposes of conveying said parcel to J&J Realty Trust and to authorize the Selectmen to convey said parcel to J&J Realty Trust in consideration of the sum of at least [sic] \$7,800; and to petition the Legislature to pass a Special Act in accordance with Mass. General Laws, ch. 114, §17, because the cemetery has been used as a burial place for more than one hundred years, and any other applicable law to authorize the above transfer, provided that the Legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition, or take any action related thereto.

*On request of Mark Johnson and others*

Upon motion made and duly seconded it was VOTED to approve Article 64 as printed in the Warrant.

**VOTE: A 2/3 vote required for passage, the Moderator declared the Motion Passed in a standing count of 163 in the affirmative and 17 in the negative.**

Board of Selectmen Report: Approval  
Planning Board Report: Approval  
Spring Grove Cemetery  
Trustees Report: Approval

<b>ARTICLE 65</b>	<b>AMEND ANDOVER ZONING BYLAW ARTICLE XIII</b>
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To see if the Town will amend Article XIII, Section 2.3, District Boundaries, of the Andover Zoning Bylaw and make the appropriate changes to the Zoning Map of Andover, Massachusetts, to rezone the following property from IA to SRC

The land known as 1320 South Street and 1322 South Street and 1323 South Street shown shown as Assessor Parcels 185-1, 184-3 and 184-3A, which plans are on file with Town Clerk and which is described as follows:

Beginning at the southeasterly corner of assessor's parcel 185-1 at the intersection of the westerly sideline of Interstate Route 93 and the Andover — Tewksbury town line; thence

Running in a northwesterly direction along the town line a distance of approximately 3,500' to a point in the centerline of the Shawsheen River, thence

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Running in a generally northeasterly direction by the centerline of the Shawsheen River in a distance of approximately 1,100' to a point at the northerly corner of assessor's parcel 184-3A; thence

Running southeasterly by the northeasterly line of parcel 184-3A a distance of approximately 293' to a point in the centerline of the Shawsheen River, thence

Running in a southeasterly direction by the Shawsheen river a distance of approximately 195' to a point on the northeasterly line of assessor's parcel 184-3A; thence

Running in a southeasterly direction by the northeasterly line assessor's parcel 184-3A a distance of approximately 887' to a point; thence

Running southwesterly by the southeasterly line of assessor's parcel 184-3A a distance of approximately 250' to a point at the northerly corner of assessor's parcel 185-1; thence

Running southeasterly by the northeasterly line of assessor's parcel 185-1 a distance of approximately 1,350' to a point on the westerly sideline of Interstate Route 93; thence

Running southerly by Interstate Route 93 a distance of approximately 469' to the point of beginning or to take any action related thereto.

*On request of Eliates Mercedat and others*

Upon motion made and duly seconded it was VOTED to Withdraw Article 65 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion Passed by a majority vote.**

<b>ARTICLE 66</b>	<b>PLANNING BOARD TERM</b>
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To see if the Town will vote: to amend Article III, §3(b)(1) of the Town By-Laws by striking the phrase "terms of five years" and replacing it with "terms of three years" and to apply the foregoing amendment to (a) new Planning Board candidates and (b) incumbent Planning Board candidates at the expiration of their terms.

*On request of Brad Weeden and others*

A motion made and duly seconded to approve Article 66 as printed in the Warrant.

It was moved by Mr. Brad Weeden of 5 Summer Street and duly seconded to amend the Article to read as follows:

To see if the Town will vote to amend Article III, §3(b)(1) of the Town By-Laws by striking the phrase "terms of five years" and replacing it with "terms of three or five years" and to apply the foregoing amendment to (a) new Planning Board candidates and (b) incumbent Planning Board candidates at the expiration of their terms.

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A simple majority vote required for passage, the Moderator declared the Motion to Amend Passed.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion to approve the Article as amended Failed by a majority vote.**

Board of Selectmen Report: Disapproval  
Planning Board Report: Disapproval

**On motion of Town Counsel, Thomas J. Urbelis, made and duly seconded it was voted by a Majority vote to dissolve the Annual Town Meeting at 11:08 P.M.**

A true record  
A T T E S T

Austin P. Simko  
Town Clerk

# 2019 ANNUAL REPORT OF THE ANDOVER PUBLIC SCHOOLS

## I. INTRODUCTION

### Andover Public Schools

Sheldon Berman, Ed.D  
*Superintendent of Schools*

Andover Public Schools (APS) welcomes the opportunity to share our 2018-19 school year accomplishments with Town leaders and the entire community. The progress achieved on our annual goals will help to shape our next steps in maintaining and growing a rich learning experience for our students.

The day-to-day operations of APS are under the leadership and supervision of the superintendent, Dr. Sheldon Berman. Policies are enacted by the Andover School Committee, whose members in 2018-19 were: Joel Blumstein, Chairperson; Tracey Spruce, Vice Chair; Susan K. McCready, Shannon Scully, and Paul D. Murphy.

We began the 2018-19 school year with the tragic gas crisis and were inspired to see our community come together to support the families who were affected. We completed the year with many special events and awards. Andover High School received national recognition from the Special Olympics as a *Unified Champion School* and hosted our first Special Olympics School Day Games. West Elementary was honored as a *School Of Recognition* for its MCAS results from the Department of Elementary and Secondary Education. AHS junior Hannah Finn was celebrated by the Boston Celtics as a *Heroes Among Us*. AHS Girls Swim and Dive team won first place in the D-1 Swimming and Diving Championship for the 18th consecutive year. South Elementary Digital Learning Coach Beth Kennedy received the *Unsung Hero Award* at Andover Founders' Day. The District and Andover Coalition for Education (ACE) honored students' independent capstone efforts at the Capstone Showcase. And, of course, we held celebrations of learning at 5<sup>th</sup> and 8<sup>th</sup> grades, and the high school graduation.

In between those memorable bookends of the school year, we worked hard to improve student outcomes by providing high-quality professional development, upgrading our literacy program, and moving our strategic plan forward.

In the key area of policy, the School Committee completed three years of work to update the district's policy manual. They also made significant progress on building projects for West Elementary and Andover High School, and seamlessly moved the School Department budget through Town Meeting. The School Committee continues to explore the benefits and avenues of implementing a later start time for secondary students. In addition, we greatly expanded our communications with parents and the community through our weekly *Warrior Wednesdays* and our quarterly student services magazine *Access-Ability*.

The following report highlights the initiatives and strategies APS undertook during the 2018-19 school year, and is organized according to the major goals established for that timeframe.

## II. BY THE NUMBERS – SELECTED STATISTICAL INFORMATION

The October 1, 2018 district enrollment for APS totaled 6,062. This figure includes 2,665 students in pre-kindergarten through grade five; 1,508 students in grades six through eight; 1,767

students in grades nine through twelve; and 21 students in the post-twelfth grade transition opportunities program. Also included are 93 students who were served through out-of-district placements.

APS consists of one preschool, five elementary schools, three middle schools and one high school. In addition, APS is a member of the Collaborative for Regional Educational Services and Training (CREST) for special education, and the Town of Andover is one of the founding members of the Greater Lawrence Regional Vocational Technical School.

### **Enrollment**

October 1, 2018:	6062
October 1, 2017:	6,017
October 1, 2016:	6,106

### **Class of 2019**

Class size – 430

Adjusted cohort graduation rate – 96.7%

Post-high school plans

- Enroll in a four-year college 91.1%
- Enroll in a two-year college 3.7%
- Post-graduate year 1.2%
- Employment or gap year 4.5%
- Enter military service 0.5%

Of the 94.1% enrolled in postsecondary education, 71% are attending their first-choice school.

### **SAT Scores – Class of 2019**

- 398 students tested in the class of 2018.
  - Average results were:
    - Critical Reading: 609
    - Math: 612

### **Advanced Placement – May 2018**

- 513 students took 953 exams.
- 81% of exams yielded a score of 3 or higher (for which most colleges award college credit).
- 64 AP Scholars achieved an average score of 4.15 out of a possible 5.0.

### **National Merit Scholarship Program**

- 5 Finalists
- 17 Commended Students

### **Financial Data and Ranks**

- Andover FY18 rank in net school spending above foundation: 92nd among 294 non-vocational districts
- Andover FY18 rank in per-pupil expenditure: 83rd among 294 non-vocational districts

- Andover FY18 average property tax as a percent of median income: 10th among 11 comparison communities
- Andover 2018 rank for average teacher salary: 4th among 11 comparison communities
- Comparison districts based on demographics and socio-economic status include: Arlington, Chelmsford, Franklin, Holliston, Natick, Needham, North Andover, Wellesley, Westwood and Winchester.

### **III. STATUS REPORT**

In the 2016-17 school year, the administrative team, faculty and School Committee began developing a new approach to district planning, modeled after the agile strategic planning common in fast-paced industries.

The district continued to facilitate progress of the seven sprints of the agile strategic plan: *Literacy, AHS Schedule, Mental and Behavioral Health, Social-Emotional Learning, Accessibility, Progress Monitoring, and Innovation.*

Following are the major accomplishments of each of the seven sprint teams for the 2018-19 school year.

The **Social-Emotional Learning (SEL)** sprint team undertook several major initiatives. This year, the SEL sprint focused on staff development, program implementation and a student survey on school culture and social-emotional skill areas. Building on the past two years of professional development in Responsive Classroom strategies, the district again offered a Responsive Classroom summer institute for 25 elementary teachers. In addition, a number of elementary teachers and administrators took the second-level Responsive Classroom course. One of our elementary principals and two teachers are in the process of becoming Responsive Classroom trainers so that we can offer training and support in-house.

We sent a second team of four teachers and administrators from Bancroft Elementary to the yearlong training program provided by William James College. Meanwhile, the team that participated last year from High Plain offered a district-sponsored staff development course for 25 participants, including teachers from every level of the district's staff. The course provided classroom educators with foundational knowledge in social-emotional learning, an understanding of the positive impacts of developing a safe and inclusive classroom/school-wide culture, and insights into using trauma-sensitive practices to mitigate the effects of trauma on learning. Next year, teams from West Middle School and Doherty Middle School will participate in the William James program.

As a result of the professional development our teachers have participated in over the past three years, most elementary teachers are utilizing morning meetings and other Responsive Classroom strategies to foster a caring sense of community in their classrooms and to teach social skills.

This year all the middle schools implemented the Where Everyone Belongs (WEB) program. Middle school administrators and teachers also began to explore possible ways to integrate Responsive Classroom strategies. At the high school, teachers and administrators worked on the structure and curriculum for H1 to better support the advisory program.

At all levels we have launched significant work in the area of cultural proficiency and cultural awareness. At the elementary level, we selected classroom libraries that provide rich reading resources that encompass stories set in other countries and cultures, writers from other countries, and stories whose main characters are diverse racially, ethnically and nationally. In addition, the *One Community, One Nation* curriculum—which integrates social studies, literacy, and arts—focuses on diversity and equity.

At the secondary level, all administrators and the entire faculty participated in professional development on cultural proficiency during the full professional day and three early release days. This work was facilitated by Facing History and Ourselves and focused on exploring cultural differences, discussing race and racism, and addressing stereotypes and stereotype threats. The goal of all of the work on diversity and cultural proficiency is to help create safe and culturally responsive environments that honor and value the richness of our diversity.

Finally, the district administered the Panorama survey for a second year to chart progress in fostering a positive school climate. We repeated last year's surveys on students' perceptions of school safety, sense of belonging, and engagement. We added survey scales on social awareness, growth mindset, and grit. The surveys were administered to students in grades three through twelve. In addition, we began to survey faculty on their perceptions of school climate.

The **Mental and Behavioral Health** sprint team made progress in several key areas. There is a direct link between mental and behavioral health and such factors as school climate, high school graduation rates, achievement scores, and the prevention of risk behaviors including drug and alcohol use.

Since 2014, the number of Andover children with identified mental and behavioral health disorders has more than doubled, mirroring national mental health trends. Moreover, our data indicate fewer than 25 percent of Andover students who receive regular school social work services access clinical mental health and/or medical intervention outside of school. Children with mental and behavioral health disorders make up the largest population of students placed in out-of-district settings. Our approach includes a multi-tiered system of support model with three goals: 1) to reach more students, 2) to increase the intensity and variety of services available in the school setting, and 3) to connect more students to clinical mental health treatment not available in school settings.

In a multi-tiered system of support model, Tier I supports include universal screening tools such as the Panorama survey and school climate programs such as Responsive Classroom. These universal supports are managed through the work of the social-emotional learning sprint. Supports in Tiers II and III include more specific interventions targeting groups of students with similar identified mental and behavioral health needs, intensive interventions for students with clinical mental health diagnoses, and crisis intervention. The mental and behavioral health sprint focuses on these more targeted and intensive programs.

In order to expand the program, we wrote and secured a Department of Health grant. This competitive grant award of \$100,000 per year for up to ten years will allow us to increase school psychologist and teacher support. The grant will also provide resources for the

district to initiate a collaborative and innovative referral program with community mental health providers. Finally, the grant will allow us to improve data collection to assist in determining racial inequities and health disparities that contribute to mental illness.

This year the support team responded to eleven referrals that could have resulted in out-of-district placements. In ten of the eleven cases, the APS consulting team was able to support the direct service team to design and implement interventions that resulted in a lower level of need.

The mental and behavioral health sprint team also worked on increasing services for students with significant social skill deficits. Our goal is to reduce substantially separate programs and to increase services offered at all schools by adopting a more inclusionary approach. This year, we worked with an elementary team to coordinate a comprehensive menu of program services such as behavior plans, social skills lessons, and organizational supports. After piloting the program at some of our elementary schools in the 2018-19 school year, we are ready to expand the new and more inclusive program to all elementary schools.

Another way we worked to expand inclusionary opportunities and intensity of services was to increase the number of trained staff working directly with students. Our new Registered Behavior Technician (RBT) training program is designed to place highly trained instructional assistant (IA) staff with students who require emotional and behavioral intervention. A Registered Behavior Technician is a credentialed instructional assistant who practices under the supervision of a Board Certified Behavior Analyst. After a rigorous training course, applied practice, and practical and written exams, we are pleased that eight out of ten RBT candidates from our own IA staff have earned the RBT license. We have developed a new instructional assistant staffing model to allow the RBTs to move flexibly to students who need them and to work collaboratively with the BCBAs. This model will increase the intensity and scope of behavioral services across all five of our elementary schools.

The **Andover High School 7+H Schedule** implementation and transition sprint took the next steps in advancing caring and culturally responsive classrooms and schools and curricular rigor at the high school.

As refinement work on the 7+H schedule continues, this sprint has shifted its focus to better address the transition between middle and high school to improve students' chances of success. The team, which includes middle and high school administrators and program coordinators, planned a number of initiatives to promote a better understanding of teaching expectations among teachers at each level, as well as programs for students and parents so they have a better understanding of what opportunities the high school offers and can effect a better transition to the high school.

A new high school schedule can be one of the most difficult changes a school district confronts, so we are pleased that our transition to 7+H has been so smooth. This is a tribute to the time, effort, and thoughtfulness that so many teachers and administrators devoted to preparing for the implementation.

**The Innovation** sprint team focused on collaborative curriculum development and building professional capacity in order to create dynamic, authentic and personalized learning experiences for students. The district has defined authentic learning as strategies that “engage

students in the collaborative creation of products or solutions that require extended focus over time, match the complex real-world tasks and investigations of professionals in practice, and integrate knowledge from multiple disciplines.” To achieve this, the innovation sprint and the director of strategic innovation have been involved in working with faculty on a number of innovative practices and programs such as design thinking, the capstone program, global pathways, and the new student resume. These projects individually and collectively have expanded not only *what* we teach, but also *how* we teach.

### Design Thinking

Design thinking is the instructional model used in our maker spaces and across K-12 classrooms to provide students with a hands-on approach to problem solving as they construct and test solutions to various problems posed in the curriculum. It is an instructional strategy that engages students in creative problem solving. Over 100 Andover teachers have been trained in design thinking methods through various professional development efforts. These educators have, in turn, shared their learning with other teachers districtwide.

Additionally, the AHS IDEASstudio (a state-of-the-art fabrication laboratory for Innovation, Engineering, Design, Entrepreneurship, Arts and Sciences) was created to support this dynamic approach to design and prototyping. We are proud of the fact that every machine in the IDEASstudio is booked and producing student-created products every day.

### Capstone Projects

Capstone projects allow students to pursue a challenging, driving question and engage in rigorous research and project-based learning, while also receiving ongoing feedback from multiple stakeholders. The district’s capstone projects have grown significantly since their inception. In 2016, the pilot began with five students at the high school. In 2018, the program grew to over 150 students across seven schools, and includes grade five and grade eight. Originally a non-credit experiment, the Senior Capstone at AHS now receives credit as a full-year English course, with substantial research, writing, and presentation tasks involved in each capstone project.

We are also proud that Andover Public Schools once again helped lead and host the National Capstone Consortium Summer Summit. Approximately 200 schools from across the nation gathered to share and learn from one another’s capstone projects. Our faculty and administrators both participated and presented at this event, garnering a substantial amount of interest in the way we are implementing our capstone program at multiple grade levels.

### Global Pathways Program

Global Pathways is an integrated, multi-year track in which high school students take courses and engage in experiences focused on the United Nations Sustainable Development Goals. It leads to a Global Scholar Endorsement on a student’s transcript. The Global Pathways Program began in 2015 with 15 students and one faculty member.

Today, it has expanded to over 200 students and 10 faculty members. This expansion is attributed to the expertise of the faculty facilitating the program and to the desire of our families to prepare their children for a complex and global future.

As part of our ongoing commitment to global education, Andover Public Schools continues to use the global portal as a PreK-12 teaching tool, as well as a community education and outreach vehicle. Andover High School also held its 4th Annual Global Summit, where over 150 AHS students engaged in a day of global design challenges with global business organizations and the United Nations Goals for Sustainable Global Development.

The **Literacy** sprint team addressed reading challenges and selected a new approach to teaching literacy as the next step in advancing curricular rigor and inclusive instruction. APS results from the 2018 MCAS reading assessment show:

- *Increased performance for all students scoring proficient and advanced.*
- *Significant improvements in the proportion of students with disabilities scoring proficient and advanced.*
- *Decreases in the proportion of students with disabilities not meeting expectations.*

This year, we continued our aggressive, multi-pronged approach to literacy intervention to address language-based learning difficulties and dyslexia. Areas we targeted for further development include assessment, professional development, program development, key interventions, strategic partnerships, and community outreach.

### Assessment

We made progress in many areas of assessment, including screening, individual diagnostic assessment, progress monitoring, and summative assessment. In terms of screening, the Gaab Lab for Developmental Neuroscience at Boston Children's Hospital is developing an innovative new type of literacy screening app called the Boston Early Literacy App. It is designed to assess the language and pre-literacy skills that are most closely associated with future reading success in very young children. The app is the first comprehensive screener for children as young as three years old. Because of our work in literacy intervention, Children's Hospital invited Andover to be part of the validation of the Boston Early Literacy App.

Student Services has continued to collaborate with regular education on the use of the NWEA MAP (Northwest Evaluation Association–Measures of Academic Progress) across all grades and programs. This normed assessment tool provides information about a student's instructional level and growth data in reading and mathematics. This year, we planned and provided additional training for teachers to expand the use of the instrument to more grade levels.

### Interventions

We have also made progress on our plan to provide targeted reading interventions to

students with a wide variety of needs. Children with language-based reading disorders are often impacted in reading, speaking, listening, and writing. Thus, it is important to provide interventions in all four related strands of language development. In a public school setting, our responsibility is to provide services for all learners, at all stages of development, in all strands of language functioning. In order to do that, we must have the ability to constantly assess and coordinate multiple approaches.

### Professional Development

The effectiveness of any reading intervention is highly dependent upon the skills of the teacher. Accordingly, we devoted significant time and resources to professional development. At the elementary level, in-house experts—such as some of our speech-language pathologists and special education teachers—offered courses on specific language-based interventions to both special and regular education teachers. In many cases, special education teachers, reading specialists, and regular education teachers are now co-teaching and using new techniques in the regular classroom.

### Program Development

In addition to new interventions and advanced teacher training, we explored new avenues of program development as a means of delivering intensive services. In 2017-18, some of our special education teachers and reading specialists designed an intensive summer reading clinic for elementary and middle school students. In 2018-19, we partnered with the Carroll School to offer Targeted Cognitive Intervention (TCI) in the 2019 summer clinic. TCI is a series of cognitive exercises designed to improve focus, reaction time, and working memory.

Our program efforts also extend to classroom materials. We continue to provide training in high-leverage assistive technologies and adapted print materials to support students' access to the general curriculum. Another example is our focus on creating rich and robust classroom libraries across grades K-5 in all elementary schools—an initiative that has been enhanced through grants from ACE and expenditures from individual school budgets.

Finally, we continued to participate in advocacy efforts in relation to literacy. We started the year with a “District of Distinction” award by District Administration magazine for our work in the areas of literacy and dyslexia. In October, our assistant superintendent for student services was invited to collaborate on a literacy symposium at the International Dyslexia Association conference, and later in the year she was invited to consult on literacy for the education department at Drexel University. Drexel is one of the few universities in the U.S. to be accredited in the Knowledge and Practice Standards for Teachers of Reading by the International Dyslexia Association.

### Core Literacy Program for Elementary Students

In addition to interventions that support students with dyslexia and other language-based learning difficulties, the district made significant strides in building a strong core literacy program for *all* elementary students. This work is part of a multi-year

plan to develop teachers' capacity to deliver high-quality literacy instruction, while increasing students' listening, speaking, reading and writing achievement, and addressing the needs of students who are confronting reading and language-based learning challenges.

We have also directed significant attention to integrating literacy with social studies and the arts. Through the development of *One Community, One Nation (OCON)*, and its associated training, elementary teachers learned a new pedagogical model and created integrated and engaging civics and literacy lessons for K-5 students.

The **Accessibility** digital media sprint builds on our 1:1 technology initiative; the purchase of digital applications, texts and media; and our professional development in blended learning in order to support inclusive instructional practices. The accessibility sprint focused on increasing understanding of accessibility and universal design for learning (UDL) and on evaluating platforms that will help to ensure that all curriculum is accessible. All administrators in the district continued to engage in classroom observations focused on the utilization of UDL principles and strategies.

Finally, the purchase of a learning management system (LMS) was approved for FY20. In the fall 2019, we will begin piloting the new system with teachers in the district. The accessibility sprint team has begun collecting UDL resources to share through the intranet portion of the LMS.

The **Progress Monitoring** sprint team worked to advance a data-reflective culture in the district. The progress monitoring sprint focuses the district on the implementation of a variety of diagnostic assessments and data analyses to ensure we are adjusting instruction to most effectively meet individual needs through the monitoring of students' progress. The goal of the progress monitoring sprint is to establish a data-reflective culture in all schools.

Over the past three years, we have increased the number of assessments and instructional supports that provide high-quality data to teachers, as well as professional development in how to best understand and utilize these data. We have also restructured faculty meetings and other venues to give teachers collaborative time to review and study the data so they can make adjustments in their instruction and provide targeted supports to particular students or groups of students.

Finally, we have pursued an in-depth analysis of our MCAS summative data from last spring and have been cross-referencing that data with our other formative and benchmark data. As a result, administrators and teachers have seen that we can create significant improvement by using the data to adjust and target instruction. They have grown more comfortable and confident in understanding and using these data.

The sprint also began working with the assistant superintendent for teaching and learning as well as the curriculum program coordinators to develop common assessments in each discipline at the middle and high school levels in order to strengthen the vertical and horizontal alignment and consistency between schools and levels.

#### **IV. ADDITIONAL AREA OF STRATEGIC FOCUS**

##### **FACILITIES**

One of the most significant needs of the district has been the upgrading and renovation or replacement of our aging school facilities. Key accomplishments include the building of a security vestibule at AHS, completed air conditioning of High Plain and Wood Hill, the beginning of the feasibility phase of the West Elementary building project, and submission of a revised Statement of Interest for AHS renovation/ addition.

The West Elementary building project continues to move forward expeditiously. In December 2018, we were accepted into the feasibility phase of the project by MSBA. Over the past year we convened a building committee, hired an owner's project manager (OPM), submitted a request for services (RFS) for architectural services to MSBA for review, and complied with all of MSBA's requirements for launching work on the project. In our meetings with MSBA, we were able to receive authorization for an enrollment of 925, which will give us a good deal of flexibility to ensure we appropriately size the building. In addition, the MSBA is willing to consider adding a preschool to the facility. We moved this project forward as quickly as we could in order to maximize our opportunity to address imminent needs at the high school.

Although the high school was not accepted into MSBA's program in this round, we continued to educate the community and key town boards about the conditions of the school and options for addressing those conditions, worked with the architect to refine work and cost estimates, prepared and passed a warrant article to continue making progress in solidifying cost estimates, and submitted a revised Statement of Interest. The Feasibility Study Committee continues to meet and move this project forward.

#### **V. Concluding Remarks**

As always, APS seeks to work with the community to ensure every student has equal opportunity to take advantage of the high-quality education our faculty and administrators throughout the district provide. We are appreciative of the ongoing support from the community and families for the work we do on behalf of the students in Andover Public Schools.

**TOWN OF ANDOVER, MASSACHUSETTS**  
**Combined Balance Sheet - All Fund Types and Account Groups**  
**as of June 30, 2019**  
**(Unaudited)**

	Governmental Fund Types			Proprietary Fund Types			Fiduciary Fund Types	Account Groups	Totals
	General	Special Revenue	Capital Projects	Sewer Enterprise Fund	Water Enterprise Fund	Internal Services	Trust and Agency	Long-term Debt	(Memorandum Only)
<b>ASSETS</b>									
Cash and cash equivalents	21,139,404.39	24,923,557.64	24,706,874.00	3,491,223.02	5,051,240.69	8,679,963.46	23,647,579.19		111,639,842.39
Receivables:									
Personal property taxes	294,263.19								294,263.19
Real estate taxes	1,673,128.11								1,673,128.11
Deferred taxes	327,888.43								327,888.43
Allowance for abatements and exemptions	(2,408,215.66)								(2,408,215.66)
Special assessments	2,757.35			3,995,217.40					3,997,974.75
Tax liens	2,449,160.79								2,449,160.79
Tax foreclosures	259,091.68								259,091.68
Motor vehicle excise	615,073.31								615,073.31
User fees				465,702.83	1,164,792.83				1,630,495.66
Utility liens added to taxes				19,325.29	27,119.99				46,445.28
Departmental							3,317.47		3,317.47
Other receivables	446,193.19			644,754.24		242,458.35	191,391.73		1,524,797.51
Due from other governments		585,580.00							585,580.00
Amounts to be provided - payment of bonds								108,375,562.00	108,375,562.00
Total Assets	24,798,744.78	25,509,137.64	24,706,874.00	8,616,222.78	6,243,153.51	8,922,421.81	23,842,288.39	108,375,562.00	231,014,404.91
<b>LIABILITIES AND FUND EQUITY</b>									
Liabilities:									
Warrants payable	1,176,173.73	149,397.36	130,290.10	54,211.08	181,479.03	25,902.22	142,108.59		1,859,562.11
Accrued payroll and withholdings	5,834,398.29	130,249.03							5,964,647.32
IBNR							1,911,950.00		1,911,950.00
Other liabilities	58,228.74			10,239.09					68,467.83
Agency Funds							585,283.98		585,283.98
Deferred revenue:									
Real and personal property taxes	(440,824.36)								(440,824.36)
Deferred taxes	327,888.43								327,888.43
Special assessments	2,757.35			3,756,775.63					3,759,532.98
Tax liens	2,449,160.79								2,449,160.79
Tax foreclosures	259,091.68								259,091.68
Motor vehicle excise	615,073.31								615,073.31
User fees				723,469.49	1,191,912.82				1,915,382.31
Other receivables	446,193.19			644,754.24			191,391.73		1,282,339.16
Due to other governments	64,606.00								64,606.00
Bonds payable								108,375,562.00	108,375,562.00
Notes payable			2,720,000.00						2,720,000.00
Total Liabilities	10,792,747.15	279,646.39	2,850,290.10	5,189,449.53	1,373,391.85	1,937,852.22	918,784.30	108,375,562.00	131,717,723.54
Fund Equity:									
Reserved for encumbrances	1,194,619.43	1,522,633.77	5,389,091.57	129,317.37	332,739.60	175,041.18	78.77		8,743,521.69
Reserved for expenditures	32,000.00			48,807.00					80,807.00
Reserved for continuing appropriations	101,739.77				1,010,036.27				1,111,776.04
Reserved for debt service	529,790.57								529,790.57
Undesignated fund balance	12,147,847.86	23,706,857.48	16,467,492.33			6,809,528.41	22,923,425.32		82,055,151.40
Unreserved retained earnings				3,248,648.88	3,526,985.79				6,775,634.67
Total Fund Equity	14,005,997.63	25,229,491.25	21,856,583.90	3,426,773.25	4,869,761.66	6,984,569.59	22,923,504.09	0.00	99,296,681.37
Total Liabilities and Fund Equity	24,798,744.78	25,509,137.64	24,706,874.00	8,616,222.78	6,243,153.51	8,922,421.81	23,842,288.39	108,375,562.00	231,014,404.91

**TOWN OF ANDOVER, MASSACHUSETTS**  
**COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES**  
**ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS**  
**FOR THE FISCAL YEAR ENDING JUNE 30, 2019**

	General Fund	Water Enterprise	Sewer Enterprise	Capital Projects	Special Revenue	Internal Service	Expendable Trusts	Total
<b>Revenues</b>								
Motor Vehicle Excise	6,177,001	-	-	-	-	-	-	6,177,001
Meals Taxes	622,132	-	-	-	-	-	-	622,132
Hotel Motel Taxes	2,360,307	-	-	-	-	-	-	2,360,307
Penalties and Interest on Taxes and Excises	573,739	-	-	-	-	-	-	573,739
Payments in Lieu of Taxes	412,015	-	-	-	-	-	-	412,015
Fees	58,693	-	-	-	-	-	-	58,693
Charges for Services - Water	-	8,475,267	-	-	-	-	-	8,475,267
Charges for Services - Sewer	-	-	4,830,127	-	-	-	-	4,830,127
Departmental Revenue - School Medicare	413,007	-	-	-	-	-	-	413,007
Other Departmental Revenue	306,109	-	-	-	28,661,731	-	-	28,967,840
Utility Liens	-	164,062	94,054	-	-	-	-	258,117
Licenses and Permits	2,492,255	-	-	-	-	-	-	2,492,255
Special Assessments	1,301	-	942,871	-	-	-	-	944,172
Fines and Forfeits	248,497	-	-	-	-	-	-	248,497
Investment Income	885,900	78,549	49,494	231	119,489	48,357	911,625	2,093,645
Other								
Intergovernmental	12,801,881	-	12,566	1,239,504	6,720,896	-	-	20,774,847
Real/Personal Property Taxes	144,510,425	-	-	-	-	-	-	144,510,425
Tax Titles	243,275	-	-	-	-	-	-	243,275
Offset								
Recreation	594,976	-	-	-	-	-	-	594,976
Elder Services	105,547	-	-	-	-	-	-	105,547
Rentals	83,629	-	-	-	-	-	-	83,629
Off Duty Admin Fee	161,072	-	-	-	-	-	-	161,072
Cemetery Internment Fees	77,589	-	-	-	-	-	-	77,589
Ambulance Fees	1,552,761	-	-	-	-	-	-	1,552,761
Bond Premium & Debt Paydown Proceeds	(160,000)	-	-	1,062,000	69,940	-	-	971,940
Trust Fund and other	-	-	-	-	-	8,239,955	19,254	8,259,209
<b>Total Revenues</b>	<b>174,522,111</b>	<b>8,717,878</b>	<b>5,929,112</b>	<b>2,301,735</b>	<b>35,572,056</b>	<b>8,288,312</b>	<b>930,879</b>	<b>236,262,083</b>
<b>Expenditures</b>								
General Government	8,199,321	-	-	1,033,123	3,011,144	-	1,914,508	14,158,097
Community Services	2,310,051	-	-	61,495	1,405,856	-	-	3,777,402
Facilities	3,672,518	-	-	11,120,888	366,592	-	-	15,159,998
Public Safety	16,735,594	-	-	1,570,252	46,331	-	-	18,352,176
Water Enterprises	-	4,535,964	-	4,246,390	-	-	-	8,782,354
Sewer Enterprise	-	-	2,589,702	223,314	-	-	-	2,813,016
Public Works	7,962,200	-	-	933,563	1,872,577	-	-	10,768,340
Library	2,742,864	-	-	-	50,958	-	-	2,793,821
School	82,628,735	-	-	1,179,215	9,437,544	-	-	93,245,494
Technical Schools	592,235	-	-	-	-	-	-	592,235
Insurance	1,415,721	-	-	-	-	80,420	-	1,496,141
Health Insurance	-	-	-	-	-	25,714,053	-	25,714,053
Debt Service	14,314,815	-	-	-	-	-	-	14,314,815
Retirement	10,371,338	-	-	-	-	-	-	10,371,338
State and County Assessments	844,795	-	-	-	-	-	-	844,795
<b>Total Expenditures</b>	<b>151,790,187</b>	<b>4,535,964</b>	<b>2,589,702</b>	<b>20,368,241</b>	<b>16,191,001</b>	<b>25,794,473</b>	<b>1,914,508</b>	<b>223,184,076</b>
<b>Other Financing Sources (Uses)</b>								
Long Term Bond Issuance	-	-	-	15,425,000	-	-	-	15,425,000
Art 5, 2018 Taxation to Capital Projects	(3,265,077)	-	-	3,265,077	-	-	-	-
OPEB Appropriation	(1,416,888)	(330,000)	(65,000)	-	-	-	1,811,888	-
Health Insurance Appropriation	(20,662,075)	-	-	-	-	20,662,075	-	-
General Insurance Appropriation Balance	(105,841)	-	-	-	-	105,841	-	-
Unemployment Comp Appropriation Balance	(8,883)	-	-	-	-	8,883	-	-
Art 4, 2018 Cable Funds	239,637	-	-	-	(239,637)	-	-	-
Art 4, 2018 Wetland Filing Fees	25,000	-	-	-	(25,000)	-	-	-
Art 4, 2018 Parking Receipts	138,883	-	-	-	(138,883)	-	-	-
Art 8, 2018 Stabilization Funds	(100,000)	-	-	-	-	-	100,000	-
Art 22, 2019 Spring Grove Cemetery Maintenance	-	-	-	6,000	-	-	(6,000)	-
Art 23, 2019 Bond Premium Stabilization Transfer	100,000	-	-	-	-	-	(100,000)	-
Art 24, 2019 Senior Center Renovation	(2,000,000)	-	-	2,000,000	-	-	-	-
Art 25, 2019 Senior Center Renovation	-	-	-	700,000	-	-	(700,000)	-
Art 28, 2019 Water and Sewer Vehicles	-	(225,000)	-	225,000	-	-	-	-
Art 31, 2019 Hydrant Replacement Program	-	(100,000)	-	100,000	-	-	-	-
Art 32, 2019 WTP Parking Area Reconstruction	-	(110,000)	-	110,000	-	-	-	-
Art 33, 2019 WTP GAC Replacement	-	(450,000)	-	450,000	-	-	-	-
Art 43, 2019 Parking Vehicle Replacement	-	-	-	40,000	(40,000)	-	-	-
Art 55, 2019 AHS Feasibility Study Committee	(160,000)	-	-	160,000	-	-	-	-
Art 1, Nov 2018 STM Ballardvale Fire Station	(1,000,000)	-	-	1,000,000	-	-	-	-
Art 2, Apr 2019 STM AED's on Playing Fields	(50,000)	-	-	50,000	-	-	-	-
Water Enterprise Indirect Costs	3,390,080	(3,390,080)	-	-	-	-	-	-
Sewer Enterprise Indirect Costs	2,786,583	-	(2,786,583)	-	-	-	-	-
<b>Net Other Financing Sources and Uses</b>	<b>(22,088,581)</b>	<b>(4,605,080)</b>	<b>(2,851,583)</b>	<b>23,531,077</b>	<b>(443,520)</b>	<b>20,776,799</b>	<b>1,105,888</b>	<b>15,425,000</b>
<b>Excess (Deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)</b>	<b>643,342</b>	<b>(423,166)</b>	<b>487,827</b>	<b>5,464,571</b>	<b>18,937,535</b>	<b>3,270,638</b>	<b>122,259</b>	<b>28,503,007</b>
<b>Fund Balance July 1, 2018</b>	<b>13,362,655</b>	<b>5,292,928</b>	<b>2,938,946</b>	<b>16,247,933</b>	<b>6,436,036</b>	<b>3,713,932</b>	<b>22,423,701</b>	<b>70,416,131</b>
<b>Fund Balance June 30, 2019</b>	<b>14,005,998</b>	<b>4,869,762</b>	<b>3,426,773</b>	<b>21,712,504</b>	<b>25,373,571</b>	<b>6,984,570</b>	<b>22,545,960</b>	<b>98,919,137</b>

TOWN OF ANDOVER, MASSACHUSETTS												
RECAP OF GENERAL FUND - BUDGET- FUND LEVEL												
FISCAL YEAR ENDED JUNE 30, 2019												
	RES FOR	PPROPRIATIC	PPROPRIATIC	COMP	RESERVE	OTHER	ATM SUPPL	TOTAL	EXPENDED	RES FOR	TRANS TO	
	ENCUM	(ORIGINAL)	TRANSFER	FUND	ACCOUNTS	(STM)	& OTHER	AVAILABLE		ENCUM	UNRE FD BL	
<b>GENERAL GOVERNMENT</b>												
Personal Services	73,729	6,168,793	-	-	-	-	-	6,242,522	5,997,813	22,559	222,151	
Other Expenses	173,557	2,209,706	-	-	-	-	-	2,383,263	2,179,408	167,817	36,038	
	247,287	8,378,499	-	-	-	-	-	8,625,786	8,177,221	190,376	258,189	
<b>COMMUNITY SERVICES</b>												
Personal Services	1,151	1,712,735	-	-	-	-	-	1,713,886	1,708,334	435	5,118	
Other Expenses	12,762	671,115	-	-	-	-	-	683,877	590,667	9,026	84,184	
	13,913	2,383,850	-	-	-	-	-	2,397,763	2,299,000	9,461	89,302	
<b>FACILITIES</b>												
Personal Services	-	2,317,184	-	-	-	-	-	2,317,184	2,272,637	-	44,547	
Other Expenses	193,020	1,459,534	-	-	-	-	-	1,652,554	1,399,882	162,771	89,902	
	193,020	3,776,718	-	-	-	-	-	3,969,738	3,672,518	162,771	134,449	
<b>PUBLIC SAFETY</b>												
Personal Services	23,990	15,405,213	-	-	-	-	-	15,429,203	15,179,553	24,237	225,413	
Other Expenses	86,495	1,616,557	-	-	-	-	-	1,703,052	1,556,040	68,757	78,255	
	110,485	17,021,770	-	-	-	-	-	17,132,255	16,735,594	92,994	303,668	
<b>DEPARTMENT OF PUBLIC WORKS</b>												
Personal Services	11,086	3,447,728	-	-	-	-	-	3,458,814	3,369,185	11,487	78,141	
Other Expenses	419,958	4,965,663	-	-	-	-	-	5,385,621	4,593,015	532,637	259,969	
	431,043	8,413,391	-	-	-	-	-	8,844,434	7,962,200	544,124	338,110	
<b>LIBRARY</b>												
Personal Services	11,269	2,163,080	-	-	-	-	-	2,174,349	2,124,655	-	49,693	
Other Expenses	2,821	666,012	-	-	-	-	-	668,833	618,208	-	50,625	
	14,090	2,829,092	-	-	-	-	-	2,843,182	2,742,864	-	100,318	
<b>SCHOOL</b>												
Personal Services	-	66,753,383	-	-	-	-	1,088	66,754,471	66,754,471	-	-	
Other Expenses	311,053	15,757,275	-	-	-	-	(1,088)	16,067,240	15,874,264	192,976	(0)	
	311,053	82,510,658	-	-	-	-	-	82,821,711	82,628,735	192,976	(0)	
<b>UNCLASSIFIED</b>												
Compensation Fund	-	-	-	-	-	-	-	-	-	-	-	
Reserve Fund	-	200,000	-	-	-	-	-	200,000	-	-	200,000	
	-	200,000	-	-	-	-	-	200,000	-	-	200,000	
<b>FIXED EXPENSES</b>												
Technical Schools	-	628,300	-	-	-	-	-	628,300	592,235	-	36,065	
Debt Service	-	14,568,902	-	-	-	-	-	14,568,902	14,474,815	-	94,087	
Insurance	2,742	967,703	-	-	-	-	400,000	1,370,445	1,370,445	-	-	
OPEB	-	1,416,888	-	-	-	-	-	1,416,888	1,416,888	-	-	
Health Insurance Fund	-	20,662,075	-	-	-	-	-	20,662,075	20,662,075	-	-	
Unemployment Comp	-	160,000	-	-	-	-	-	160,000	160,000	-	-	
Retirement	-	10,371,338	-	-	-	-	-	10,371,338	10,371,338	-	-	
	2,742	48,775,206	-	-	-	-	400,000	49,177,948	49,047,796	-	130,152	
<b>TOTAL</b>	<b>1,323,635</b>	<b>174,289,184</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>176,012,819</b>	<b>173,265,928</b>	<b>1,192,701</b>	<b>1,554,189</b>	
<b>SEWER ENTERPRISE FUND</b>												
Personal Services	-	329,123	-	-	-	-	-	329,123	254,166	-	74,957	
Other Expenses	200,317	5,323,840	-	-	-	-	-	5,524,157	5,187,119	129,317	207,721	
	200,317	5,652,963	-	-	-	-	-	5,853,280	5,441,285	129,317	282,678	
<b>WATER ENTERPRISE FUND</b>												
Personal Services	-	2,062,821	-	-	-	-	-	2,062,821	2,015,425	-	47,396	
Other Expenses	393,482	7,481,899	-	-	-	-	1,485,000	9,360,381	7,425,619	332,740	1,602,023	
	393,482	9,544,720	-	-	-	-	1,485,000	11,423,202	9,441,044	332,740	1,649,418	
<b>TOTAL ENTERPRISE</b>	<b>593,799</b>	<b>15,197,683</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,485,000</b>	<b>17,276,482</b>	<b>14,882,329</b>	<b>462,057</b>	<b>1,932,096</b>	
<b>GRAND TOTAL</b>	<b>1,917,434</b>	<b>189,486,867</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,885,000</b>	<b>193,289,301</b>	<b>188,148,257</b>	<b>1,654,758</b>	<b>3,486,285</b>	

**TOWN OF ANDOVER**  
**GENERAL FUND SPECIAL ARTICLES**  
**JUNE 30, 2019**

ORG CODE	OBJ CODE	ARTICLE TITLE	CONTINUED APPROPRIATION	APPROPRIATION	TOTAL AVAILABLE	EXPENDED	ENCUMBRANCE	CONTINUED APPROPRIATION
02133	571064	FIREWORKS FUND	7,251	14,000	21,251	11,500	-	9,751
02133	571083	SUPPORT FOR CIVIC EVENTS	6,098	5,000	11,098	3,900	-	7,198
			13,349	19,000	32,349	15,400	-	16,949
02141	571065	PROPERTY VALUATION	38,578	32,000	70,578	6,700	-	63,878
			38,578	32,000	70,578	6,700	-	63,878
02171	571012	WETLAND BYLAW	0	-	0	-	-	0
			0	-	0	-	-	0
02541	571080	ELDERLY DISABLED TRANSPORT (T)	18,937	12,000	30,937	11,051	-	19,886
			18,937	12,000	30,937	11,051	-	19,886
			70,864	63,000	133,864	33,151	-	100,713

**TOWN OF ANDOVER**  
**SPECIAL REVENUE/GRANTS ROLLFORWARD**  
**FISCAL YEAR ENDING June 30, 2019**

FUND/TITLE	Available	Encumbrance	nter'govmenta	Interest	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total	Available
	Balance 06/30/18											OFU	Balance 06/30/19
FY03 TRAFFIC ENFORCEMENT	(2,256)	-	-	-	6,010	3,754	7,034	-	7,034	-	-	-	(3,280)
UNDERAGE ALCOHOL	327	-	-	-	-	327	-	-	-	-	-	-	327
<b>FEDERAL PUBLIC SAFETY GRANTS</b>	(1,929)	-	-	-	6,010	4,081	7,034	-	7,034	-	-	-	(2,953)
SPED ENTITLEMENT	(192,027)	31,351	273,522	-	-	112,846	97,596	15,251	112,846	-	-	-	(0)
SPED ENTITLEMENT	0	-	1,115,781	-	-	1,115,781	1,235,584	27,999	1,263,583	-	9,781	9,781	(157,583)
EARLY CHILDHOOD EDUCATION	385	-	-	-	-	385	-	385	385	-	-	-	(0)
EARLY CHILDHOOD ALLOCATION	(0)	-	16,215	-	-	16,215	18,158	-	18,158	-	-	-	(1,943)
SPED IMPROVEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
RADAR GRANT	(22,945)	1,500	46,745	-	-	25,300	-	25,000	25,000	-	-	-	300
EC SPED IMPROVEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
LEP SUPPORT	2,403	1,052	32,383	-	-	35,837	23,965	10,476	34,441	-	-	-	1,396
TITLE III LEP SUPPORT 180	1,155	-	3,723	-	-	4,878	1,155	42	1,197	-	2,837	2,837	844
TITLE I READING	(25,464)	25,464	150,718	-	-	150,718	140,146	25,703	165,849	-	-	-	(15,131)
TITLE I	(18,317)	6,360	33,581	-	-	21,624	14,545	7,079	21,624	-	-	-	(0)
LEAP INCENTIVE 231	500	-	4,500	-	-	5,000	-	-	-	-	5,000	5,000	-
PROFESSIONAL DEVELOPMENT	(46,463)	1,700	64,122	-	-	19,359	9,830	9,529	19,359	-	-	-	0
PROFESSIONAL DEVELOPMENT 140	(360)	-	82,610	-	-	82,250	22,230	71,421	93,651	-	-	-	(11,401)
ARTS IN EDUCATION	(1,234)	1,084	139,849	-	-	139,699	73,944	65,755	139,699	-	-	-	-
TITLE IV	-	-	13,835	-	-	13,835	14,977	-	14,977	-	-	-	(1,142)
<b>FEDERAL EDUCATION GRANTS</b>	(302,367)	68,511	1,977,584	-	-	1,743,728	1,652,130	258,639	1,910,769	-	17,618	17,618	(184,659)
HEALTHY COMMUNITY	5,742	-	120,000	-	6,290	132,032	68,749	51,199	119,948	-	85	85	11,998
FY09 REG EMERG PREPAREDNESS	(647)	-	-	-	-	(647)	-	-	-	-	-	-	(647)
BALMORAL DAM REMOVAL	(13,410)	3,488	-	-	-	(9,922)	-	-	-	-	3,488	3,488	(13,410)
FDA RETAIL STANDARDS	1,282	-	22,321	-	-	23,603	-	23,528	23,528	-	-	-	75
NAT ASSN CNT/CITY HEALTH OF	10,563	-	-	-	-	10,563	-	757	757	-	-	-	9,806
<b>FEDERAL OTHER GRANTS</b>	3,530	3,488	142,321	-	6,290	155,629	68,749	75,484	144,233	-	3,573	3,573	7,822
BULLETT VEST PARTNERSHIP	6,775	-	-	-	-	6,775	-	-	-	-	-	-	6,775
STUDENT AWARE OF FIRE EDUCATION	5,087	-	5,454	-	-	10,541	960	2,528	3,488	-	-	-	7,053
FY09 911 PSAP SUPPORT	(48,534)	-	93,272	-	-	44,737	85,357	3,188	88,545	-	-	-	(43,807)
DEPARTMENT TRAINING GRANT	58,439	-	8,702	-	-	67,141	3,009	8,318	11,327	-	-	-	55,815
PSAP LEADERSHIP SCHOLARSHIP	0	-	-	-	-	0	-	-	-	-	-	-	0
PEDESTRIAN, BIKE, TRAFFIC ENFORCENT	2,803	-	-	-	-	2,803	-	-	-	-	-	-	2,803
DISASTER REIMBURSEMENTS	6,754	-	-	-	9,063	15,817	11,373	-	11,373	-	-	-	4,444
ALTERNATIVE SENTENCING	300	-	-	-	-	300	-	-	-	-	-	-	300
SENIOR AWARENESS FIRE EDU	2,243	-	2,800	-	-	5,043	640	1,353	1,993	-	-	-	3,050
<b>STATE PUBLIC SAFETY GRANTS</b>	33,866	-	110,228	-	9,063	153,158	101,339	15,387	116,726	-	-	-	36,432
CHAPTER 90	(302,937)	268,617	1,402,414	-	-	1,368,094	-	1,846,612	1,846,612	-	1,025,652	1,025,652	(1,504,170)
PWED	96,401	-	-	1,045	-	97,446	-	-	-	-	-	-	97,446
WINTER RAPID RECOVERY ROAD PRG	5,521	-	-	-	-	5,521	-	-	-	-	-	-	5,521
SIDEWALK FUND PLANNING BOARD	3,808	360	-	-	69,976	74,144	-	360	360	-	-	-	73,784
<b>STATE PUBLIC WORKS GRANTS</b>	(197,207)	268,977	1,402,414	1,045	69,976	1,545,205	-	1,846,972	1,846,972	-	1,025,652	1,025,652	(1,327,419)
LIBRARY AID CH 78 SEC 19A	146,945	-	-	-	44,517	191,462	-	46,972	46,972	-	-	-	144,490
LIBRARY AID CH 139	30	-	-	-	-	30	-	-	-	-	-	-	30
<b>STATE LIBRARY GRANTS</b>	146,975	-	-	-	44,517	191,492	-	46,972	46,972	-	-	-	144,520
ANDOVER HISTORIC MILL DISTRICT EARMARK	(47,200)	97,200	47,200	-	-	97,200	-	90,250	90,250	-	6,950	6,950	-
RECYCLE INCENTIVE	1,378	-	-	-	-	1,378	-	1,378	1,378	-	-	-	0
NEW HORIZONS FOR YOUTH	7	-	-	-	-	7	-	-	-	-	-	-	7
FY03 COA FORMULA GRANT	8,805	189	-	-	77,364	86,358	72,936	4,428	77,364	-	-	-	8,994
LAHEY CLINIC NUTRITION GRANT	5,295	-	-	-	-	5,295	-	-	-	-	-	-	5,295
GREATER RIVER VALLEY MRC	3,303	-	-	-	16,754	20,057	4,459	11,588	16,047	-	3,541	3,541	469
ENERGY EDUCATION ELDER SERVICES	1,141	-	-	-	-	1,141	-	-	-	-	-	-	1,141
GREEN COMMUNITIES	(53)	-	35,656	-	-	35,603	-	78,967	78,967	-	63,422	63,422	(106,786)
43D TECH ASSIST GRANT	10,128	-	-	-	-	10,128	-	-	-	-	-	-	10,128
INTERGENERATIONAL COLLAB	6,195	-	-	-	-	6,195	2,562	-	2,562	-	-	-	3,633
DISABILITIES ACCESSIBILITY	-	-	-	-	-	-	-	-	-	-	-	-	-
CLEAN ENERGY CHOICE	1,976	-	-	-	-	1,976	-	-	-	-	-	-	1,976
ARTS LOTTERY COUNCIL	9,858	640	-	-	6,800	17,298	-	8,282	8,282	-	-	-	9,016
RIGHT TO KNOW	973	-	-	-	-	973	-	-	-	-	-	-	973
SECONDHAND SMOKE INITIATIVE	1,000	-	-	-	-	1,000	-	-	-	-	-	-	1,000
CRM CUSTOMER SERVICE	-	-	-	-	100,000	100,000	-	1,000	1,000	-	-	-	99,000
<b>OTHER STATE GRANTS</b>	2,808	98,029	82,856	-	200,918	384,610	79,958	195,892	275,850	-	73,913	73,913	34,847
CEMETERY SALE OF LOTS FUND	5,227	-	-	-	-	5,227	-	-	-	-	-	-	5,227
SALE OF REAL ESTATE	18,321	-	-	-	-	18,321	-	-	-	-	-	-	18,321
BUILD/FIRE CODE Ch 148A, Sec 5	3,800	-	-	-	300	4,100	-	-	-	-	-	-	4,100
WETLAND FILING FEES	106,475	8,423	-	-	15,830	130,729	-	4,634	4,634	25,000	660	25,660	100,435
OFF STREET PARKING	541,090	-	-	-	319,523	860,613	-	9,307	9,307	178,883	-	178,883	672,424
INSURANCE RECOVERY >\$20,000	500	-	-	-	-	500	-	-	-	-	-	-	500
WETLAND PROTECTION ACT	55,669	-	-	-	5,888	61,557	-	-	-	-	-	-	61,557
RESERVE FOR BOND PREMIUM	100,223	-	-	-	28,833	129,056	-	-	-	-	-	-	129,056
RESERVE FOR PREM - WATER	102,973	-	-	-	41,107	144,080	-	-	-	-	-	-	144,080
<b>RECEIPTS RESERVED FOR APPROPRIATION</b>	934,280	8,423	-	-	411,480	1,354,184	-	13,941	13,941	203,883	660	204,543	1,135,700

**TOWN OF ANDOVER**  
**SPECIAL REVENUE/GRANTS ROLLFORWARD**  
**FISCAL YEAR ENDING June 30, 2019**

FUND/TITLE	Available	Encumbrance	nter govmenta	Interest	Depart-	Total	Personal	Other	Total	OFU	Encumbrance	Total	Available
	Balance				Mental	Available	Services	Expenses	Expenditures			OFS/OFU	Balance
LEA REVOLVING	188,355	-	-	-	28,840	217,195	86,610	32,213	118,823	-	-	-	98,372
EARLY CHILDHOOD REV	134,873	-	-	-	148,699	283,573	235,922	-	235,922	-	-	-	47,650
SCHOOL DAMAGE Ch 55 sec 53 1/2	3,375	-	-	-	-	3,375	-	-	-	-	-	-	3,375
COMMUNITY A.S.K. REVOLVING	1,163	-	-	-	-	1,163	-	-	-	-	-	-	1,163
PARENT TO PARENT REVOLVING	17,660	-	-	-	5,900	23,560	-	4,615	4,615	-	-	-	18,945
ANDOVER C.A.R.E.S.	4,361	-	-	-	-	4,361	-	-	-	-	-	-	4,361
ALL DAY KINDERGARTEN	867,304	-	-	-	1,364,710	2,232,014	822,043	190,665	1,012,708	-	-	-	1,219,306
EXTRA CURRICULAR REV	45,567	-	-	-	403,853	449,421	424,902	3,539	428,441	-	-	-	20,979
INSTRUMENTAL MUSIC REVOLVING	70	-	-	-	2,900	2,970	1,656	-	1,656	-	-	-	1,314
FINE ARTS	29,137	-	-	-	61,475	90,612	16,643	32,456	49,099	-	-	-	41,513
PHYS ED REVOLVING	2,399	-	-	-	915	3,314	-	2,544	2,544	-	-	-	770
LOST BOOKS	27,522	-	-	-	1,348	28,870	-	88	88	-	-	-	28,781
SEPAC	3,728	-	-	-	-	3,728	-	150	150	-	-	-	3,578
TUITION REVOLVING	11,589	-	-	-	26,925	38,514	19,750	1,075	20,825	-	-	-	17,689
COLLINS CTR REVOLVING	49,509	-	-	-	254,576	304,085	304,085	40,136	222,792	-	-	-	81,293
OUTSIDE ACTIVITIES REV	247,947	-	-	-	82,762	330,709	117,989	60,292	178,281	-	-	-	152,427
TRANSPORTATION REVOLVING	278,405	-	14,512	-	529,725	822,642	-	378,439	378,439	-	-	-	444,204
BANCROFT GIFTS AND DONATIONS	14,882	-	-	-	1,500	16,382	-	502	502	-	-	-	15,880
SANBORN GIFTS AND GRANTS	15,843	-	-	-	8,766	24,609	-	14,019	14,019	-	-	-	10,589
SHAWSHEEN GIFTS AND GRANTS	200	-	-	-	-	200	-	-	-	-	-	-	200
SOUTH SCHOOL GIFTS AND GRANTS	12,119	-	-	-	606	12,724	-	-	-	-	-	-	12,724
WEST ELEM GIFTS AND GRANTS	9,427	-	-	-	-	9,427	-	1,302	1,302	-	-	-	8,125
HIGH PLAIN GIFTS AND GRANTS	9,511	-	-	-	-	9,511	-	-	-	-	-	-	9,511
WOOD HILL GIFTS AND GRANTS	7,003	-	-	-	1,100	8,103	-	665	665	-	-	-	7,439
DMS ENGINEERING GIFTS AND GRANTS	18,511	-	-	-	7,500	26,011	-	5,306	5,306	-	-	-	20,705
WEST MIDDLE GIFTS AND GRANTS	24,072	-	-	-	5,780	29,852	-	6,109	6,109	-	-	-	23,744
ANDOVER HIGH GIFTS AND GRANTS	45,565	-	-	-	12,702	58,267	-	23,019	23,019	-	-	-	35,248
<b>REVOLVING FUNDS EDUCATION</b>	<b>2,070,098</b>	<b>-</b>	<b>14,512</b>	<b>-</b>	<b>2,950,583</b>	<b>5,035,193</b>	<b>1,908,173</b>	<b>797,132</b>	<b>2,705,305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,329,888</b>
ATHLETIC REVOLVING	384	-	-	-	533,164	533,548	190,754	256,039	446,794	-	-	-	86,754
<b>REVOLVING FUNDS ATHLETIC</b>	<b>384</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>533,164</b>	<b>533,548</b>	<b>190,754</b>	<b>256,039</b>	<b>446,794</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>86,754</b>
CH44 SEC 53E 1/2 LEGAL NOTICES	14,318	-	-	-	21,135	35,453	-	20,812	20,812	-	-	-	14,640
CH44 SEC 53E 1/2 DCS REVOLVING	373,790	1,440	-	-	730,240	1,105,469	398,478	285,239	683,717	-	2,449	2,449	419,303
CH44 SEC 53E 1/2 YOUTH SERVICES	258,638	12,003	-	-	405,283	675,924	204,636	220,369	425,005	-	19,389	19,389	231,530
CH44 SEC 53E 1/2 ELDER SERVICES	179,843	15,065	-	-	159,243	354,152	35,162	126,178	161,340	-	3,278	3,278	189,534
CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS	44,301	-	-	-	46,933	91,234	4,304	45,313	49,617	-	-	-	41,618
CH44 SEC 53E 1/2 FIELDS REVOLVING	52,201	58,513	-	-	88,502	199,216	773	79,952	80,724	-	55,376	55,376	63,116
CH44 SEC 53E 1/2 POLICE ANTENNA	26,306	-	-	-	6,742	33,049	-	-	-	-	-	-	33,049
CH44 SEC 53E 1/2 BALD HILL COMP	19,172	5,800	-	-	20,747	45,719	-	14,914	14,914	-	5,800	5,800	25,006
CH44 SEC 53E 1/2 DPW CRT/HHW	22,490	-	-	-	32,852	55,341	-	8,059	8,059	-	-	-	47,282
CH44 SEC 53E 1/2 FIRE	25,514	10,712	-	-	22,400	58,626	-	23,197	23,197	-	-	-	35,428
CH44 SEC 53E 1/2 LOST/DAMAGED BOOKS	13,937	-	-	-	4,474	18,411	-	452	452	-	-	-	17,958
CH44 SEC 53E 1/2 HEALTH SVCS	39,593	-	-	-	54,270	93,863	7,115	21,828	28,943	-	-	-	64,920
CH44 SEC 53E 1/2 COPY CENTER REVOLVING	14,634	-	-	-	6,283	20,916	-	-	-	-	-	-	20,916
<b>REVOLVING CHAPTER 44 53 E 1/2</b>	<b>1,084,736</b>	<b>103,533</b>	<b>-</b>	<b>-</b>	<b>1,599,103</b>	<b>2,787,373</b>	<b>650,468</b>	<b>846,312</b>	<b>1,496,780</b>	<b>-</b>	<b>86,292</b>	<b>86,292</b>	<b>1,204,300</b>
TOWN DAMAGE RESTITUTION	18,915	-	-	-	-	18,915	-	-	-	-	-	-	18,915
FRONTAGE ROAD	3,856	-	-	-	-	3,856	-	-	-	-	-	-	3,856
PUBLIC SAFETY DAMAGE REST	8,761	-	-	-	630	9,391	-	-	-	-	-	-	9,391
PUBLIC WORKS DAMAGE REST	28,563	-	-	-	1,407	29,970	-	-	-	-	-	-	29,970
RECYCLABLE BATTERY PROGRAM	1,254	-	-	-	-	1,254	-	1,254	1,254	-	-	-	-
ENERGY REBATE FUND	71,108	1,180	-	-	65,731	138,019	-	102,005	102,005	-	5,000	5,000	31,013
P&F DAMAGE RESTITUTION	31,116	5,719	-	-	105,933	142,767	-	104,895	104,895	-	-	-	37,872
CH44 SEC 53F 3/4 PEG ACCESS CABLE	91,034	5,385	-	-	796,678	893,097	-	391,297	391,297	239,637	-	239,637	262,163
<b>OTHER REVOLVING FUNDS</b>	<b>254,606</b>	<b>12,284</b>	<b>-</b>	<b>-</b>	<b>970,378</b>	<b>1,237,268</b>	<b>-</b>	<b>599,451</b>	<b>599,451</b>	<b>239,637</b>	<b>5,000</b>	<b>244,637</b>	<b>393,179</b>
CORPORATE GRANTS	268,185	-	-	-	106,931	375,116	-	44,022	44,022	-	51,652	51,652	279,443
SUSPENSE REVOLVING	-	-	-	28,896	-	28,896	415	14,897	15,312	-	-	-	13,584
AHS BAND AND CHOIR GRANTS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER GIFTS AND GRANTS	26,819	-	-	-	10,800	37,619	7,701	-	7,701	-	-	-	29,919
ENGINEERING GRANT	68,052	5,000	-	-	46,975	120,027	31,233	56,092	87,325	-	6,791	6,791	25,912
GEMS GRANT	-	-	-	-	-	-	-	-	-	-	-	-	-
ASIA SOCIETY GRANT	21,249	-	-	-	15,033	36,282	-	5,002	5,002	-	1,545	1,545	29,735
CIRCUIT BREAKER	457,402	-	2,129,647	-	-	2,587,049	1,439,199	-	1,439,199	-	-	-	1,147,849
AHS WORKFORCE GRANT	781	-	2,500	-	-	3,281	272	2,437	2,709	-	350	350	222
ESSENTIAL SCHOOL HEALTH SERV	(0)	-	107,500	-	-	107,500	91,926	11,402	103,329	-	1,007	1,007	3,164
ESSENTIAL SCHOOL HEALTH YEAR 2	2,159	2,665	-	-	-	4,824	2,453	2,371	4,824	-	-	-	0
PUERTO RICO RELIEF	814	-	3,602	-	-	4,416	2,860	-	2,860	-	-	-	1,556
STARS RESIDENCY	-	-	5,000	-	-	5,000	5,000	-	5,000	-	-	-	-
FOREIGN LANGUAGE ASSISTANCE	-	-	11,633	-	-	11,633	-	-	-	-	-	-	11,633
<b>OTHER SPECIAL REVENUE FUNDS EDUCATION</b>	<b>845,462</b>	<b>7,665</b>	<b>2,259,882</b>	<b>28,896</b>	<b>179,738</b>	<b>3,321,643</b>	<b>1,581,060</b>	<b>136,223</b>	<b>1,717,283</b>	<b>-</b>	<b>61,344</b>	<b>61,344</b>	<b>1,543,016</b>

**TOWN OF ANDOVER**  
**SPECIAL REVENUE/GRANTS ROLLFORWARD**  
**FISCAL YEAR ENDING June 30, 2019**

FUND/TITLE	Available Balance 06/30/18	Encumbrance	Intergov't	Interest	Departmental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/19
PREMIUM ON BOND ISSUE	21,925	-	-	-	116,414	138,339	-	116,973	116,973	-	-	-	21,366
CANINE LOCKUP	140	-	-	-	3,279	3,419	-	2,907	2,907	-	-	-	512
COMMUNITY COMPACT	-	-	30,400	-	-	30,400	-	30,400	30,400	-	-	-	-
VETERAN'S SERVICES GIFTS	2,860	-	-	-	1,900	4,760	-	-	-	-	-	-	4,760
GIFT - FIREWORKS	28,303	-	-	-	524	28,827	-	-	-	-	-	-	28,827
SHED CONTRIBUTIONS	7,264	-	-	-	-	7,264	-	-	-	-	-	-	7,264
OLD TOWN HALL RESTORATION	427	-	-	-	-	427	-	-	-	-	-	-	427
TOWN GIFT & DONATIONS	5,134	-	-	-	-	5,134	-	344	344	-	-	-	4,790
CONSERVATION GIFT	639	-	-	-	144	783	-	452	452	-	-	-	332
CONSERVATION TRAIL ACCOUNT	338	-	-	-	-	338	-	-	-	-	-	-	338
DCS-GIFT	31,887	-	-	-	20,475	52,362	-	5,447	5,447	-	-	-	46,914
YOUTH SERVICES GIFTS/CONTRIBUTIONS	31,286	-	-	-	1,269	32,556	-	-	-	-	-	-	32,556
COA SENIOR CONNECTIONS	51,958	-	-	-	66,222	118,179	3,345	7,404	10,750	-	70	70	107,359
COA SCHOLARSHIPS	3,649	-	-	-	-	3,649	-	-	-	-	-	-	3,649
LIBRARY GIFTS & DONATIONS	24,169	2,000	-	-	8,245	34,414	-	3,533	3,533	-	-	-	30,880
HOME FOR THE AGED GIFT	17,854	-	-	-	236	18,090	-	-	-	-	-	-	18,090
DPW ADMIN GIFT	7,346	-	-	-	-	7,346	-	-	-	-	-	-	7,346
CHOLESTEROL SCREENING	813	-	-	-	-	813	-	75	75	-	-	-	738
POLICE GIFTS AND DONATIONS	16,439	-	-	-	5,000	21,439	-	5,744	5,744	-	-	-	15,695
LOWELL ST./SHAWSEEN TRAFFIC MITIGATION	5,000	-	-	-	-	5,000	-	-	-	-	-	-	5,000
SHINGLES PREV VACCINATION	10,133	-	-	-	-	10,133	-	5,511	5,511	-	-	-	4,622
GIFTS FIRE DEPARTMENT	124,386	-	-	-	13,370	137,756	-	66,356	66,356	-	4,140	4,140	67,260
TH DONATIONS	49	-	-	-	-	49	-	-	-	-	-	-	49
YOUTH FOUNDATION GIFT	28,509	-	-	-	30,000	58,509	-	30,000	30,000	-	-	-	28,509
CH44 SEC 53G PEER REVIEWS	(33,952)	132,771	-	-	170,236	269,056	-	127,523	127,523	-	186,228	186,228	(44,695)
CH44 SEC 53G PEER ZONE	90	-	-	-	100	190	-	-	-	-	-	-	190
CH44 SEC 53G PEER PLANNING	(3,100)	3,469	-	-	42,400	42,769	-	35,540	35,540	-	9,829	9,829	(2,600)
CH44 SEC53 DPW DETAIL	3,511	-	-	-	-	3,511	-	-	-	-	-	-	3,511
TIMOTHY HORNE - GIFT AYS	102,373	-	-	1,213	-	103,586	-	15,911	15,911	-	-	-	87,675
MAIN ST UPKEEP GIFT	51,306	-	-	581	-	51,888	-	-	-	-	-	-	51,888
SOUTH STREET SOLAR - NHESP	10,565	-	-	-	123	10,688	-	-	-	-	-	-	10,688
PERFORMANCE GUARANTEE	19,032	-	-	-	-	19,032	-	-	-	-	-	-	19,032
ELECTION OT GRANT	21,513	-	-	-	8,761	30,274	-	-	-	-	-	-	30,274
LOCK BOX DONATIONS	674	-	-	-	-	674	-	-	-	-	-	-	674
PLANNING BOARD COND OF PERMITS	37,000	-	-	-	-	37,000	-	-	-	-	-	-	37,000
PLANNING GIFTS & DONATIONS	576	-	-	-	147	724	-	-	-	-	-	-	724
ELDERLY FOOT CARE	1,410	-	-	-	16,295	17,705	-	11,760	11,760	-	-	-	5,945
A19 18 ELDER SERVICES PROGRAMS	12,000	-	-	-	-	12,000	4,556	7,444	12,000	-	-	-	-
WELLNESS WEDNESDAYS	312	-	-	-	7,650	7,962	-	3,250	3,250	-	-	-	4,712
NATL DEVELOPMENT SPECIAL PERMT - LDNSCP	5,000	-	-	-	-	5,000	-	-	-	-	-	-	5,000
NATL DEVELOPMENT SPECIAL PERMT - WSTEWTR	5,000	-	-	-	-	5,000	-	-	-	-	-	-	5,000
TNC SURCHARGE - RRFA	8,516	-	-	-	11,680	20,196	-	-	-	-	-	-	20,196
GAS EVENT CLAIMS	-	-	-	-	2,305,071	2,305,071	580,188	1,126,667	1,706,855	-	21,563	21,563	576,653
GAS EVENT PAVING RESTORATION	-	-	-	-	14,565,000	14,565,000	-	-	-	-	-	-	14,565,000
GAS EVENT PUBL FACILITIES PARKS	-	-	-	-	2,400,000	2,400,000	-	-	-	-	-	-	2,400,000
MUNI VULNERABILITY PREPAREDNESS GRANT	-	-	29,000	-	-	29,000	-	-	-	-	25,375	25,375	3,625
MUNICIPAL DISCRETIONARY FUND	-	-	-	-	20,000	20,000	-	6,200	6,200	-	1,377	1,377	12,423
CSH 141 ELM ST CONDITION 42	-	-	-	-	5,000	5,000	-	-	-	-	-	-	5,000
MIAA FLEX GRANT	-	-	-	-	8,000	8,000	-	7,970	7,970	-	-	-	30
FY19 ESSEX COMM FOUNDATION GRANT	-	-	-	-	30,000	30,000	-	-	-	-	-	-	30,000
<b>OTHER SPECIAL REVENUE FUNDS</b>	<b>662,336</b>	<b>138,240</b>	<b>59,400</b>	<b>1,794</b>	<b>19,857,541</b>	<b>20,719,311</b>	<b>588,089</b>	<b>1,617,412</b>	<b>2,205,501</b>	<b>-</b>	<b>248,582</b>	<b>248,582</b>	<b>18,265,229</b>
FOOD SERVICES	189,309	-	443,809	-	2,208,554	2,841,672	1,126,390	1,531,003	2,657,393	-	-	-	184,278
<b>OTHER SPECIAL REVENUE FUNDS SCHOOL LUNCH</b>	<b>189,309</b>	<b>-</b>	<b>443,809</b>	<b>-</b>	<b>2,208,554</b>	<b>2,841,672</b>	<b>1,126,390</b>	<b>1,531,003</b>	<b>2,657,393</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>184,278</b>
STUDENT ACTIVITY MGL 71/47	563,900	-	-	-	1,570,755	2,134,654	-	1,546,818	1,546,818	-	-	-	587,837
MEALS TAX CAFETERIA	(308)	-	-	-	5,745	5,437	-	5,745	5,745	-	-	-	(308)
POLICE OFF DUTY	(219,737)	-	-	-	1,948,005	1,728,268	1,919,660	-	1,919,660	-	-	-	(191,392)
FIRE OFF DUTY	(6,741)	-	-	-	147,386	140,645	154,032	180	154,212	-	-	-	(13,568)
FIREARMS PERMITS	(2,083)	6,000	-	-	23,088	27,004	-	21,200	21,200	-	-	-	5,804
AMBULANCE AGENCY ACCOUNTS	14	-	-	-	44,646	44,660	-	44,646	44,646	-	-	-	14
MEALS TAX ELDER SERVICES	360	-	-	-	3,296	3,656	-	3,427	3,427	-	-	-	229
SCRPT WORKERS	-	-	-	-	201,228	201,228	212,300	-	212,300	-	-	-	(11,072)
XTRA DUTY DETAIL	-	-	-	-	3,695	3,695	-	3,695	3,695	-	-	-	-
AGENCY ACCOUNTS	335,404	6,000	-	-	3,947,843	4,289,247	2,285,992	1,625,711	3,911,703	-	-	-	377,544
<b>GRAND TOTAL</b>	<b>6,062,290</b>	<b>715,150</b>	<b>6,493,005</b>	<b>31,736</b>	<b>32,995,158</b>	<b>46,297,339</b>	<b>10,240,137</b>	<b>9,862,570</b>	<b>20,102,707</b>	<b>443,520</b>	<b>1,522,634</b>	<b>1,966,154</b>	<b>24,228,478</b>

Town of Andover Capital Projects Fund									
Fiscal 2019									
DESCRIPTION	07/01/18 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/19 Balance
ART 17 06 SCHOOL ROOF REPLACEMENTS	9,304	-	-	-	9,304	-	-	-	9,304
ART 15 07 SCHOOL ROOF REPLACE	1,320	-	-	-	1,320	-	-	-	-
ART 27, 08 SCHOOL BLDG MAINT/RENOV	47,202	-	-	-	47,202	-	-	-	47,202
ART 56 09 SCHOOL BLDG MAINT/REPAIR	3,773	-	-	-	3,773	2,803	-	-	970
ART 25 12 SCHOOL BLDG/MAINT RENOV	4,935	-	-	-	4,935	4,935	-	-	-
ART 38 12 WEST MIDDLE SCHOOL REPAIR	6,759	-	-	-	6,759	-	-	-	6,759
ART 32 13 AHS TENNIS COURTS	6,000	-	-	-	6,000	-	-	-	6,000
ART 18, 13 DOHERTY MIDDLE SITE IMPROVEMENTS	50,614	-	-	-	50,614	-	-	50,614	-
ART 36, 13 SCHOOL BLDG MAINT & IMPROVE	709	-	-	-	709	709	-	-	(0)
ART 38, 13 WEST MIDDLE SCHOOL HEATING	11,900	-	-	-	11,900	11,900	-	-	-
B39 15 SCHOOL BLDG MAINT AND RENOVATION	38,622	52,420	-	-	91,042	90,420	-	-	622
ART 40, 15 SCH SITE IMPROVEMENTS - WEST ELEM	-	-	-	-	-	-	-	319,000	(319,000)
AHS MEDIA CENTER RENOVATION (State Funds)	263	-	-	-	263	-	-	-	263
ART 29 16 COLLINS CTR FAÇADE REPLACEMENT	(22,425)	39,200	300,000	-	316,775	79,299	-	11,000	226,476
ART 34 16 SCHOOL BLDG MAINT AND IMPROVE	50,218	11,493	-	-	61,711	16,806	-	-	44,906
ART 47 17 MAJOR SCHOOL PROJECTS	(255,016)	216,707	370,000	-	331,691	323,294	-	-	8,397
ART 36 18 MAJOR SCHOOL PROJECTS	-	-	722,000	-	722,000	613,068	-	38,725	70,207
STUDENT DEVICE REFRESH	200,000	-	-	-	200,000	53,633	-	-	146,367
ART 45 18 WEST ELEM SCH FEAS STUD	1,200,000	-	-	-	1,200,000	12,600	-	248,638	938,762
ART 55 19 AHS FEAS STDY COMMITTEE	-	-	-	160,000	160,000	-	-	-	160,000
TOTAL SCHOOL	1,354,178	319,820	1,392,000	160,000	3,225,999	1,210,787	-	667,977	1,347,235
BANCROFT REPLACEMENT									
ART 59 09 FEASIBILITY STUDY BANCROFT SCH	614	15,416	-	-	16,030	16,030	-	-	-
STM 3 10 BANCROFT SCHOOL REPLACE	(0)	3,380	-	1,239,504	1,242,884	4,464	-	-	1,238,420
TOTAL BANCROFT	614	18,796	-	1,239,504	1,258,914	20,495	-	-	1,238,420
B3 12 STM YOUTH CENTER	454	-	-	-	454	-	-	-	454
A2 13 STM YOUTH CTR-WOOD TRUST	12,902	-	-	231	13,132	-	-	-	13,132
TOTAL YOUTH CENTER	13,356	-	-	231	13,587	-	-	-	13,587
ART 5 2007 2008 CIP (Effective 07/01/2007)	1,016	-	-	-	1,016	-	-	-	1,016
ART 8 2008 2009 CIP (Effective 07/01/2008)	15,974	10,000	-	-	25,974	8,316	-	23,732	(6,074)
ART 5 2009 2010 CIP (Effective 07/01/2009)	1,269	-	-	-	1,269	1,160	-	-	110
ART 5 2010 2011 CIP (Effective 07/01/2010)	22,569	-	-	-	22,569	17,625	-	1,400	3,544
ART 5 2011 2012 CIP (Effective 07/01/2011)	13,316	-	-	-	13,316	42	-	-	13,274
ART 5 2012 2013 CIP (Effective 07/01/2012)	53,036	61,985	-	-	115,021	18,357	-	63,180	33,484
ART 5 2013 2014 CIP (Effective 07/01/2013)	12,725	2,095	-	-	14,820	4,285	-	7,888	2,647
ART 5 2014 2015 CIP (Effective 07/01/2014)	137,819	37,986	-	-	175,806	27,983	-	10,092	137,731
ART 5 2015 2016 CIP (Effective 07/01/2015)	105,728	43,219	-	-	148,946	55,053	-	8,344	85,549
ART 5 2016 2017 CIP (Effective 07/01/2016)	389,175	118,534	-	-	507,709	334,592	-	33,239	139,879
ART 5 2017 2018 CIP (Effective 07/01/2017)	1,820,287	280,940	-	-	2,101,227	1,602,980	-	170,856	327,390
ART 5 2018 2019 CIP (Effective 07/01/2018)	-	-	-	3,265,077	3,265,077	1,353,536	-	588,104	1,323,438
TOTAL CIP	2,572,914	554,759	-	3,265,077	6,392,750	3,423,929	-	906,835	2,061,986
ART 25 04 SEWER METER	23,040	-	-	-	23,040	-	-	-	23,040
ART 41 07 KIRKLAND ST SEWER (BETTERMENTS)	39,703	-	-	-	39,703	39,703	-	-	-
ART 64 07 SHAWSHEEN PUMP STATION	302,218	-	-	-	302,218	-	-	-	302,218
ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER	325,692	-	-	-	325,692	91,083	-	45,917	188,692
ART 32 10 SEWER MAIN CONST & RECONST	158,455	-	-	-	158,455	-	-	-	158,455
ART 46 10 SEWER LINE EXT LINCOLN ST	56,540	-	-	-	56,540	56,540	-	-	-
ART 37 12 SEWER MAINTENANCE VEHICLE	2,567	-	-	-	2,567	-	-	-	2,567
ART 44 13 SEWER VEHICLES	20,139	-	-	-	20,139	20,139	-	-	-
A60 14 SEWER MASTER PLAN STUDY	224	-	-	-	224	-	-	-	224
ART 32 17 MINOR SEWER COLL IMPROV	50,000	-	-	-	50,000	-	-	-	50,000
ART 37 17 SEWER I&I REDUCTION	178,000	16,316	-	-	194,316	11,895	-	4,421	178,000
ART 28 18 MINOR SEWER COLL IMPROV	50,000	-	-	-	50,000	-	-	-	50,000
ART 29 18 SEWER I&I REDUCTION	100,000	-	-	-	100,000	-	-	-	100,000
ART 30 19 SEWER I&I REDUCTION	-	-	-	96,243	96,243	-	-	-	96,243
TOTAL SEWER	1,306,577	16,316	-	96,243	1,419,136	219,360	-	50,338	1,149,438
ART 32-2 00 CONSERV MAINT/IMP	33	-	-	-	33	33	-	-	-
ART 12 01 LAND ACQ LOWELL JCT ROAD	(11,118)	-	-	-	(11,118)	-	-	-	(11,118)
ART 23 02 CONSERVATION FUND	15,271	-	-	-	15,271	-	-	-	15,271
A74 17 STREAMGAUGING SYSTEM	60,000	7,500	-	-	67,500	15,000	-	3,750	48,750
ART 55 14 OPEN SPACE MANAGEMENT	885	-	-	-	885	-	-	-	885
TOTAL CONSERVATION	65,070	7,500	-	-	72,570	15,033	-	3,750	53,787
ART 44 99 LANDFILL CLOSURE	9,145	-	-	-	9,145	-	-	-	9,145
ART 43 06 LANDFILL CAP LEDGE ROAD	5,964	-	-	-	5,964	-	-	-	5,964
ART 25 16 LEDGE ROAD LANDFILL STABILIZATION	2,241,515	50,745	-	-	2,292,260	178,619	-	139,812	1,973,829
TOTAL LAND FILL STUDY	2,256,624	50,745	-	-	2,307,369	178,619	-	139,812	1,988,938

Town of Andover Capital Projects Fund Fiscal 2019									
DESCRIPTION	Fiscal 2019								
	07/01/18 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/19 Balance
ART 48 02 MAIN ST IMPROVEMENTS	2,333	-	-	-	2,333	-	-	-	2,333
A25 14 BALLARD FS LAND PURCHS	199,150	-	-	-	199,150	199,150	-	-	-
ARTT 26 14 BALLARDVALE ADDITION	95,967	39,600	-	-	135,567	135,567	-	-	-
A21 14 GIS DATA UPDATE	30,000	-	-	-	30,000	-	-	-	30,000
ART 48 17 PARKING STUDY IMPLEMENTATION	5,080	117,920	-	-	123,000	-	-	117,920	5,080
ART 49 17 REC PK/POMPS SECURITY	21,938	-	-	-	21,938	-	-	-	21,938
ART 51 17 REDUNDANT FIBER	300,000	-	-	-	300,000	-	-	-	300,000
ART 38 18 PARKING STUDY IMPLEMENTATION	75,000	-	-	-	75,000	-	-	-	75,000
ART 39 18 DOWNTOWN IMPROVEMENTS	100,000	-	-	-	100,000	47,000	-	3,000	50,000
ART 41 17 PUB WORKS LARGE VEHICLES	(302,109)	226,575	450,000	-	374,466	300,001	-	-	74,465
TOTAL OTHER	527,359	384,095	450,000	-	1,361,454	681,718	-	120,920	558,816
ART 27 96 REPAINT WATER	37,863	-	-	-	37,863	-	-	-	37,863
ART 30 00 WATER MAIN DISTRIBUTION	3,308	-	-	-	3,308	-	-	-	3,308
ART 18 03 WATER STORAGE TANK REHAB	-	1,919	-	-	1,919	1,919	-	-	-
ART 20 03 WATER PLANT IMPROVEMENTS	85,981	174	-	-	86,155	6,279	-	79,876	-
ART 25 04 WATER METERS	317	-	-	-	317	-	-	-	317
ART 32 06 WATER METERS	129,006	4,310	-	-	133,316	37,322	-	9,987	86,006
ART 47 07 WATER PLANT PUMPS	2,398	-	-	-	2,398	-	-	-	2,398
ART 30 09 WATER SUPPLY IMPROVEMENTS	-	3,665	-	-	3,665	3,665	-	-	-
ART 65 09 WATER PLANT ROOF REPLACE	161,721	-	-	-	161,721	-	-	-	161,721
ART 34 10 WATER PLANT HVAC & EQUIP	33	76,930	-	-	76,963	44,921	-	32,009	33
ART 42 11 WATER MAIN CONST/RECONST	-	900	-	-	900	-	-	900	-
ART 44 11 VARIABLE SPEED UMP	-	15,326	-	-	15,326	15,293	-	33	-
ART 35 12 MAJOR WATER MAIN REPLACEMENT	0	80,777	-	-	80,778	-	-	77,787	2,990
ART 44 13 WATER VEHICLES	20,139	-	-	-	20,139	20,139	-	-	-
ART 45 13 WATER DIST FLUSHING PROGRAM	5,182	3,856	-	-	9,038	-	-	-	9,038
ART 42, 13 WATER DISTRIBUTION MAINT	90	-	-	-	90	-	-	-	90
ART 26, 13 HYDRANT INFRASTRUCTURE	61,888	-	-	-	61,888	53,319	-	8,569	-
A58 14 WATER/SEWER RATE STUDY	55,275	-	-	-	55,275	-	-	-	55,275
ART 56 WATER MAIN REPLACEMENT PROJECTS	473,113	79,292	-	-	552,404	159,837	-	139,014	253,553
ART 57 15 WATER PLANT GAC REPLACEMENT	-	40,007	-	-	40,007	-	-	40,007	-
ART 41 16 WATER MAIN REPLACEMENT	-	-	500,000	-	500,000	717,053	-	10,526	(227,580)
ART 44 16 WATER STORAGE TANK REPAIR	124,370	73,203	-	-	197,573	914	-	72,290	124,370
ART 41 16 WATER MAIN REPLACEMENT	500,000	-	-	-	500,000	273,503	-	226,497	-
ART 27 17 WATER MAIN PROJECT	(194,225)	422,675	1,500,000	-	1,728,450	1,743,800	-	684,726	(700,076)
ART 28 17 HYDRANT REPLACEMENT	100,000	-	-	-	100,000	-	-	-	100,000
ART 30 17 WTP ELECTRIC SUBS REPLACEMENT	-	186,826	200,000	-	386,826	60,550	-	126,276	200,000
ART 31 17 BANCROFT HIGH LIFT PUMPS	(250,000)	693,209	90,000	160,000	693,209	593,802	-	99,408	-
ART 38 17 WTP HEATING SYSTEM	100,000	-	100,000	-	200,000	-	-	-	200,000
ART 26 18 HYDRANT REPLACEMENT PROG	100,000	-	-	-	100,000	-	-	-	100,000
ART 31 19 HYDRANT REPLACEMENT PROG	-	-	-	100,000	100,000	-	-	-	100,000
ART 32 19 WTP PARKING AREA RECONSTRUCTION	-	-	-	110,000	110,000	-	-	-	110,000
ART 33 19 WTP GAC REPLACEMENT	-	-	-	450,000	450,000	-	-	-	450,000
RESERVE FOR PREM - WATER	-	-	-	-	-	-	-	-	-
TOTAL WATER	1,516,458	1,683,069	2,390,000	820,000	6,409,527	3,732,315	-	1,607,905	1,069,307
ART 26 17 WATER & SEWER VEHICLES	100,000	-	-	-	100,000	65,801	-	-	34,199
ART 29 17 ENMORE ST RECONSTRUCTION	349,810	181,328	300,000	-	831,138	108,871	-	90,675	631,592
ART 24 18 WATER & SEWER VEHICLES	195,000	-	-	-	195,000	-	-	-	195,000
ART 28 19 WATER & SEWER VEHICLES	-	-	-	225,000	225,000	-	-	-	225,000
TOTAL WATER/SEWER	644,810	181,328	300,000	225,000	1,351,138	174,671	-	90,675	1,085,791
ART 32 04 SENIOR CTR PLANS	1,716	-	-	-	1,716	-	-	-	1,716
ART 27 07 TOWN BLDG RENOVATION	0.03	-	-	-	0.03	-	-	-	0.03
ART 49 08 PARKS & GROUNDS BUILDING	-	123,042	-	-	123,042	123,029	-	13	-
ART 36 08 FIRE DPW VEHICLES	974	-	-	-	974	-	-	-	974
ART 34 09 B'VALLE FIRE REPLACEMENT	65,545	-	-	-	65,545	65,283	-	-	262
ART 55 09 TOWN BLDG MAINT/IMPROVE	5,882	-	-	-	5,882	-	-	-	5,882
ART 42 10 TOWN BLDG MAINTENANCE	1,500	-	-	-	1,500	-	-	-	1,500
ART 34 11 TOWN BUILDING MAINTENANCE	861	-	-	-	861	-	-	-	861
ART 18 11 MUNICIPAL SERVICE FACILITY	1,683	-	-	-	1,683	-	-	-	1,683
ART 38 11 SPRING GROVE MAINT	12,000	1,875	-	6,000	19,875	-	-	-	19,875
ART 22 12 TECH INFRASTRUCTURE	25,061	886	-	-	25,947	1,168	-	886	23,894
ART 37 13 ANNUAL COMPUTER REPLACEMENT	65,768	-	-	-	65,768	65,768	-	-	-
ART 45 13 PAY AND DISPLAY	18,493	-	-	-	18,493	-	-	-	18,493
B39 14 TOWN & SCHOOL ENERGY	4,723	112	-	-	4,835	4,723	-	-	112
B43 14 BUILD & FACILITY MAINT	103,304	2,890	-	-	106,194	2,121	-	-	104,073
B52 14 SCHOOL BLDG MAINT/RENOV	15,057	1,172	-	-	16,229	15,057	-	-	1,172
B38 15 SAFETY & SECURITY COMM UPGRADES	346,686	20,000	-	-	366,686	94,510	-	98,521	173,655
B46 15 TOWN BLDG AND FACILITY MAINT	53,365	73,306	-	-	126,671	126,671	-	-	-
ART 31 15 TWN & SCHOOL ENERGY INITIATIVES (FC)	167,255	35,539	-	-	202,793	35,539	-	85,875	81,380
ART 38 16 TOWN & SCHOOL ENERGY INITIATIVES (FC)	133,757	68,079	-	-	201,836	141,282	-	16,541	44,014
ART 35 16 1:1 LEARNING INITIATIVE (Free Cash)	20,176	-	-	-	20,176	20,176	-	-	-
ART 28 16 TOWN BLDG AND FACILITY MAINTENANCE	12,508	101,323	-	-	113,831	113,683	-	-	148
ART 57 16 MEMORIAL PLAYSTEAD	1	-	-	-	1	-	-	-	1
ART 32 16 MUNI SVCS FACILITY DESIGN	1,000	-	-	-	1,000	-	-	-	1,000
ART 55 16 DEYERMOND FIELD LIGHTS (Free Cash)	10	-	-	-	10	-	-	-	10
ART 33 17 MUNICIPAL SVCS FACILITY	(7,122,470)	5,948,617	8,000,000	-	6,826,147	6,329,018	-	580,029	(82,900)
ART 43 17 MAJOR TOWN BLDG PROJECTS	70,931	43,975	-	-	114,906	62,275	-	45,700	6,931
ART 44 17 TOWN & SCHOOL ENERGY	104,484	94,555	-	-	199,038	191,830	-	51,671	(44,463)
ART 45 17 HP/WH SCHL AIR COND	(275,000)	733,088	275,000	-	733,088	727,414	-	5,674	-
ART 46 17 SAFETY & COMM UPGRADE	(87,657)	56,309	300,000	-	268,652	388	-	-	268,264
ART 52 17 BOS & SCH COMMITTEE ROOM UPGRADE	49,068	933	-	-	50,000	49,147	-	-	853
ART 53 17 BALLARDVALE FIRE DESIGN	300,000	-	-	-	300,000	-	300,000	-	-
ART 54 17 WH HP ACCESSIBILITY	-	347,008	-	-	347,008	332,624	-	14,384	-
ART 34 18 MAJOR TOWN BLDG PROJECTS	-	-	775,000	-	775,000	240,824	-	234,536	299,641
ART 35 18 TOWN & SCHL ENERGY INITI	-	-	173,000	392,000	565,000	49,500	-	263,972	251,528
ART 41 18 CNTR AT PUNCHARD DESIGN	-	-	-	160,000	160,000	157,500	-	-	2,500
ART 46 18 IT PLATFORM & INFRASTRUCTURE	-	-	350,000	-	350,000	161,198	-	-	188,802
ART 1 19STM BALLARDVALE FS LAND AND CONSTR	-	-	-	1,700,000	1,700,000	560,306	-	289,600	850,094
ART 24 19 SENIOR CTR DES SV/CONST	-	-	-	2,700,000	2,700,000	-	-	-	2,700,000
TOTAL MUNI BUILDING	(5,903,323)	7,652,708	9,873,000	4,958,000	16,580,385	9,671,032	300,000	1,687,402	4,921,951

Town of Andover Capital Projects Fund Fiscal 2019									
DESCRIPTION	Fiscal 2019								
	07/01/18 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/19 Balance
ART 88 99 IMPROVE ESSEX/PEARSON	3,500	-	-	-	3,500	-	-	-	3,500
ART 66 00 SIDEWALK RESTORATION	6,988	-	-	-	6,988	-	-	-	6,988
ART 70 00 SIDEWALK CHESTNUT ST	71,175	-	-	-	71,175	-	-	-	71,175
ART 28 01 ACQ SMITHSHIRE EST	56,946	-	-	-	56,946	-	-	-	56,946
ART 44-2 02 GIS	29,904	-	-	-	29,904	-	-	-	29,904
ART 33 05 MORAINÉ ST	6,153	-	-	-	6,153	-	-	-	6,153
ART 38 07 ACQUIRE GRANLI DRIVE	1,654	-	-	-	1,654	-	-	-	1,654
ART 39 07 PEDESTRIAN FOOT BRIDGE	15,000	-	-	-	15,000	-	-	-	15,000
ART 52 07 BRIDGE REPAIRS	24,144	-	-	-	24,144	-	-	-	24,144
ART 32 08 BRIDGE REPAIRS	247,047	-	-	-	247,047	-	-	-	247,047
ART 52 10 REPAIRS TO PUBLIC WAYS	15,634	-	-	-	15,634	-	-	-	15,634
ART 24 11 TOWN BRIDGE EVAL/REPAIR	81,798	-	-	-	81,798	-	-	-	81,798
ART 25 11 PEARSON ST PARKING LOT	2,253	-	-	-	2,253	-	-	-	2,253
ART 42 12 HIGHPLAIN@FISHBROOK	183,466	-	-	-	183,466	-	-	-	183,466
B20 14 HOLT RD SIDEWALK CONSTR	9,977	-	-	-	9,977	-	-	-	9,977
B22 14 HYDRANT MAINTENANCE	500,000	-	-	-	500,000	439,601	-	60,399	-
ART 44 MINOR STORM DRAIN IMPROVEMENTS	5,308	-	-	-	5,308	-	-	-	5,308
ART 45 SIDEWALK CONSTRUCTION - WOBURN	1,203	-	-	-	1,203	-	-	-	1,203
ART 62 SIDEWALK CONSTRUCTION - RIVER ST	134	6,593	-	-	6,728	6,727	-	-	1
ART 60 15 FINISH CHARLES CIRCLE	17,824	-	-	-	17,824	-	-	-	17,824
ART 48 18 MINOR STRM DRAIN IMPROV	-	-	-	-	-	-	-	50,000	(50,000)
TOTAL ROAD/STORM DRAIN	1,280,110	6,593	-	-	1,286,703	446,328	-	110,399	729,976
ART 47 99 PUB SAF ANTENNAS	3,921	-	-	-	3,921	-	-	-	3,921
ART 42 17 FIRE-REPLACE AMBULANCE	(266,464)	-	270,000	-	3,536	-	-	-	3,536
ART 33 18 LADDER TRUCK REPLACEMENT	-	-	1,100,000	-	1,100,000	1,090,197	-	3,079	6,724
ART 43 19 PARKING VEH REPLACEMENT	-	-	-	40,000	40,000	-	-	-	40,000
STM 2 19 AED PLAYING FIELDS	-	-	-	50,000	50,000	-	-	-	50,000
TOTAL PUBLIC SAFETY	(262,544)	-	1,370,000	90,000	1,197,456	1,090,197	-	3,079	104,180
GRAND TOTAL	5,372,204	10,875,729	15,775,000	10,854,054	42,876,987	20,864,484	300,000	5,389,092	16,323,412

TOWN OF ANDOVER						
TRUST-CEMETERY -SPECIAL FUNDS						
IN CUSTODY OF TOWN TREASURER						
YEAR ENDING JUNE 30, 2019						
			BALANCE			BALANCE
	FUND	June 30, 2018	DEPOSITS	INCOME	DRAWN	June 30, 2019
STABILIZATION	6,322,538	100,000	76,274	-	6,498,812	
OPEB ART 21, 2010	9,953,081	1,818,948	720,255	-	12,492,284	
ESTATE S.P. WHITE	16,900	-	422	-	17,322	
POLICE DRUG ACCOUNT	33,508	-	54	12,575	20,986	
TOWN 400TH CELEBRATION	11,088	-	134	-	11,222	
SENIOR CENTER PROGRAMS	704,531	-	8,407	700,000	12,938	
STABILIZATIONFUND - BOND PREM	1,190,090	-	13,906	100,000	1,103,995	
J. GREELEY	7,627	-	92	-	7,719	
MARGARET G. TOWLE	345,826	-	-	-	345,826	
MARGARET G. TOWLE	59,728	2,576	4,836	12,583	54,557	
JOHN CORNELL	58,745	-	710	1,800	57,656	
DAVID & LUCY SHAW	59,393	-	715	-	60,109	
W.L. RAYMOND	67,252	-	810	-	68,062	
A.J. LINCOLN	24,786	-	620	-	25,406	
E.I. RAYMOND	3,643	-	44	-	3,687	
TAYLOR	2,576	-	31	-	2,607	
SPRING GROVE	1,197,178	48,550	21,866	6,000	1,261,594	
SPRING GROVE FLOWERS	29,544	-	352	1,475	28,421	
EMILINE LINCOLN	2,481	-	30	-	2,511	
EMMA J. LINCOLN	1,359	-	16	-	1,375	
CONSERVATION FUND	76,163	-	919	-	77,082	
SMART	19,162	-	231	15	19,378	
FARRINGTON	2,259	-	27	15	2,271	
BALLARDVALE	1,472	-	18	25	1,465	
ALLEN	154	-	2	15	140	
EMS BELL LIBRARY TRUST	58,072	-	700	4,325	54,447	
ELDERLY TAXATION FUND	23,864	712	-	-	24,577	
MUNICIPAL AFFORDABLE HOUSING	197,044	-	11,220	-	208,264	
POLICE FEDERAL DRUG ACCT	26,036	10,997	63	-	37,096	
DRAPER	21,355	-	257	-	21,613	
RICHARDSON	1,889	-	24	-	1,913	
A & AV LINCOLN	1,409	-	17	-	1,426	
RAFTON (INTEREST)	8,181	290	97	-	8,568	
RAFTON (PRINCIPAL)	599	-	-	-	599	
CONROY	2,170	-	26	-	2,196	
AMERICAN LEGION	1,600	-	19	-	1,619	
CHRIS MAYNARD BOOKS	5,172	-	62	-	5,234	
HOLT	973	-	12	-	985	
	20,539,447	1,982,073	863,267	838,828	22,545,960	
<b>INTERNAL SERVICE FUNDS</b>						
INSURANCE	67,113	51,073	1,749	4,943	114,992	
UNEMPLOYMENT COMPENSATION	357,190	8,883	8,490	-	374,563	
WORKERS COMPENSATION	192,200	80,841	-	75,477	197,563	
TOWN INSURANCE HEALTH	3,097,429	28,875,957	38,118	25,714,053	6,297,452	
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>3,713,932</b>	<b>29,016,753</b>	<b>48,357</b>	<b>25,794,473</b>	<b>6,984,570</b>	
<b>GRAND TOTAL ALL TRUST FUNDS</b>	<b>24,253,379</b>	<b>30,998,827</b>	<b>911,625</b>	<b>26,633,301</b>	<b>29,530,530</b>	

**TOWN OF ANDOVER, MASSACHUSETTS**  
**ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING**  
**ACTIVITY FOR FY2019**

ARTICLE	PROJECT NAME	AUTHORIZATION JULY 1, 2018	NEW AUTHORIZATION	BONDING	PAID DOWN	RESCIND	AUTHORIZATION JUNE 30, 2019
<b>SEWER ENTERPRISE</b>							
ART 64 2007	SHAWSHEEN PUMPING STATION	350,000					350,000
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	2,200,000					2,200,000
		2,550,000	-	-	-	-	2,550,000
<b>WATER ENTERPRISE</b>							
ART 36 2012	WATER PLANT BACKWASH TANK	300,000					300,000
ART 41 2016	WATER MAIN REPLACEMENT PROJECTS	1,000,000		500,000			500,000
ART27 2017	WATER MAIN REPLACEMENTS	2,500,000		1,500,000			1,000,000
ART 30 2017	WATER TREAT PLANT ELECTRIC SUBS REPLAC	200,000		200,000			-
ART 38 2017	WATER TREAT PLANT HEATING SYSTEM	200,000		100,000			100,000
ART 25 2018	WATER MAIN REPLACEMENT PROJECTS	3,000,000					3,000,000
ART 27 2018	WATER TREAT PLEANT ELECTRIC SUBS REPLAC	5,000,000					5,000,000
ART 30 2018	DALE STREET PUMPING STATION REPLACE	360,000					360,000
ART 29 2019	WATER MAIN REPLACEMENTS	-	4,000,000				4,000,000
ART 2 2019	WATER MAIN REPLACEMENTS	-	2,000,000				2,000,000
		12,560,000	6,000,000	2,300,000	-	-	16,260,000
<b>TOTAL ENTERPRISE FUNDS</b>		15,110,000	6,000,000	2,300,000	-	-	18,810,000
<b>GENERAL GOVERNMENT</b>							
ART 31 2008	LANDFILL CLOSURE	6,695,000					6,695,000
		6,695,000	-	-	-	-	6,695,000
<b>SCHOOL</b>							
ART 3A 2010	BANCROFT SCHOOL PROJECT	172,353				172,353	-
ART 40 2015	SCHOOL SITE IMP - WEST ELEMENTARY	319,000					319,000
ART 45 2017	HIGH PLAIN/WOODHILL AIR CONDITIONING	275,000		275,000			-
ART 47 2017	MAJOR SCHOOL PROJECTS	370,000		370,000			-
ART36 2018	MAJOR SCHOOL PROJECTS	722,000		722,000			-
		1,858,353	-	1,367,000	-	172,353	319,000
<b>ROAD AND DRAINAGE</b>							
ART 29 2017	ENMORE STREET RECONSTRUCTION	655,000		300,000			355,000
ART48 2018	MINOR STORM DRAIN IMPROVEMENTS	300,000					300,000
		955,000	-	300,000	-	-	655,000
<b>CONSERVATION AND LAND ACQUISITION</b>							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	800,000					800,000
ART 23 2002	CONSERVATION FUND	400,000					400,000
		1,200,000	-	-	-	-	1,200,000
<b>TECHNOLOGY</b>							
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000					200,000
ART 46 2017	SAFETY & COMMUNICATION UPGRADE PHASE 2	300,000		300,000			-
ART 46 2018	INFO TECHNOLOGY PLATFORM & INFRASTRUCT	350,000			350,000		-
ART 39 2019	PUBLIC SAFETY MICROWAVE COMMUNICATION SY	-	300,000				300,000
		850,000	300,000	300,000	350,000	-	500,000
<b>TOWN BUILDINGS</b>							
ART 29 2016	COLLINS CENTER FAÇADE REPLACEMENT	300,000		300,000			-
ART 33 2017	MUNICIPAL SERVICES FACILITY	8,500,000		8,000,000			500,000
ART 43 2017	MAJOR TOWN BUILDINGS PROJECTS	-					-
ART 44 2017	TOWN & SCHOOL ENERGY INITIATIVES	120,000					120,000
ART34 2018	MAJOR TOWN BUILDINGS PROJECTS	775,000		775,000			-
ART35 2018	TOWN & SCHOOL ENERGY INITIATIVES	565,000		173,000	392,000		-
ART41 2018	CENTER AT PUNCHARD DESIGN SERVICES	160,000			160,000		-
ART 1 2019	BALLARDVALE FIRE STATION	-	7,000,000				7,000,000
ART 24 2019	CENTER AT PUNCHARD DESIGN/CONSTRUCTION	-	2,500,000				2,500,000
ART 36 2019	MAJOR TOWN BUILDINGS PROJECTS	-	650,000				650,000
ART 37 2019	TOWN & SCHOOL ENERGY INITIATIVES	-	420,000				420,000
ART 38 2019	MAJOR SCHOOL BUILDINGS PROJECTS	-	920,000				920,000
		10,420,000	11,490,000	9,248,000	552,000	-	12,110,000
<b>MISCELLANEOUS</b>							
ART 31 2017	BANCROFT HIGH LIFT PUMPS	250,000		90,000	160,000		-
ART 41 2017	PUBLIC WORKS VEHICLES - LARGE	450,000		450,000			-
ART 42 2017	FIRE APPARATUS REPLACEMENT - AMB 2	270,000		270,000			-
ART32 2018	PUBLIC WORKS VEHICLES - LARGE	555,000					555,000
ART 33 2018	FIRE APPARATUS REPLACEMENT - LADDER	1,100,000		1,100,000			-
ART 34 2019	PUBLIC WORKS VEHICLES - LARGE	-	380,000				380,000
ART 35 2019	FIRE APPARATUS REPLACEMENTS	-	360,000				360,000
ART 40 2019	TOWN BRIDGE EVALUATION & MAINTENANCE	-	500,000				500,000
ART 41 2019	PARKING AND HARDSCAPE IMPROVEMENTS	-	400,000				400,000
		2,625,000	1,640,000	1,910,000	160,000	-	2,195,000
<b>TOTAL GENERAL GOVERNMENT</b>		24,603,353	13,430,000	13,125,000	1,062,000	172,353	23,674,000
<b>GRAND TOTAL</b>		39,713,353	19,430,000	15,425,000	1,062,000	172,353	42,484,000